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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

MBA Candidate, Finance & Marketing Major

2001 – 2003

- Fall 2001 & Spring 2002 Director's Lists, First Year Honor's List, Marketing Club Treasurer
- Volunteer Income Tax Assistance, Christmas in April, Admissions Volunteer, XPO Project Team
- Member of Finance, Investment Management, Sales & Trading and Marketing Clubs

THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE

Charlotte, NC

B.S. Accountancy, Summa Cum Laude (4.0 GPA)

1991 – 1995

- Financed 100% of educational expenses by working full-time while attending school
- Gold Medallist (Top Scorer) in NC on May, 1995 CPA Examination

EXPERIENCE

ECONOMIC INVENTIONS, INC.

Philadelphia, PA

Consultant & Project Manager

Summer 2002

- Created an interactive model that quantifies the impact of using time-stripped options to hedge user specified portfolios
- Developed sales pitches for a new derivative product targeted at banks, exchanges and hedge funds
- Managed business development and marketing strategy projects for an early stage company seeking initial seed capital

BANC OF AMERICA SECURITIES

Charlotte, NC

Vice President & Director of Finance – Real Estate Investment Banking

1999 – 2001

Leadership & Teamwork

- Directed \$20 billion integration of the Real Estate Syndications Division between NationsBank and Bank of America
- Supervised two analysts, three production assistants and \$60MM annual budget
- Served as department's financial manager and oversaw 100% increase in annual revenues to over \$35MM

Quantitative Analysis

- Team member on over 20 deals which generated in excess of \$5 billion in capital. Organized over 30 investor road shows
- Implemented new information system that increased production efficiency by 15% and saved \$500M in software costs
- Produced market research, investor analyses, valuation models, pitch books and offering memorandums

Creativity

- Led design process for department's first marketing campaign in coordination with an external advertising agency
- Created a new client expense reimbursement process which reduced expenses by \$200M annually
- Developed several innovative e-commerce ventures related to real estate syndicated bank debt

Assistant Vice President & Controller – Syndicated Capital Markets

1997 – 1998

- Accountable for \$25MM budget and \$200MM in revenues representing four cross-functional business units
- Supported division president in strategic growth initiatives, product development and business planning
- Prepared, evaluated and summarized monthly earnings and forecast reports for executive management

Financial Management Associate Program

1995 – 1996

- Directed all Regulatory and SEC reporting of the bank's \$900MM portfolio of derivative and trading activities
- Led team of associates in completing expense savings projects which achieved total annual savings of \$750M

PARAMOUNT'S CAROWINDS AMUSEMENT PARK

Charlotte, NC

Cash Control Manager

1991 – 1995

- Managed 15 auditors in 2 locations with accountability for over \$1MM in daily admissions receipts
- Responsible for fraud detection and internal control of all ticket stock and cash balances

ADDITIONAL INFORMATION

- Hobbies: Distance Running (10K & Marathon), Rollerblading, Ebay, Green Bay Packers, Video Games
- Community Service: UNC-Charlotte Accounting Department Fundraising Chair; United Way Team Captain

MARK N. ABRAMOVICH

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Master of Business Administration Candidate**

Philadelphia, PA
May 2003

- Faculty selected paid positions: leadership “venture fellow” and graduate MBA student admissions officer.
- Member of the Consulting Club, Entrepreneurship Club, Veteran’s Club and “Hash House Harriers” (running).
- Member of the Executive Committee, Latin American Conference: part of the Wharton Global Forum.

NEW YORK UNIVERSITY: Gallatin School of Individualized Study **Bachelor of Arts, History and Political Science**

New York, NY
1991-1995

- GPA: **3.3 / 4.0**, GPA Senior Year: **3.58 / 4.0**, Post Baccalaureate business course work GPA: **3.94 / 4.0**.

EXPERIENCE

CAREKEY INC. (Internet-based healthcare technology company) **Business Development and Marketing**

Boston, MA
June 2002 – August 2002

- Conceptualized and developed e-prescription feature including technical concept; forged business partnerships.
- Identified and analyzed target market segments, evaluated potential client base by identifying strategic issues.
- Assessed Latin America as an expansion market; successfully initiated contacts with key regional players.

CIGNA HEALTHCARE: Field Application Project through the Wharton School **Consultant**

Philadelphia, PA
December, 2001 – May 2002

- Assessed distribution strategy by analyzing current client base and determining profitability in relation to company size and individual distribution channel.
- Recommended a strategy that would allow CIGNA to leverage its strengths to attract higher value clients.

KOZMO.COM

Delivery Operations Manager, lower Manhattan and Brooklyn

New York, NY
April, 2000 – April, 2001

- Improved a delivery operation that was previously ranked in the bottom half of 19 delivery operations nationwide to consistent first or second place nationwide rankings.
- Reduced post-layoff annual payroll from approximately \$1.5MM to \$1.0MM despite increased order volume. Initial budget had already been designed by corporate industrial engineers to be as lean as possible.
- Managed delivery operation for territory with highest nationwide order-volume, approximately 5,000 weekly.
- Responsible for staff of 80, including 3 supervisors. Consistently achieved 95% plus on-time delivery target.

AIRBORNE EXPRESS

Field Services Supervisor

New York, NY
Feb, 1999 – April, 2000

- Jointly responsible for an operation with an average daily volume of 20,000 pieces of freight.
- Improved station’s performance on several national quality of service standards: reduced misroutes by 50%.
- Managed 70 drivers, customer service agents, and dispatchers: Consistently near 100% on-time statistics.

UNITED STATES MARINE CORPS

Combat Engineer Officer, Rank: Captain

Camp Lejeune, NC
Sep, 1995 – Jan, 1999

Platoon Commander, Alpha Company, 2d Platoon, 2d Combat Engineer Battalion (07/96 – 09/97)

- Led and trained 35 Marines, responsible for their health, morale and welfare.

Executive Officer, Engineer Support Company, 2d Combat Engineer Battalion (09/97 – 09/98)

- Deputy Commander of 200 Marines and over \$20MM in assets and equipment: annual budget \$415,000.
- Organized, planned and executed tactical operations as well as official policy and procedure for the planning and execution of major deployments involving Engineer Support Company.

Civil Processing Officer, (09/98 – 01/99)

- Liaison between Federal and State authorities and Armed Forces personnel and their commands on Marine Corps Base Camp Lejeune. Conducted legal research and investigations for the civil law office.

ADDITIONAL INFORMATION

- Past Treasurer: Washington Square Park Dog Run Association, a non-profit organization (1999 – 2001).
- Interests: Running (marathon, countless 5K, 10K, and ½ half marathons), PADI advanced SCUBA diver.
- Extensive Travel in Latin America, Conversant in Spanish.

JOSEPH A. ACEVEDO
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EDUCATION

THE WHARTON SCHOOL OF BUSINESS, University of Pennsylvania
Master of Business Administration Candidate, Finance Major

Philadelphia, PA
May 2003

- Robert A. Toigo Foundation Fellow (merit-based fellowship)
- Wharton Graduate Association (WGA): Executive Vice President of Wharton's student government
- WHAMBAA (Wharton Hispanic-American MBA Association): President
- Wharton Investment Management Fund Analyst
- Global Immersion Program: Four week tour of companies in Hong Kong, Taipei, Beijing and Shanghai

HARVARD UNIVERSITY
AB cum laude in Government

Cambridge, MA
June 1996

- Dean's List, National Hispanic Scholar, INROADS Intern at JP Morgan
- Participated in study abroad program at Universidad Complutense (Madrid, Spain).

EXPERIENCE

PHILADELPHIA INTERNATIONAL ADVISORS, LP
Equity Analyst
Buy-Side Equity Research

Philadelphia, PA
Summer 2002

- Recommended equity investment ideas to portfolio managers of \$3 billion international value fund (resulted in fund purchases).
- Analyzed non-US large-cap equity securities across all industries and studied industry fundamentals.
- Interviewed company management, spoke with sell side analysts, examined financial statements and built valuation models.
- Developed proprietary model used to screen equity securities by recommending sector-specific weightings.

J.P. MORGAN & CO., INC.
Associate

New York, NY
March 2000 – June 2001

Sell-Side Equity Research: Telecommunications and Media (Latin America)

- Performed financial forecasting and equity valuations; analyzed and projected income statements, cash flows and balance sheets.
- Wrote more than twenty company and telecommunications industry research reports, including America Movil.
- Performed valuation and presentations for equity offerings: Telmex, Telefonica Moviles (IPO), Iusacell and Telecom Argentina.
- Interfaced extensively with company executives, equity investors, sales & trading and investment banking professionals.
- Oversaw production and publication of JP Morgan's Latin American telecom weekly: *The Weekly Call*.
- Worked with #1-ranked Latin America telecommunications analyst and #3 media analyst, specializing in wireless stocks.

SG COWEN SECURITIES CORPORATION
Research Associate

New York, NY
July 1998 – March 2000

Sell-Side Equity Research: Steel and Mining (Latin America)

- Built financial models, analyzed company financial reports and maintained industry databases.
- Drafted, edited, and published company and industry research reports.
- Traveled to Brazil, Mexico and Argentina to meet with senior management of companies under coverage.

MERRILL LYNCH & CO.
Financial Analyst

New York, NY
July 1996 – June 1998

Corporate and Institutional Client Group: Public Finance

- Modelled municipal debt restructurings for the School District of Philadelphia (\$350 million), Philadelphia Gas Works (\$325 million), State of Connecticut (\$300 million) and Empire State Development Corporation (\$200 million).
- Participated in deal negotiations, performed due diligence, prepared offering memorandums and coordinated client presentations.
- Structured first ever Consumer Price Index (CPI) municipal bonds for Delaware Valley Finance Authority (\$300 million).
- Taught financial modeling component of training program to new Associates.

ADDITIONAL INFORMATION

- **Brokerage Licenses:** Registered representative with NASD, NYSE and SEC (Series 7, Series 63)
- **Languages:** Spanish fluency, Portuguese proficiency; German proficiency
- **Volunteer:** Harvard Schools Committee (alumni interviewer), Regis High School (fundraising chair for Class of 1992)
- **Interests:** Investing, travel, reading, golf, baseball, movies and restaurants

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EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE – University of Pennsylvania

Philadelphia, PA

MBA Candidate, Finance and Multinational Management

May 2003

MA Candidate, International Studies – Europe and France

- Evaluated European market entry strategy for Israel-based satellite telecommunications company
- Recipient of the Adolfo Niella Memorial Fellowship; Member of Admissions Committee

WESLEYAN UNIVERSITY

Middletown, CT

Bachelor of Arts, History and European Studies

May 1995

- Graduated with Honors, awarded Butler Prize for outstanding senior thesis
- Student representative for faculty searches in two departments

PROFESSIONAL EXPERIENCE

PWC CONSULTING

New York

Project Manager

2002

- Spearheaded separation of digital assets of PwC Consulting from PricewaterhouseCoopers in preparation for IPO.
- Responsible for seven-person staff and \$6.7m budget; coordinated work of 10+ branding, technical vendors and legal counsel.
- Worked directly with CEO's communications lead in preparation for acquisition by IBM.

CAMBRIDGE TECHNOLOGY PARTNERS

New York, NY

Digital Business Strategy Group

2001

- Led the creation of a research group for CTP's global strategy consulting practice.
- Modeled revenue, market growth strategies for leading energy company's new technology group.

PRICEWATERHOUSECOOPERS

New York, NY

Business Development Manager, InfoComm Group

1999-2000

Promoted to manager in one year.

- Co-leader of three-person team recruited to develop new services for PwC's worldwide technology group. Supervised \$600,000 annual budget. Devised and executed technology-related projects with clients and third-party vendors such as 3Com and Wind River Systems.
- Developed and led landline / wireless networking project for the 2000 World Economic Forum. Led eight-person, multi-company team in project that resulted in publicity and new contracts worth \$1.5 million.

CompassRose International

Washington, D.C.

Analyst

1998

- Set up market-entry strategy for Washington, D.C.-based telecommunications consultancy into Southeast Asia.
- Drafted negotiation documents for large satellite telecommunications client at WRC 2000 conference in Istanbul.
- Led business analysis for web-based telecommunications regulatory business services.

VIETNAM ECONOMIC TIMES

Hanoi, Vietnam

Editor

1997-1998

- Led 13 Vietnamese staff members at Vietnam's leading business publication during Southeast Asia's financial crisis.
- Developed direct relationships with IMF, World Bank and Vietnamese government officials. Broke stories on subjects ranging from \$3 million government letters-of-credit default to shifts in Ministry of Finance policy.

REDWOODS BAR & GRILL

Hanoi, Vietnam

Founder, General Manager

1996-1997

- Opened the first California-style bar and grill in Vietnam. Reached break-even after 3 months of operation.
- Hired, trained and managed staff of 30 employees. Negotiated licenses with city officials. Directed restaurant construction.

ADDITIONAL INFORMATION

- Fluent spoken and written French. Proficient written and spoken Spanish and Vietnamese.
- *National Outdoor Leadership School* certification in wilderness leadership, orienteering and back-country first-aid.

FUNDA AKARSU

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration, Dual Major in Finance and Strategic Management

May 2003

Treasurer of Finance Club; Executive Director of Student & Faculty Affairs - Wharton Graduate Association Executive Council

Leadership Fellow and Teaching Assistant for Leadership & Teamwork courses; Panel Manager - 2002 Technology Conference

KOC UNIVERSITY

Istanbul, Turkey

Bachelor of Arts, Dual Major in Business Administration and Economics

1993 - 1997

- Awarded full scholarship based on superior performance (top 0.1%) in the National University Matriculation Examination
- Graduated with high honors as Vehbi Koc Scholar, and Turkish Education Fund Scholar (**GPA 3.53/4.00**)
- Fiat Intl Scholar - L'Universita Per Stranieri di Perugia; Founded and managed Koc University Mutual Investment Fund

EXPERIENCE

CITIGROUP INC

New York, NY

Corporate Treasury – Financial Management Associate

Summer 2002

- Analyzed the “Liquidity & Funding” position of the US Consumer Bank Treasuries. Recommended a new strategy and funding structure for strengthening the Consumer Bank Treasuries integration process, which incorporated various acquisitions. Presented to Global Consumer Bank Treasurer and other senior Treasurers.
- Developed and presented a financial model to assess the “Earnings at Risk” for Citi Cards portfolio and “Cost-to-Close” of the Treasury gap.
- Evaluated financial and legal implications of a large size private label card portfolio acquisition and devised alternatives for the securitization agenda with emphasis on Private Label Card Partnerships.

J.P. MORGAN INVESTMENT BANK

Istanbul, Turkey

Investment Banking Division - Associate/Credit Officer

1997 - 2001

- **Valuation/Modeling:** Created and maintained models for M&A plans, Discounted Cash Flow Analysis, Credit Risk Assessment Models, Product SVA Analysis, Common Stock Liquidity Comparisons, Automated Market Data Retrievers.
- **Deal Exposure:** Involved in the pitching process, performed due diligence, created valuation models and risk analysis reports, prepared information memoranda, conducted general and legal execution efforts. Select deal experience includes:
 - M&A advisory (for a total deal size of approximately USD 7 billion) to**
 - Major U.S. chemicals company on its acquisition of the state owned petrochemicals company;
 - Multinational telecom consortium for its acquisition of Bulgaria's largest mobile telecom operator;
 - Turkish Government on the privatization of the state owned petroleum company;
 - Multinational oil distribution company on restructuring and sale of its assets.
 - Fixed Income advisory (for a total issue size of approximately USD 4 billion) to**
 - Leading GSM operator for its proposed high yield debt offering;
 - Undersecretariat of Treasury on various power and defense projects (syndicated debt arrangement).
- **Research:** Prepared research reports for senior bankers to be used as bank wide references on M&A and Competition Legislations, Capital Markets and Stock Exchange Regulations, Banking and Tax legislations.

KOC UNIVERSITY

Istanbul, Turkey

Finance Department - Research Assistant

1996-1997

- Performed statistical analysis and prepared reports on the following topics to be used as faculty wide references: “Measuring Liquidity in Equity Capital Markets”; “Predicting Returns and Volatility in Emerging and Developed Markets”; “Privatization Methods in Turkey in comparison with other Emerging Markets.”

GLOBAL SECURITIES

Istanbul, Turkey

Research Department - Research Assistant

1995-1996

- Published daily market updates, company and industry reports on oil & gas, pharmaceuticals, paint and construction industries for major U.S. & European funds. Created valuation and comparative stock performance models.

ADDITIONAL INFORMATION

- Played for Turkish Basketball League teams. Team won Mediterranean Women's Cup.
- Cultural Ambassador-Rotary International (US): Traveled in the West Coast giving speeches to large assemblies of Rotary members and university students. Elected as Turkey's only representative by Businesswomen Association.
- Board member at Koc University Alumni Association, Junior Chamber Intl (a worldwide leadership development organization).
- Proficient in Italian and conversational in Spanish. Interests include painting, water sports, modern jazz & Latin dancing.

STEVEN P. ALBERT

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Masters of Business Administration Candidate, *Strategic Management and Finance*

Philadelphia, PA

May 2003

- Consulting Club; Technology Club; Wharton Community Consultants; Undergraduate Mentor; Wharton Outdoors
- Selected for Global Consulting Practicum: Consulting project for international business school in Chile
- GMAT 760 (99th Percentile)

DAVIDSON COLLEGE

Bachelor of Arts with High Honors, *Spanish*, GPA 3.9

Davidson, NC

May 1998

- Alpha Epsilon Delta Honor Society Member; Spanish TA and tutor; Habitat for Humanity Volunteer; ER Volunteer; Project Life Blood Drive Organizer; Pi Kappa Alpha Fraternity; Intramural Sports
- Junior semester abroad in Spain at St. Louis University—Madrid Campus

EXPERIENCE

ASPEN TECHNOLOGY

Summer Associate - Corporate Strategy and Planning Office

Cambridge, MA

Summer 2002

- Designed corporate performance measurement framework with executive management team; delivered technical specification document for financial, strategic, and operational metrics to gauge performance by product and business unit
- Developed strategic planning process and implementation plan to improve business planning capabilities and align newly reorganized business units and functional areas with corporate strategy
- Created and implemented financial planning model template in collaboration with business unit leaders that improved efficiency by enabling custom, multi-dimensional analysis of financial projections

SYNCRA SYSTEMS

Senior Consultant

Waltham, MA

January 2000 – June 2001

- Led 8-person team on 4-month implementation of supply-chain collaboration software module between pharmaceutical company and 2 national retailers; resulted in 18% inventory turn improvement and \$4MM ROI across 3 product categories
- Managed 10-person team on 3-month implementation of two software modules between consumer packaged goods firm and 2 national retailers capturing \$1.6MM in potential lost promotional sales within 30 days of implementation
- Designed interview guide to debrief customers, conducted interviews, analyzed responses, and presented recommendations for product enhancements and new features to product development/engineering
- Investigated barriers to entry into supply-chain collaboration and was part of team that made strategic recommendations to senior management resulting in development of a sales forecast generation software module
- Analyzed ROI, forecast error percentages, inventory turn improvements, and total impact of software use on clients' financial statements; presented results to client senior management

KEANE

Consultant

Lexington, MA

June 1998 – January 2000

- Developed software (75+ reports and integration feeds), analyzed business processes, and supported production for team providing custom, 14-month implementation of Reuters' Kondor financial risk management system at investment firm
- Assessed impact of introduction of European Monetary Unit on four integrated financial trading and positioning systems as part of 4-person team; recommended software development upgrade strategy and resource allocation
- Evaluated technical development needs for replacement of existing Fixed Income Data Warehouse with 3 potential software products as part of 3-person team; made software selection and implementation recommendations to management

ADDITIONAL INFORMATION

- Fluent in Spanish
- Attended classes in XML Development and Internet Systems Architecture at Northeastern University in 1999
- Interests include snow sports, cooking, Hispanic literature and culture

ELIZABETH ALMOND

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

MBA Candidate: Real Estate and Strategic Management

Philadelphia, PA

May 2003

- Member of the Real Estate Club, Wharton West Club, Admissions Committee Volunteer
- Recipient of the Robert E. Linneman Memorial Fellowship in Real Estate

HARVARD UNIVERSITY

Master in Architecture

Cambridge, MA

March 1995

SMITH COLLEGE

Bachelor of Arts, major: physics

Northampton, MA

May 1990

EXPERIENCE

SUN MICROSYSTEMS, INC

Summer Intern, WR-APG (Real Estate Finance/Strategy Group)

Santa Clara, CA

Summer 2002

- Led four teams assessing methods for reducing Sun's global real estate operating expenses by \$16 million
- Initiated a statistical study to identify and explain contributing factors for high performing/low performing sites
- Identified and analyzed underlying causes behind increasing real estate costs, recommended strategies for reducing annual depreciation

KAPLAN McLAUGHLIN DIAZ ARCHITECTS

Project Architect, Corporate Group

San Francisco, CA

1995-2001

- Set design strategy for architectural projects with construction budgets ranging from \$120 to \$900 million for clients including General Motors, Sun Microsystems and Cisco Systems
- Collaborated with two team members in pitching, interviewing and bringing in General Motors, Sun Microsystems and Cisco Systems as clients to Kaplan McLaughlin Diaz, representing over \$20 million in fees
- Led design and management teams composed of 15-40 architects and engineers
- Negotiated terms of planning approval with government agencies

Project Manager, Southeast Asia Group

Singapore

- Led team of 15 Singaporean architects to complete construction documents on 2 mid-rise buildings
- Spearheaded change effort to bring local firm's production of construction documents up to American standards

1997

OVE ARUP AND PARTNERS, STRUCTURAL ENGINEERS

Structural Engineering Intern

London, UK

1993

- Calculated loading on steel framing for high-rise buildings, sized steel members, designed cabling systems
- Built computer models simulating wind loading deflection on cantilevered steel

AMERICAN SCIENCE AND ENGINEERING

Graphic/Industrial Designer

Cambridge, MA

1990-1994

- Designed improved housing for x-ray technology equipment
- Collaborated with physicists to analyze performance of system components, building computer models and physical full-scale mock-ups

ADDITIONAL INFORMATION

- Licensed Architect in California
- Enjoy rowing crew, dragon boat racing, running, biking, skiing and traveling

MARILYN ANDERSEN

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate in Marketing and Strategic Management

May, 2003

- Wharton Omnicom Communications Fellow
- Elected: Marketing Club Social Co-Chair
- Club Member: Marketing, Hospitality and Tourism, Say YES to Education

VASSAR COLLEGE

Bachelor of Arts in Economics

Poughkeepsie, NY

1995

- Economics Honor Society
- Elected: Judicial Board, Admissions Committee, Vassar Television Treasurer, Student Advisor

EXPERIENCE

COLGATE-PALMOLIVE

New York, NY

Intern, New Product Development

Summer 2002

- Developed and presented product concepts for consumer testing based on R&D, consumer trends, competitive analysis
- Led cross-functional team through the development of a Lady Speed Stick new product initiative
- Partnered with Consumer Insights to develop and execute a qualitative research program
- Presented recommendations to restructure Lady Speed Stick visual brand architecture

ESTEE LAUDER, INC.

New York, NY

Marketing Manager, Fragrance

1999-2001

- Managed four fragrance brands representing \$310MM in retail sales
- Launched nine line extensions and product promotions each season by coordinating sales, training, merchandising, PR and internet departments
- Developed comprehensive \$16MM U.S. marketing plan for major fragrance launch
- Managed \$50MM annual budget and defended department spending in senior management budget reviews
- Chaired cross-functional product development team, including packaging, design, operations and R&D
- Evaluated primary and secondary market research to shape product development
- Implemented price adjustments and product discontinuations across seventeen brands, improving category margin by 1%
- Created advertising calendar for scented print media
- Managed and developed two junior marketing professionals

Assistant Marketing Manager, Fragrance

1998-1999

- Developed and executed largest U.S. fragrance gift set program, representing \$100MM annual retail sales
- Lowered Cost of Goods by 1%, representing \$600,000 incremental profit
- Proposed new fragrance promotion which generated \$2MM sales revenue

LANDOR ASSOCIATES

New York, NY

Brand Identity Consultant

1996-1997

- Managed creative teams through all stages of brand identity development from conception to implementation, including positioning, naming, consumer research and design
- Supervised and analyzed consumer research to test proposed identities and to determine brand equities
- Coordinated identity application across packaging, corporate communication and retail environments
- Presented brand identity solutions, including positioning platforms and brand revitalization strategies

INTERESTS

- Certified Chef de Patisserie de Base, *Le Cordon Bleu*, Paris, France
- Fair-weather skier; All-weather runner; Cheese lover; Sunday driver

MATTHEW J. ANDERSEN

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Finance and Marketing Major

May 2003

- Christmas in April Selection Committee, Admissions Committee Student Panel volunteer
- Member of Consulting Club, Marketing Club, Veterans Club, and Touch Football Club

UNITED STATES MILITARY ACADEMY

West Point, NY

Bachelor of Science Degree in *Physics with a Nuclear Engineering Concentration* (GPA 3.75/4.0)

1990-1994

- Graduated 26th of 1041 cadets
- Superintendent's Award for top 10% of class in academics, leadership, and physical fitness
- Dean's List all 8 semesters, Phi Kappa Phi Honor Society, National Physics Honor Society

EXPERIENCE

BAIN & COMPANY

Boston, MA

Summer Associate

Summer 2002

- Analyzed the product development process for a manufacturing company, isolating process weaknesses and assisting with the implementation of a decision-based management framework.
- Evaluated strategies and synergies surrounding potential acquisition targets for a major bedding manufacturer.

ARTHUR ANDERSEN, LLP

New York, NY

Senior Consultant, Technology Risk Consulting

1999-2001

Leadership Management

- Received highest performance evaluation among 28 senior consultants. Promoted ahead of peers.
- Managed a \$225,000 engagement that ensured that a telecommunications company's technology and processes complied with FCC regulations.
- Led a \$200,000 engagement that eliminated data transmission errors between the client's order entry and distribution systems, reducing improper fulfillment of goods and customer returns. Presented findings to the COO.

Business Development

- Selected by managing partner for a team that developed and implemented an infrastructure resource management service line.
- Designed and taught two internal SAP security training courses, building the practice's expertise in enterprise applications.

UNITED STATES ARMY

Fort Campbell, KY

Captain, Infantry

1994-1999

Leadership Management

- Graduated from U.S. Army Ranger School, the Army's most difficult and intensive leadership training.
- Personally selected by the battalion commander to lead a 100-soldier task force during a corps level, 20,000-person training exercise. Mission resulted in the successful neutralization of an enemy battalion.
- Supervised the maintenance, training, and administration of a 217-soldier headquarters company as the executive officer (2nd in command).
- Led a 36-soldier platoon in over 20 live-fire exercises, receiving the highest performance rating for each infantry mission.

Analysis, Planning, and Problem Solving

- Developed and implemented the training management plan for a 620-soldier Air Assault Infantry Battalion.
- Designed a resource management database that tracked and efficiently allocated the battalion's ammunition and transportation assets.

Awards and Accomplishments

- Completed U.S. Airborne (Parachute), Air Assault (Rappelling), and Fast Rope Master Schools.
- Awarded Army Commendation Medal and two Army Achievement Medals for performance and leadership.
- Consistently rated by battalion commander as one of the top junior officers out of 23 in the organization.

ADDITIONAL INFORMATION

- History reading enthusiast with particular interest in the Civil War and World War I.
- Enjoy golf, running, biking, and weightlifting.

ANDREW ARLUK
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EDUCATION

THE WHARTON SCHOOL – UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Master of Business Administration Candidate

Candidate 2003

- Recipient of the John Mayer merit scholarship, awarded for demonstrated leadership potential.
- Musical Director for 2003 Follies theater production.
- Assisted organization for Media and Entertainment Conference.
- Member Media and Entertainment Club, Entrepreneurship Club, and Technology Club.

JOHNS HOPKINS UNIVERSITY

Baltimore, MD

Master of Science in Electrical Engineering

9/90 - 6/95

Bachelor of Science – Major: Electrical and Computer Engineering

- Beneficial Hodson Trust Scholar - Awarded 4-year merit tuition scholarship.
- Recipient of William Huggins Award for outstanding achievement and service to the Engineering School.
- Founder and President – HKN (National Electrical Engineering Honor Society), Johns Hopkins.
- GPA 3.99/4.00, Departmental and General Honors. Graduated top 2% of class.

EXPERIENCE

TVT RECORDS (Record Label)

New York, NY

Manager, Business Functions

Summer 2002

Initiated and managed projects across departments at large independent record label:

- Marketing: Created structure for label recoup ability of online artist marketing efforts.
- Radio and Sales: Analyzed artist retail and radio play data to determine mechanisms for boosting record sales.
- A&R: Advisor to department for selection of new artists for label portfolio.
- Financial: Implemented systems for improved financial data reporting within organization.

MICROSOFT

Redmond, WA

Program Manager, Digital Media Division

2/00-8/01

- Responsible for driving new digital media technical initiatives with the film industry.
 - Led efforts with the seven major studios and post-production houses to develop new models for digital film delivery.
 - Defined new methods for employing digital video in daily production shoots, editing and digital cinema.
- Managed new Windows Media technical strategy for film industry needs.
 - Developed audio and video encoding techniques and processes to improve output quality.
 - Designed Digital Rights Management solutions.
- Efforts led to studios launching Internet and Video On Demand digital film services based on Windows Media.

Program Manager, Windows Division

11/97- 2/00

- Led PC industry initiative with global computer hardware manufacturers to improve PC ease of use.
 - Developed technical guidelines and published chapters in industry design manual *PC Design Guide*.
 - Created market adoption strategies, technology licensing and partnership contracts for new systems.
 - Presented at global industry conferences in the United States, Asia, and Europe.
 - Initiative resulted in release of new easier-to-use PCs by major global computer makers.

Program Manager, PowerPoint Division

6/95 –11/97

- Managed multimedia features in PowerPoint including clip art gallery, slide animations, and graphing. Designed new multimedia functionality and user interfaces. Coordinated features across Microsoft Office products.

ADDITIONAL INFORMATION

- Music: Played piano for over 20 years. Performed with orchestras and ensembles. Compose music. Recorded in studio.
- Community: Co-led team to assist Seattle Symphony Orchestra in building Classical Music Learning Center.
- Language: Fluent in Russian.
- Martial Arts: Black belt in Tang Soo Do karate. Served as instructor.

ALAN DERUSSY ARMSTRONG

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EDUCATION

- 2001-2003 **THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA** San Francisco, CA
Master of Business Administration, Wharton West Executive MBA Program. GMAT- 710 (96th percentile).
- 1997 **UNITED STATES NAVAL TEST PILOT SCHOOL** Patuxent River, MD
Distinguished Graduate (top 10%) of a competitive, highly selective 11 month, graduate level program in advanced aeronautics, airborne systems, and flight testing of U.S. Naval tactical strike-fighter aircraft.
- 1990-1992 **NAVAL FLIGHT OFFICER SCHOOL** Pensacola, FL
Completed graduate level training in tactical aviation, concentrating in the theory and operation of strike aircraft avionics and weapon systems. Commodore's List of Distinguished Graduates (top 5%).
- 1985-1990 **RENSSELAER POLYTECHNIC INSTITUTE** Troy, NY
M.S. Industrial and Management Engineering, Concentration in Manufacturing; August 1990, Alpha Pi Mu Industrial Engineering honor society.
Master of Business Administration; August, 1990.
B.S. Aeronautical Engineering; June 1989, Naval ROTC, Sigma Gamma Tau Aerospace Engineering honor society, Varsity Lacrosse Team, Chi Phi social fraternity, Alpine Ski and Rugby club teams.

PROFESSIONAL EXPERIENCE

- 1990-2002 **NAVAL OFFICER, UNITED STATES NAVY (LIEUTENANT COMMANDER)**
- 2000-2002 **FA-18E/F SUPER HORNET SQUADRON** Lemoore, CA
Department Head
- Lead two of four squadron departments, consisting of 30 officers and personnel.
 - Manage safety and mishap reporting for over \$1.4 billion of aircraft and ancillary equipment.
 - Developed all operational flight procedures for \$5 billion FA-18E/F program.
 - Identified resource requirements, developed training syllabi and instructed replacement pilots and weapons systems officers in FA-18E/F familiarization, systems, and weapons employment.
- 1993-1999 **DEVELOPMENTAL & OPERATIONAL FLIGHT TEST DIRECTOR / A-6E INTRUDER SQUADRON**
Director, Developmental and Operational Flight Testing / Division Officer
- Led flight testing teams, developed test plans, recommended system design changes, and evaluated the performance of various integrated systems during the operational flight testing of the Navy's newest strike-fighter aircraft. Evaluated weapons systems as well as crew system function and suitability interfaces.
 - Authored the FA-18E/F's Operational Evaluation report for the Department of Defense and Congress. Led cross-functional government /industry cockpit design team.
 - Managed \$17 million budget as Platform Coordinator responsible for new combat systems development.
 - Supervised five mid-level managers and 55 technicians responsible for maintaining \$560 million of equipment. Managed all aspects of personnel training, retention, recognition, and career development.

AWARDS / RECOGNITION

- Selected as a United States Navy candidate for the National Aeronautics and Space Administration (NASA) Astronaut Class of 2000.
- Received the Commanding Officer's Leadership Award for 1996 as the Junior Officer demonstrating the most outstanding leadership abilities.
- First Junior Officer to be designated an Airwing Strike Leader to lead my peers in combat.
- Awarded two Navy & Marine Corps Commendation Medals for flying the first night flight, the first crewed carrier arrested landing, and the first night carrier arrested landing of the FA-18E/F Super Hornet program.
- Awarded Strike/Flight Air Medal by the President of the United States for meritorious achievement in aerial flight over Iraq and Bosnia-Herzegovina in support of United Nations mandates, sanctions, and resolutions.
- Awarded four Navy & Marine Corps Achievement Medals for demonstrating exceptional leadership and management abilities coupled with superior tactical execution skills and strategic vision.

ANASTASIA ASHTON

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate

May 2003

- Omnicom Communications Fellow.
- Selected to lead PR, Communications and External Affairs team for bringing to market a new patented financial product - time-stripped 'expiration-less' options (XPOs).
- Chair Housing Committee Welcome Weekend; Selected as Teaching Assistant for Operations course;
- Member of Launch Committee for new Wharton Initiative for Leadership Development (WILL).
- Semi-finalist in 2002 MBA Jungle Business Plan Competition.

OXFORD UNIVERSITY - ST EDMUND HALL

Oxford, U.K.

MA, BA - Byzantine and Medieval Greek Literature

June 1997

- Awarded two scholarships for outstanding academic merit after gaining a Distinction in first year exams.
- President of Oxford University Philhellenic Society – led revitalization of this University club.
- College fund-raising campaign – selected to lead US leg after surpassing targets for UK campaign.

EXPERIENCE

AMERICAN PET INSURANCE NETWORK

Philadelphia, PA

Co-Founder and Partner

March 2002 - Present

- Founded start-up to develop and sell pet health insurance and related services to the US market.
- Accepted to join the Wharton Venture Initiation Program – a business incubator administered through the Wharton Small Business Development Center (SBDC).
- Developed full business and marketing plan through competitive analysis and market sizing. Devised and conducted market research study (surveys and conjoint). Devised strategy and developed extensive relationships with pet owners and veterinarians across the US. Formulated actuarial loss model to drive claims function from veterinary data.

ELAN COMPUTING (IT RECRUITMENT)

London, U.K.

Consultant, Communications and Networking Team

Sept 1999 - June 2001

- Responsible for generating new business and fulfilling job requirements on behalf of blue-chip clients. Introduced 5 new clients to the company (Elan is an independently operating subsidiary of Manpower - Fortune 500).
- Researched and developed Internet-based strategy that has become the primary mechanism for resourcing candidates.
- Following initial independent research and analysis, won approval to investigate expansion into the Greek market on behalf of Elan utilizing my extensive contacts and initiative.

LE PETIT CADEAU

Reading, U.K. / Greece

Founder and Partner

Aug 1998 – Aug 2001

- Launched and led successful partnership selling wedding favors and corporate gifts imported from Greece. Analyzed and pursued opportunity to take advantage of my thorough knowledge of the Greek market, an extensive business network in Greece, and the rapidly growing wedding market in the UK.
- Responsible for all aspects of running business- from sales and marketing to strategy and client contact. Established a wide network of clients, focusing on building strong business-to-business relationships.

WATERCRAFT HELLAS

Athens, Greece

Assistant Marketing Manager, Inflatable Boats

June 1997-Aug 1998

- Conducted study of existing marketing strategies, identifying deficiencies and areas for improvement. Following extensive research and analysis developed and implemented new marketing initiative based on price changes.
- Increased sales by 800% during the year - played a key role in revitalizing the fortunes of the inflatable boats category of Watercraft. Acquired strong administration and marketing skills. (Watercraft is an international company, specialising in manufacturing lifesaving equipment for the shipping industry).

ADDITIONAL INTERESTS

- Riding for the Disabled - (1989-Present); Founder and Director of small company acting as representative for 3 artists.
- Avid equestrian & modern pentathlete - national gold medal show-jumping in Greece; PADI Open Water scuba diver.
- Certificate of Wine Appreciation from Wine & Spirit Education Trust, London.

CHRISTOPHER ASHTON

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate

May 2003

- Omnicom Communications Fellow
- Selected to become Operations Teaching Assistant; Wharton Welcome Weekend Committee Chair; Wharton Initiative for Leadership Learning (WILL) – Launch Committee; Publicity Corps UK team member.
- Semi-finalist in 2002 MBA Jungle Business Plan Competition.
- Selected to lead PR, Communications and External Affairs team for bringing to market a new patented financial product - time-stripped 'expiration-less' options (XPOs).

COMMANDO TRAINING CENTRE ROYAL MARINES

Devon, England

Young Officer Training

1994-1995

- Successfully completed the longest and one of the toughest regular infantry officer training courses in the world.
- Awarded Green Beret on completion of 4-week Commando Course phase of training.

OXFORD UNIVERSITY - ST EDMUND HALL

Oxford, England

MA, BA - Geography

June 1994

- Main focus on physical geography - completed a dissertation analyzing rock strength relationships, based on field work research conducted in the Colorado National Monument Park, USA.
- Royal Marines University Cadetship (1991-1994) - awarded one of only five national Cadetships from over 300 applicants, for full sponsorship through University as a commissioned Officer.

EXPERIENCE

AMERICAN PET INSURANCE NETWORK

Philadelphia, PA

Co-Founder and Partner

March 2002 - Present

- Founded start-up offering pet health insurance to US pet owners. Admitted to Wharton Venture Initiation Program – a business incubator housed by Wharton SBDC.
- Developed full business plan – competitive analysis; market sizing; marketing plan. Devised and conducted market research through conjoint study and surveys. Devised strategy and developed relationships with pet owners and veterinarians. Formulated actuarial loss model to drive claims function from veterinary data collected across US.

ROYAL MARINES COMMANDOS

1991-2001

Captain, Unit Training Officer - 1998-2001

London, UK

- Head of Training and Human Resources Department. Organized all aspects of training and personal development for over 200 individuals through management of 3 person management team.
- Planned and conducted two successful national amphibious operations training exercises that involved over 700 people and a variety of naval, air and land vehicles. Directed and coordinated movement of all unit personnel on operations throughout world.
- Led the marketing initiative to achieve a 138% increase in inquiries and a corresponding increase of 45% in enlistments in 2000, through innovative marketing and communications strategies.

Lieutenant, Troop Commander - 1997-1998

RAF Wittering, UK

- Led armed response force during nuclear weapon operations within UK as troop officer in charge. Operated independently from Unit headquarters in Scotland, whilst leading troop of 20 trained commandos.
- Developed and implemented innovative and intensive training operations for this important national security role that are still in use today, whilst liaising with senior level officers during operations.
- Successfully responded to various incidents, substantially furthering alliance with Royal Air Force.

Lieutenant, Troop Commander, Fleet Protection Group - 1995-1997

Scotland, Cyprus, USA

- Responsible for the personal and professional development, welfare, discipline and morale of the 20 Marines Commandos under my command in order to meet operational requirements in our primary infantry role.
- Played key organizational part in deployment of 120 marines to Norfolk, Virginia for exchange programme with United States Marine Corps, and in deployment to Cyprus for field training evolutions.

ADDITIONAL INFORMATION

- Founder and Director of small company acting as representative for 3 artists.
- Good working knowledge of Spanish and French; enjoy cricket, sub-aqua diving, climbing and clay pigeon shooting.

FRANCK M. AVEDISSIAN

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Master of Business Administration**

Philadelphia, PA
Sept. 2001 - June 2003

- Dual major in Finance and Strategic Management
- Active Member: European Club, Volleyball Club, Admissions Officer

ECOLE NATIONALE DES PONTS ET CHAUSSEES

Paris, France

Degree in Industrial Engineering, including a one-year full time internship with Pechiney Corp.

1991-1995

TECHNICAL UNIVERSITY OF MUNICH

Munich, Germany

Associate researcher, worldwide program for urban traffic improvement

1992

- Introduced algorithms saving \$1 million/year and wrote dissertation in German

EXPERIENCE

PALUEL-MARMONT CAPITAL

Paris, France

LBO Fund with \$60 million in assets specialized in high-potential midcaps

May 2002 - Oct. 2002

Summer Associate

- Leader in animal genetics, LMBO (Enterprise Value: \$50 million): wrote and presented a memorandum to the investment committee, winning over the partners to the deal. Later led the negotiations with target firm
- European leader in printing, reinvestment (E.V.: \$25 million): studied and issued a favorable recommendation on an acquisition opportunity in Eastern Europe (Czech Republic, Hungary, Poland). Later supervised investment
- Group specialized in temporary work, LMBO (E.V.: \$8 million): led financial valuation and supervised the due-diligence process. Negotiated senior debt with banks and set up the incentive system of managers

CREDIT SUISSE FIRST BOSTON

Philadelphia, PA

Leading Investment Bank

Jan. 2002 - May 2002

Intern (Field Application Project – part-time)

- Suggested re-organization of investment banking and lending divisions based on a unified performance management system. Later implemented the project in a pilot department, saving an estimated \$30 million/year

UNILOG MANAGEMENT CONSULTING

Paris, France

French-German consulting firm, 20% yearly growth

Sept. 2000 - July 2001

Manager

- Redesigned the organization of Saint-Gobain Abrasives at an international level (3 countries, direct supervision of 20 persons), yielding a 25% increase in productivity and a 50% drop in customer claims

ALSTOM TRANSPORT

Paris & Seoul

World Leader in Train Transportation, 120,000 employees worldwide

1996-2000

Korea High Speed Train Project – Project Manager

- Managed a 15-person multipurpose team responsible for R&D, scheduling and manufacturing. Delivered equipped train stations to client 6 months ahead of schedule, saving \$5 million

FRENCH NATIONAL AIR FORCE

Tours, France

Officer aide-de-camp of the General in charge of Air Force Academies

1994-1995

14-month full-time military service - Selected from 4,000 other airmen

- Public Relations Officer: coordinated official meetings with top political and military authorities

LANGUAGES

- Fluent in English, French and German - Intermediate level in Spanish

PERSONAL

- Enjoy hiking, tennis, cinema and discovering foreign cultures

Frank Azuola

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EDUCATION

The Wharton School of Business, University of Pennsylvania Philadelphia, PA
The Joseph H. Lauder Institute of Management & International Studies, University of Pennsylvania
Master of Business Administration & M.A. International Relations 2003
• Concentration: Multinational Management, Finance, & Marketing.

Computer and Information Science Department, University of Pennsylvania Philadelphia, PA
Ph.D., Computer and Information Science 1996
• Concentration: Computer Modeling and Simulation.

University of Costa Rica San Jose, Costa Rica
B.Sc. Electrical Engineering 1987
• Major: Telecommunications.

PROFESSIONAL EXPERIENCE

General Electric Company Milwaukee, Wisconsin
MBA Summer Intern, Medical Systems Division Summer 2002
• Carried out an analysis of the global business threats & opportunities for the GEMS Information Technologies organization and presented findings, along with strategy recommendations, to its Chief Executive Officer.
• Assessed gaps in the GEMS IT Global Services organization's strategic path for the Latin America region and presented a summary and a proposed plan of action to the GEMS General Manager for Latin America.
• Exposed gaps in the area of *customer service concessions* and presented a summary report, along with a recommended course of action, to the Vice President and General Manager of GEMS Global Services.

Intel Corporation Dupont, Washington
Senior Project Leader, Industry Marketing Division 1999-2001
• Led marketing and technical projects to develop software solutions for Intel's servers & workstations.
• Awarded Division Recognition award for exceptional performance in the launching of the *IA-64* platform.

Intel Corporation San Jose, Costa Rica
Senior Analyst, Automation 1997-1999
• Led manufacturing and technical projects to develop *mission critical* software tools deployed in the following high-volume manufacturing sites: Philippines, Malaysia, U.S., Ireland, Costa Rica (the latter two within a context of *operations start-up*).
• Directed task force responsible for the Year 2000 automation systems readiness efforts worldwide, across all Intel high-volume manufacturing sites.
• Awarded Results Orientation award for exceptional leadership in the Year 2000 automation task force.

University of Pennsylvania Philadelphia, PA
Team Leader, Software Developer & Researcher, Human Modeling & Simulation Center 1991-1996
• Actively participated in marketing, customer training and support, and general enabling activities during the start-up and launch phases of the Jack® software package. This product was successfully commercialized.
• Directed the design and development of the Jack virtual human body model, a principal component of the package.

ADDITIONAL INFORMATION

- Business Skills: Six-Sigma methodology, global strategic planning, project feasibility analysis, process improvement, budget planning, logistics, marketing & advertisement, customer service & support.
- Computer Skills: C++, Java, .NET, Oracle, Unix, Windows, Intel architecture 32/64, et cetera.
- Foreign languages: Fluent in Spanish and Portuguese.
- Worldwide working, living, and traveling experience including North & South America, Europe, and Asia.
- U.S. permanent resident.

LESLIE L. BAIRD III
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leslie.baird.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA Candidate, Finance

Philadelphia, PA
May 2003

- First Year Honors, GPA in top 20% of first year class
- Selected as Teacher's Assistant for Global Consulting Practicum to lead team of 5 Wharton first-year students through 6 month consulting engagement for Israeli company seeking entry to U.S. markets
- V.P. Entrepreneurship Conference, Cohort Athletic Representative, Consulting Club, Christmas in April

WHEATON COLLEGE

Wheaton, IL
May 1996

Bachelor of Arts, Business Economics

- Graduated Cum Laude, 3.9/4.0 GPA, while working 30 hours per week to finance 75% of degree
- Volunteer tutor for inmate higher education program in Cook County prison system

EXPERIENCE

DELOITTE CONSULTING

Philadelphia, PA
June - July 2002

Summer Associate

- Independently led and delivered to CEO a departmental staffing benchmark study at \$350 million hospital to support targeted 2% total cost reduction initiative
- Facilitated executive team discussion and identification of areas for significant cost reduction opportunity
- Created analytic model for CFO to perform forward-looking staffing assessments to manage salary expense

THESAUCE.COM, INC.

Chicago, IL

Vice President, Marketing and Sales

February 2000 – May 2001

\$35 million start-up B2B internet marketplace to help independent restaurants run businesses more efficiently

- Developed and implemented marketing and sales programs which increased monthly gross orders by 90%
- Led and managed all aspects of 10 person sales force based in Los Angeles
- Member of 5 person executive team charged by investors to redefine long-term business strategy; resulted in increased vertical integration, significant cost reductions and successful sale of company

Senior Director, New Product Development

- Identified opportunities and negotiated contracts with strategic partners to augment product offering
- Pioneered *Restaurant Staffing* business channel: performed market, competitor, NPV, break-even and cash flow analyses to successfully persuade CEO and executive team of opportunity for diversification and revenue growth
- Managed *Restaurant Staffing* business channel including market research, design, development, release, day-to-day operations, marketing and sales; resulted in 7,000 users in California which exceeded target by 75%
- Led 25 person product team which developed web-based Restaurant Staffing product

ACCENTURE

Chicago, IL

Experienced Consultant, Analyst

January 1998 – January 2000

Merger – IT Program Management

- Created and implemented program to manage IT projects for \$1.2 billion line of business created by merger
- Led 6 person development team which created web-based project management tool
- Managed the initial roll out of program, encompassing 79 projects worth \$157 million in IT initiatives

Telecommunications Year 2000 Compliance

- Earned accelerated promotion to Consultant
- Managed 6 person test planning team for billing system as part of \$8 million compliance project, which identified and resolved 100% of Year 2000 issues
- Supervised certification process for customer front end, which served over 4,000,000 customers

NATIONAL BANK OF COMMERCE CAPITAL MARKETS GROUP

Memphis, TN

Account Executive

June 1996 – December 1997

- Top rookie salesman 1997; placed in top 10 of 70 experienced salesmen
- Generated over \$300,000 gross profit selling fixed income securities and derivatives to mid-size financial institutions in the Mid Atlantic region in first year of employment; tripled first year goal of \$100,000 gross profit

ADDITIONAL

- Enjoy competitive volleyball and basketball, golf, traveling and cooking

STACYE L. BAKER

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Phone: (215) 545-8434; E-mail: Stacye.L.Baker.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Dual Major in Marketing and Strategic Management

May 2003

- Nominated for and awarded Credit Suisse First Boston MBA Fellowship
- Admissions Office Graduate Assistant, MBA Career Management Mock Interviewer, Assessment Committee for Elderly Home Renovation Project, Pre-term Planning Committee
- Member – Marketing Club, African-American MBA Association, Women in Business Club

HARVARD UNIVERSITY

Cambridge, MA

Bachelor of Arts in Economics, cum laude

June 1998

- Editor – Harvard Foundation Newsletter, Treasurer – Horizons Club and International Affairs Student Council
- Awarded Harvard Foundation Award for the promotion of cultural awareness

EXPERIENCE

CREDIT SUISSE ASSET MANAGEMENT

New York, NY

Summer Associate – Product Management and Marketing Group, Financial Services Division

Summer 2002

- Assessed need for and created competitive profile of industry marketing strategies
- Performed historical analysis of Group product offerings. Tracked mutual fund performance metrics and portfolio changes from inception through acquisition
- Led initiative and updated internal and external mutual fund websites and databases
- Developed and redesigned marketing materials. Worked with consultants, portfolio managers and graphics department

CREDIT SUISSE FIRST BOSTON CORPORATION

Credit Suisse First Boston Technology Group

Palo Alto, CA

Financial Analyst – Debt Finance Group, Investment Banking Division

July 2000-July 2001

- Instrumental in the advisory process to secure client public debt ratings. Created rating agency presentations. Identified company investment strengths and risk factors
- Drafted offering memoranda and investor presentations. Worked directly with client to facilitate project completion
- Designed and presented marketing materials to highlight Group capabilities and potential new business opportunities
- Performed financial analysis to evaluate public and private financing alternatives to strengthen client balance sheet
- Developed and maintained database to track high yield and leveraged loan transactions. Prepared weekly competitive analyses

Credit Suisse First Boston

New York, NY

Financial Analyst – Global Corporate Finance Group, Investment Banking Division

July 1998-June 2000

- Executed \$60 million transaction in conjunction with International Finance Corporation (division of the World Bank) for a Mexican conglomerate. Drafted information memorandum and prepared client for investor presentations
- Researched Chilean beverage industry, prepared competitive analyses and traveled to Chile to present data to client
- Drafted Securities and Exchange Commission (SEC) documents for equity and debt offerings
- Recruited, mentored and evaluated summer analysts

Credit Suisse First Boston

New York, NY

Summer Analyst – Insurance Group, Investment Banking Division

Summer 1997

- Generated ideas for client presentations and synthesized feedback from deal team to complete pitch books
- Researched insurance industry and created database to identify potential client need for financial advisory services
- Managed redesign process of Group credentials brochure. Coordinated production process and client distribution

ADDITIONAL INFORMATION

- Alumna of Sponsors for Educational Opportunity (SEO) Career Program
- Participated in exchange programs – Australia and France
- Interests include community outreach initiatives, travel, photography and fitness training

ALOK BARDIYA

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia

MBA Candidate; Major – Strategic Management and Marketing

May 2003

- **Director's List** (top 10% of the class) - Fall 2001 semester; **Honors List** - 1st year
- Founded, "Completing the Leadership Circle", Self-awareness event under Wharton Leadership Ventures
- Selected as a member of Wharton Leadership Lectures committee for inviting business leaders to speak at Wharton
- Chair - Speaker Committee, Wharton India Economic Forum Conference – 2002

INDIAN INSTITUTE OF FOREIGN TRADE

New Delhi

Masters in International Trade

1993-1995

- Coordinator – Trade Winds, Annual conference on International Trade

INDIAN INSTITUTE OF TECHNOLOGY (IIT)

New Delhi

BS (Electrical Engineering)

1989-1993

- Nominated to the Board for Undergraduate Studies & Captained the college debating team

PROFESSIONAL EXPERIENCE

BAIN & COMPANY, INC.

Atlanta

Summer Associate

Summer 2002

Reorganization and growth strategy for a \$3 billion financial services company

- Developed market expansion strategy for an insurance product by unbundling it from other offerings. Evaluated product launch in 3 new segments with revenue potential of \$200 million; assessed product profitability and sustainability
- Developed implementation strategy for the above and evaluated potential channel partner
- Outlined a plan for leveraging channel partners for point of sale revenues (potential - \$150M) for a new product

STEELRX CORPORATION, India's leading steel e-commerce services provider

New Delhi

Co-founder

2000-2001

- Trade volume of \$60 million p.a. Has grown to 5 regional offices and achieved operational break even
- Developed the business plan and closed private investment of \$2 million and seed funding from the Govt. of India
- Launched the company and managed marketing, alliances and product development. Won 3 of the 6 large steel companies in India as members, trading on SteelRX's proprietary platform
- Built the team by recruiting a senior steel executive as COO and 6 software professionals for the development team

TATA ADMINISTRATIVE SERVICE (TAS)

New Delhi, Hyderabad and Bombay

Sr. Manager

1997– 2000

- One of the 12 selected from 6000 applicants for TAS, the leadership development program of the Tata Group, India's largest conglomerate with \$12 billion revenues. Rotated through 3 companies, working with the senior management
- Placed with a Tata JV with Lucent Technologies (Tata Lucent) for 2 years. Part of a multi-location Lucent team from India, New Jersey and Singapore, marketing switching products to Indian telecom operators

Client Management and Leadership

- Led a Business Development team at Tata Lucent, launching 2 new products. Achieved first year sales of \$3 million (market share gained from incumbent) for one of the products
- Managed the largest wireless customer account for Tata Lucent with \$30 million in annual purchases. Interacted with the customer CEO to identify new growth areas and achieved additional sales of \$4 million

Strategy and Planning

- Developed the marketing and technology plans for the introduction of prepaid calling cards in India. Product launched per these plans by Tata group telco and accounted for 5% of revenue in the 1st year

Team Work and Implementation

- Selected for a task force by the CEOs of Cummins India and Tata Engineering (India's largest truck manufacturer) to analyze the low sales volumes of trucks fitted with Cummins engines. Redesigned product & marketing strategies, resulting in 10% increase in sales in 2 years

MARUBENI CORPORATION, Japanese Trading House; trade turnover of \$150 billion

New Delhi

Telecom Projects Division

1995-1997

- Tracked the telecom sector, identified potential partners & obtained regulatory approval for setting up a JV

ADDITIONAL

- Interested in international business & politics, history related travel and palmistry (palm reading)

FACUNDO DANIEL BARRERA
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facundo.barrera.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Philadelphia, PA**
MBA Candidate, Major in Entrepreneurial Management and Finance **May 2003**

- Mentor, Milken Young Entrepreneurs Program. Wharton Admissions and Publicity Corps liaison for Argentina.
- Professional Director of Latin-American Association. Member of Entrepreneurship, Technology and Soccer Clubs.
- GMAT: 750 (top 1 percentile).

INSTITUTO BALSEIRO / UNIVERSIDAD DE BUENOS AIRES **Bariloche / Buenos Aires, Argentina**
MS, Nuclear Engineering **1991-1997**

- Awarded full scholarship by National Atomic Energy Commission.
- Ranked 2nd in class of 7, selected from a pool of over 50 countrywide applicants.

WORK EXPERIENCE

AMERICAN EXPRESS COMPANY **New York, NY**
MBA Summer Intern, Global Network Development **Summer 2002**

- Headed internal consulting project aimed at reducing losses from merchant accounts in four international regions: Europe/Middle East/Africa, Latin America/Caribbean, Asia/Pacific and Canada.
- Designed and conducted surveys tailored to each region. Used the results to develop new metrics of credit-, fraud- and operations-related losses and evaluate best practices by region and by function.
- Recommended risk-management strategies to senior management for merchant operations in each international region. Estimated annual savings were \$15 million after implementation of solutions and new procedures.

OECD HALDEN REACTOR PROJECT **Halden, Norway**
R&D Engineer **1998-2001**
Researcher **1998**

The Halden Reactor Project (HRP) is a 300-employee, non-profit organization funded primarily by its own revenues. It operates a research reactor to test and analyze nuclear fuel and materials developed by international energy companies.

Leadership, Management and Communications

- Led a cross-cultural, multi-level team to design and execute a \$2.8 million fuel irradiation program, for a multinational association of utilities and fuel vendors. Coordinated customers and suppliers from 6 leading nuclear organizations in Europe, the U.S. and Japan.
- Led a 5-person team in the design of a 4-year series of irradiations, costing \$2.2 million. Presented proposal to a group of over 100 nuclear organizations from 21 countries, resulting in the program approval two months ahead of schedule.
- Conducted marketing strategy toward Argentina, setting up the ground for the sign-up of HRP's 21st member country. Advised HRP's top management on the contract for the first-ever project with the country, worth \$500 thousand, and identified opportunities for \$800 thousand in further engagements. Headed the initial project, coordinating actions of 20 engineers, scientists, designers and operations managers.
- Managed relationships with clients in France, Germany, Switzerland, the U.K., the U.S., Japan, Brazil and Argentina.

Analysis and modeling

- Defined concept for modernization of the reactor power calibration, through implementation of an on-line measurement system. Led a 3-person team in the design and implementation of the procedure, which produced a reduction of over 80% in data processing time.
- Crafted a new strategy for the development of information systems. Designed and implemented a user-friendly safety program that became widely used among colleagues at HRP.

ADDITIONAL INFORMATION

- Native Spanish speaker. Fluent in French and Portuguese. Conversational in Norwegian.
- Received the Presidential Academic Fitness Award for "Outstanding Academic Achievement" in high school (USA).
- Participated in national rowing competitions (Argentina). Captain and coach of company's volleyball team (Norway).
- Passionate soccer player. Enjoy mountain hiking, adventure skiing, photography and art cinema (directed film club).
- Traveled extensively through Europe and South America.

BRIAN J. BARTLES

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate

May 2003

Dual Major in Venture Capital and Entrepreneurial Management

Member: Private Equity Club, Entrepreneurship Club, Marketing Club

Wharton GUIDE program academic and career mentor to undergraduate students

PRINCETON UNIVERSITY

Princeton, NJ

Bachelor of Arts with Honors

June 1997

Dual Major in Economics and Politics

Thesis topic: Triangular arbitrage in currency exchange as a test of market efficiency

Awards: John Glover Wilson Thesis Prize for outstanding work in international economics

Walter Hope Award for extemporaneous speaking

WORK EXPERIENCE

COMMUNITY INVESTMENT PARTNERS, L.P.

Dallas, TX

Associate

Summer 2002

- Assisted in the creation of an early stage venture fund targeting North Texas firms in low income areas
- Prepared private placement memorandum to solicit interest from limited partners
- Created the investor presentation and marketed the fund to professional contacts
- Managed the NMVC licensing process to secure funding from the Small Business Administration

CHURCHILL, TERRY & ASSOCIATES

Plano, TX

Partner

2000-2001

- Provided strategic and financial consulting to early stage and middle market clients
- Conceived and produced operating strategy plans for public and private companies
- Created valuation models of client businesses to determine appropriate levels of equity compensation
- Developed marketing and sales strategies for clients based on market research studies
- Performed financial analyses of clients' operations and presented findings to management

NEW PASSAGE, INC.

Plano, TX

President

1998-2000

- Conceived, financed and incorporated an Internet-based trade development company
- Hired and managed staff of four employees
- Developed and implemented the company's marketing strategies
- Established and developed relationships with clients in Hong Kong and mainland China
- Sold equity interest to partner and remain involved in an advisory capacity

BEAR, STEARNS & CO. INC.

Dallas, TX

Financial Analyst

1997-1998

- Conducted detailed financial analyses for companies in a broad range of industries
- Constructed Excel-based models of proposed mergers and financing activities
- Worked directly with CEOs and CFOs of large public corporations to determine financial strategies
- Performed industry research and created comparable company analyses
- Developed, produced and presented materials for client meetings and internal discussions

ADDITIONAL INFORMATION

- Volunteer math tutor to high school students in subjects ranging from algebra to calculus
- Personal interests: Travel, billiards, recreational sports, Tai Chi, music, trivial facts

CLIFFORD S. BAYER

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(215) 640-9623 • Clifford.Bayer.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
Master of Business Administration Candidate in Finance and Accounting
Undergraduate/ Sub-matriculation MBA Program

Philadelphia, PA
May 2003

- Teaching Assistant in Advanced Corporate Finance, Spring 2003
- Wharton Ethics Committee, Finance Club and Wine Club

EXPERIENCE

BEAR, STEARNS & Co. INC.

New York, NY

Summer Associate, Investment Banking

Summer 2002

- Executed a lead managed \$104 MM follow-on equity offering for Scientific Games Corporation, a company in the gaming industry. Participated in drafting of roadshow presentation materials, accompanied management on roadshow presentation
- Created a merger model for a potential buy-side advisory assignment in the technology industry
- Pitched a high yield issuance to a rehabilitation company
- Built an LBO model for a medical device company

ROUNDTABLE MERCHANT PARTNERS LLC

New York, NY

Associate

2000 - 2001

- Worked as a member of a three-person team that sourced, evaluated, and closed one transaction in the technology sector, and one transaction in the entertainment sector
- Evaluated potential portfolio companies by building valuation projection models using the Discounted Cash Flow, approach
- Valued a European real estate venture looking to develop a \$200M shopping center by performing an IRR analysis
- Conducted due-diligence and industry research on potential investment opportunities in the financial services sector
- Analyzed competition and industry trends for portfolio companies

LINKSHARE CORPORATION

New York, NY

Associate, Business Development

1999 - 2000

- Proposed and implemented the Merchant/Affiliate Resource Center offering clients prospective partnership opportunities
- Evaluated potential partners wishing to join the LinkShare Network
- Researched international emerging e-commerce business models for LinkShare
- Negotiated deal terms with various merchants

AMERICAN EXPRESS COMPANY

New York, NY

Summer Analyst, Private Bank

Summer 1998

- Evaluated bonds and equities as collateral for the Private Bank Credit Department
- Analyzed volatility reports in South America and Asia; aided Head Credit Officer of the Private Bank with daily reports
- Initiated and planned a Summer Analyst luncheon with the CEO of American Express, Harvey Golub

ATHLETIC ACCOMPLISHMENTS

• OLYMPICS

- Member of the 2000 Sydney and 1996 Atlanta United States Fencing Olympic Team
- Highest finishing American fencer at the 2000 Sydney Olympic Games
- United States Olympic Committee Fencer of the Year, 1996, 1997, 1998, 2000

• TITLES

- Gold Medal 2000, 1998, 1997, 1995 Senior National Fencing Championships
- Gold Medal 1999 World Cup- St. Petersburg, Russia (first American male foil fencer to win a world cup gold medal)
- 1997 NCAA Fencing Championships
- Bronze Medal, 1997 Junior World Championships, Tenerife, Spain
- Bronze Medal Individual Event, Silver Medal Team Event, 1993 Maccabiah Games, Tel Aviv, Israel

• POSITIONS/ TITLES HELD

- Captain of the United States Fencing National Team 1996-2000
- Captain of the New York Athletic Club's National Fencing Team 1995-2001
- Number one ranked United States foil fencer, 1996- 2000
- Member of the athlete advisory board of NYC2012 and the Executive Committee for USA Fencing
- Friar's Club Freshman Athlete of the Year, University of Pennsylvania, 1997

ADDITIONAL INFORMATION

- Teaching Assistant for Private Equity- Fund Formation, Columbia Law School Fall 2000
- Fluent in Italian, proficient in French
- Member of the Zeta Beta Tau Fraternity

MATTHEW D. BAYLEY
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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
M.B.A. Candidate, Dual Major in Healthcare Management & Finance

Philadelphia, PA
May 2003

- Activities:* • Consulting Club; Healthcare Club
Leadership: • Treasurer, Entrepreneurship Club
• Ethics Committee Representative At-Large
• Design Director, New Ventures in Health Care Conference
Honors: • Director's List, Fall 2001 & Spring 2002

UNIVERSITY OF PENNSYLVANIA SCHOOL OF MEDICINE
M.D. Candidate

Philadelphia, PA
May 2003

- Leadership:* • Mid-Atlantic Representative on 13-member EMRA National Medical Student Committee
• EMT & Crew Chief, volunteer 24hrs/month responding to 911 emergency calls
• Treasurer, United Church Health Clinic for underserved West Philadelphians
• Graduate Representative, Student Health Insurance Advisory Committee
• President, EM Interest Group; Interviewer, School of Medicine Admissions Committee
Honors: • 2002 National EMRA Medical Student of the Year Award
• One of five national recipients of EMF/SAEM Research Grant
• One of ten recipients of University of Pennsylvania School of Medicine Research Grant

McINTIRE SCHOOL OF COMMERCE, UNIVERSITY OF VIRGINIA
B.S. in Commerce, Concentration in Management
Class Rank 1 out of 315

Charlottesville, VA
May 1998

- Leadership:* • Program Director, 35-member Emergency Department Volunteer Group
• EMT & Crew Chief, volunteered 12hrs/week responding to 911 emergency calls
• Head Coach, Youth Soccer League & YMCA Basketball League
• Recruiter, Undergraduate Admissions Committee; Treasurer, Pre-Med Honor Society
Honors: • Henry R. Odell Award for Distinction in Management; Madhu Chopra Memorial Scholarship
• Selected by peer group to live on The Lawn, based on leadership and community service

EXPERIENCE

McKINSEY & COMPANY
Summer Associate

Pittsburgh, PA
Summer 2002

- Led Printers, Copiers, and Fax Machines initiative for a purchasing and supply management study at a regional bank
- Managed team of four in identifying >\$1 million in savings out a \$3.3 million spend
- Interviewed clients, consulted firm resources, led formal discussions with industry leaders, and analyzed data to understand the marketplace and build a strong fact base
- Proposed a sourcing strategy with phased implementation to all members of the bank's Office of the Chairman

HOSPITAL OF THE UNIVERSITY OF PENNSYLVANIA EMERGENCY DEPARTMENT
Principal Investigator

Philadelphia, PA
1999 – 2002

- Analyzed issue of extended length of stay in the emergency department with time studies, staff interviews, and both upstream and downstream process evaluations
- Recruited and led research team composed of senior leaders in healthcare, education, and economics
- Identified potential annual over-runs >\$1million/year and made implementable recommendations to management
- Presented results at the 2001 ACEP Scientific Assembly and 2002 SAEM National Conference

CARE MANAGEMENT SCIENCE, CORP.
Summer Research Fellow

Philadelphia, PA
Summer 1999

- Collaborated with CEO to research article assessing organizational readiness for care management
- Interviewed Chief Medical Officers to assess implementation of care management philosophy
- Prepared detailed outline of the first draft of the manuscript

ADDITIONAL INFORMATION

- Eagle Scout with multi-week treks backpacking in the Rockies and canoeing in the Boundary Waters of Canada
- Other Interests Include: Working Out, Cohort Intramurals, Driving Ambulances, Sailing Club, and Orchestral music

JOHN W. BENDER
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EDUCATION

THE WHARTON SCHOOL AT THE UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

MBA Candidate: Majors in Finance & Private Equity

May 2003

- Fall 2001 Director's List (Top 10% of the class) and First Year Honors (Top 20% of the class)
- Member of the Christmas in April Homeowner Selection Committee and Wharton South

THE UNIVERSITY OF VIRGINIA SCHOOL OF LAW

Charlottesville, VA

Juris Doctor

May 1998

- Peer Advisor to first year law students
- Served as a Big Brother for an underprivileged Charlottesville youth

THE UNIVERSITY OF TEXAS AT AUSTIN

Austin, TX

B.A. in Economics with High Honors and B.B.A. in Finance with High Honors

August 1992

- Phi Beta Kappa & Beta Gamma Sigma
- College Scholar: Dean designates outstanding students as College Scholars
- Graduated number six from the Undergraduate School of Business

EXPERIENCE

GOLDMAN SACHS & CO.

New York, NY

Summer Associate, Private Wealth Management - Investment Management Division

Summer 2002

- Acquired strong knowledge of the firm's investment platform, business strategy and product offerings through training, simulated client meetings and asset allocation studies
- Developed systematic methodology for identifying and contacting high net worth prospects for teams of investment professionals
- Participated in presentations involving portfolio optimization strategies, trading functions, and cross-divisional sales

ETRINSIC, INC.

Louisville, CO

Director of Business Development & General Counsel

2000-2001

Primary responsibilities included: (i) management of funding efforts, (ii) identification and establishment of business development opportunities, (iii) oversight of legal documents, processes and issues, (iv) creation of financial projections and modeling and (v) formulation of strategic direction. Key accomplishments included:

- Located, negotiated and closed two rounds of venture financing
- Identified, negotiated and closed two strategic partnerships
- Created four-year revenue model
- Wrote all corporate press releases and investor materials

COOLEY GODWARD LLP

Boulder, CO

Business Department Associate

1998-2000

Practice consisted of general business and corporate law specifically focused on the representation of public and private clients, emerging growth companies and venture capital funds. Major projects included:

- Senior associate for a \$199 million 144A debt offering of a major satellite company
- Senior associate for a \$20 million acquisition of a software company
- Junior associate for a \$300 million IPO of a managed hosting company
- Junior associate for a \$490 million merger of an email marketing company
- Structured, negotiated and closed approximately 20 private equity transactions
- Advised emerging growth clients regarding securities, corporate, banking, employment and real estate issues
- Prepared Securities Exchange Act filings, including proxy statements, 10-Ks, 10-Qs and 13Gs

THE SECURITIES & EXCHANGE COMMISSION

Washington, D.C.

Securities Compliance Examiner

1992-1993

- Examined investment companies and advisors to ensure compliance with Federal securities laws

OTHER INFORMATION & INTERESTS

Licensed to practice law in the State of Colorado

Proficient in conversational Spanish

Interests: Skiing, Rock Climbing, Mountain Biking, Live Music and Lacrosse (UT & UVa Club Lacrosse Teams)

NICHOLAS BENEDICT
629 S. 27th Street, Philadelphia, PA 19146
Nicholas.Benedict.wg03@wharton.upenn.edu
215.732.3383

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, major in Finance and Entrepreneurial Management

May 2003

- Siebel Scholar (Top 5 Wharton students selected for academics and leadership); Director's List (Fall 2001, Spring 2002)
- Dean's Graduate Student Advisory Committee; Milken Young Entrepreneurs Mentor
- 1st place team captain: 2001/02 A.T. Kearney Global Prize Case Competition at Wharton
- Finance Club; Private Equity Club; Entrepreneurs Club; Wharton West Asia Conference organizer

McGILL UNIVERSITY

Montreal, Canada

B.A. European History (First Class Honors)

April 1997

- 3.9 GPA; 770 GMAT; Dean's Honor List; James McGill Academic Achievement Award; Golden Key Honor Society
- Twice elected Students Society VP by 17,000 students: a full-time position responsible for 12 staff and a budget of \$2MM

EXPERIENCE

CITICORP

Dubai, United Arab Emirates (UAE)

Summer Associate

July-August 2002

- Prepared the UAE's first real estate securitization transaction, with a \$160MM offshore bond issue
- Created Citicorp's first sovereign risk model for the UAE, to forecast and respond to potential political or economic crises

SKYEUROPE AIRLINES

Bratislava, Slovakia

Chief Development Officer (Interim)

May-June 2002

- Managed a team to source \$5MM from two private equity funds (with \$10MM follow-on expected)
- Developed strategy for new routes; implemented management reporting and forecasting systems; set milestones
- Continue to serve as one of three members of the Board of Directors

MERCER MANAGEMENT CONSULTING

Montreal; Munich; Johannesburg

Consultant; promoted from Analyst July 1999

1997-2001

- Led an 8-person team to turn around the most unprofitable business unit of a Southern African railroad. Designed and implemented a strategy to improve annual cash flow by \$50MM within four years, and achieved all first-year milestones
- Modeled South African truck and rail traffic for 70 commodities on 20 routes for 5 years, accurate to 0.5% in its first year
- Led the modeling of a \$5.6B merger in the energy industry, subsequently designated an internal "expert" in valuation
- Executed a strategic review of an integrated electric utility, and persuaded its Board of Directors to divest one business unit during a consolidation cycle and challenged conventional wisdom that it was "core" to the company's strategy
- Analyzed the European automotive industry, and managed a team to identify winning companies and business designs
- Voluntary firm governance: Co-led a team to reduce consultants' "burnout" and edited a survival guide for new hires
- Accelerated promotion to Consultant, first in the class of 1997 Canadian analyst hires; cited for outstanding client focus

CANADIAN ALLIANCE OF STUDENT ASSOCIATIONS (CASA)

Montreal, Canada

Director

1994-1995

- Identified the need for an organization to represent university students to the Canadian government regarding its proposed changes to education funding. Worked with four other student leaders to create CASA, representing 300,000 students
- One of five directors elected to manage research staff and government relations and deliver TV interviews and speeches

ADDITIONAL INFORMATION

- Fluent in French, functional in German, learning Arabic (intensive daily Arabic classes in addition to Wharton Program)
- Worked in 9 countries on 4 continents; extensive experience in Southern Africa, the Middle East, and Eastern Europe
- Hiking (climbed Mts. Olympus, Sinai, Drakensberg); making sushi; competitive boardgaming; football, basketball

PAUL I. BERGMAN
PO Box 760 -- Northport, NY 11768
Telephone: (215) 500-5275 • pbergman@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania <i>MBA Candidate: Concentration in Entrepreneurial Management</i> <i>Master of Arts Candidate in International Studies: Concentration in Latin America and Portuguese</i> <ul style="list-style-type: none">• Submatriculated directly into Wharton graduate program after four years in undergraduate program• Lauder Summer Portuguese Language and Business Immersion Program Wharton Field Application Project: Embraer (Brazilian airplane manufacturer) Conducted competitive analysis of airplane manufacturing industry focused on global expansion opportunities• Wharton teaching assistant in Management Department for course on “Executive Leadership”	Philadelphia, PA 2003 Sao Paulo, Brazil Summer 2001 1998 – Present
THE WHARTON SCHOOL and SCHOOL OF ARTS AND SCIENCES, University of Pennsylvania <i>Bachelor of Science in Economics: Concentrations in Management and Global Analysis</i> <i>Bachelor of Arts: Major in International Political Economy</i> <ul style="list-style-type: none">• Cumulative GPA: 3.9/4.0, Phi Beta Kappa, <i>USA Today</i> 2002 All-USA College Academic Team Research and study abroad: <ul style="list-style-type: none">• University of Witwatersrand Field research on cross-cultural decision making by South African and Brazilian micro-enterprises• Fudan University Field research (published) on Chinese interpersonal business <i>guanxi</i> (relationships) First non-Chinese recipient of Fudan University Research Fellowship Award• University of Dar Es Salaam Swahili language and East African politics study abroad program• University of Buenos Aires Field research (published) on small business development in Argentina and the Mercosur region University of Pennsylvania’s Rose Award for most outstanding undergraduate research• University of Witwatersrand Field research (published) on black economic empowerment University of Pennsylvania’s Nnamdi Azikiwe Prize for most outstanding African Studies essay	Philadelphia, PA 2002 Johannesburg, South Africa July – September 2002 Shanghai, China September – December 2000 Dar Es Salaam, Tanzania July – August 2000 Buenos Aires, Argentina July – December 1999 Johannesburg, South Africa May – June 1998

EXPERIENCE

MIRACLE CORNERS OF THE WORLD, INC. <i>President and Founding Member</i> <ul style="list-style-type: none">• Led design and implementation of community computer technology center in Tanzania• Co-founder and director of Philadelphia Against AIDS in Botswana (PHAAB)	Arusha, Tanzania and Gaborone, Botswana February 2000 – Present
LATINVEST ASSET MANAGEMENT <i>Business Analyst</i> <ul style="list-style-type: none">• Conducted financial, operational and managerial due diligence of private equity fund portfolio company• Developed strategic recommendations for both the private equity fund and portfolio company management	Rio de Janeiro, Brazil Summer 2002
FIRST NATIONAL BANK <i>Business Consultant</i> <ul style="list-style-type: none">• Worked with Manager of Small Business Unit on restructuring bank’s lending process for small businesses• Reported to bank’s CEO on a regular basis regarding company’s small business lending strategy	Johannesburg, South Africa Summer 2000
ACCENTURE <i>Project Analyst</i> <ul style="list-style-type: none">• Redefined mortgage loan portfolio for Mexico’s largest bank, reducing number of products from 3,000 to 30• Presented oral and written reports to consulting team and bank management on client mortgage loan challenges	Mexico City, Mexico Summer 1999
SHARED INTEREST <i>Research Analyst</i> <ul style="list-style-type: none">• Solicited funding for social investment fund that guarantees credit to South African micro and small businesses• Conducted research on sources for socially responsible funding from US corporate and private investors	New York, NY Summer 1998
BDO SEIDMAN LLP <i>Intern</i> <ul style="list-style-type: none">• Assisted as audit team member in preparation of public-offering prospectus for IPO of major supermarket chain• Compiled human resources database for client recruiting assignments	New York, NY and Madrid, Spain Summer 1996, Summer 1997

ADDITIONAL INFORMATION

Languages: Portuguese and Spanish (highly proficient), Swahili (conversant) and Mandarin-Chinese (beginner)
Interests: Understanding the urban “inner-city,” *capoeira*, basketball, world music, snowboarding and chess
Volunteering: Mentoring programs for inner-city high school students: “College RAP” (Director), “Fellas” and “YesUCan” (Mentor)

DANIEL BERND

1500 Locust Street, Apt 4301, Philadelphia, PA 19102

Phone/Fax: (215) 546-8218, Email: daniel.bernd.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate with Dual Major in Strategic Management and Finance

May 2003

- Active member of Toast Masters, Finance Club, and The Wharton Latin American Association.
- Recipient of 2001 Bruce Barrow Scholarship.

CLEMSON UNIVERSITY

Clemson, SC

Master of Science in Civil Engineering, Overall GPA 4.00/4.00

August 2000

NORTH CAROLINA STATE UNIVERSITY

Raleigh, NC

Bachelor of Science in Civil Engineering, Overall GPA 3.97/4.00

December 1994

- Graduate with honors – Top 2% of the Class: *Summa Cum Laude*, Dean's List every term.
- Member of *Chi Epsilon*, *Tau Beta Pi* and *Phi Kappa Phi* national honor societies.
- Recipient of 1994 C.C. Mangum and 1993 International Rotary Club Scholarships.

EXPERIENCE

BNP PARIBAS

New York, NY

Associate, Project Finance & Utilities Group

Summer 2002

- Evaluated Corporate and Project Financing deals involving structures and facilities such as synthetic leases, corporate revolvers, term loans, and equity bridges of up to \$2.6 billion in aggregate value.
- Built cash-flow models, performed valuations, and analyzed risk exposure of Project financing structures.
- Performed corporate credit analysis, including cash flow analysis to assess debt capacity and key credit statistics.
- Conducted due diligence of construction progress for power generation, and deep-water oil field projects.
- Negotiated credit ratings with senior risk managers.

FLUOR CORPORATION

Project Site

Project Engineer/Contracts Manager

January 1998 – May 2001

- Worked on site managing the execution of large construction projects ranging from \$400 MM to \$1.4 billion in total cost.
- Led cross functional project teams involving up to 200 craftsmen, architects & engineers.
- Managed all aspects of construction contracts; prepared bid packages; developed scopes of work, reviewed contractual terms; created budgets and schedules.
- Worked closely with clients from project inception throughout completion. Significant projects include:
 - Duke Energy, CA* – Spearheaded planning and execution of a 10 month \$40 MM project. Identified tasks, work schedules, manpower and resource assignment for a cooling system of a new \$500 MM plant. Coordinated the execution activities with client so not to disrupt the plant's operations during the California energy crisis.
 - Aladdin Hotel and Casino Resort, NV* – Managed eight design-build contracts totaling more than \$50 MM, including the fabrication and erection of 22,000 tons of structural steel. All contracts were completed on time and within budget. Received the Silver Cross Safety Medal for saving the life of a co-worker.
 - General Motors Project, Brazil* – Coordinated the construction activities of two manufacturing buildings. Received the MVP Award for negotiating and settling more than \$20 MM in contractual disputes for a fraction of the claimed value.

Structural Design Engineer

Greenville, SC

March 1995 – January 1998

- Modeled, analyzed, and structurally designed large industrial facilities ranging from \$15 MM to \$430 MM in total cost. Significant projects include *Witco* (\$80 MM), *Wellman* (\$430 MM), *GE Nuclear* (\$15 MM), and *Milliken* (\$300 MM).
- Solved problems relative to design and technical issues that were integral to the progress of projects.
- Designed & implemented analysis tools which resulted in time and cost savings of up to 80% on specific project activities.
- Led the *Fluor Daniel Structural Strike Team* efforts in the Greenville, SC office. Team was responsible for steering Fluor Corporation's engineering practices, methods and technologies worldwide.
- Developed proposals for engineering services for major clients such as Alcan and Mercedes-Benz.

CONSTRUCTION AUTOMATION AND ROBOTICS LABORATORY

Raleigh, NC

Research Assistant

May 1993 - March 1995

- Conceptualized and developed automated/robotic systems for the construction industry. Significant projects include:
 - Active Metal Detection* – Conceptualized and developed active metal detection system capable of real time location of metallic objects during excavation. Published results in the ASCE Journal of Construction Engineering and Management.
 - Robotic Masonry Construction* - Designed de-hacking workstation capable of de-hacking and evaluating the color, texture and quality of bricks to be utilized in conjunction with the main robotic stacking unit.

ADDITIONAL INFORMATION

- Language skills: Fluent in Portuguese, Spanish and English.
- Interests: Black belt in karate; enjoy skiing, running, and traveling; Habit for Humanity volunteer.

ASHISH BHARGAVA

2400 Chestnut Street, Apt. 811, Philadelphia, PA 19103

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate – Dual Major in Finance and Entrepreneurial Management

May 2003

- Wharton Global Consulting Practicum: selected to develop a US repositioning strategy for an Indian Services firm.
- Panel Manager, Wharton Technology Conference
- Director of Logistics - Wharton India Economic Forum; Director of Alumni Affairs – Wharton India Club
- Organizing committee member – New York and Silicon Valley Trek; Admissions committee volunteer.

MICHIGAN TECHNOLOGICAL UNIVERSITY

Houghton, MI

Master of Science in Computer Engineering, 3.74/4.0

June 1996

- Thesis on implementation of distributed high performance computer system. Awarded full tuition scholarship.

UNIVERSITY OF BOMBAY, VESIT

Mumbai, India

Bachelor of Engineering in Electronics Engineering

June 1994

- Ranked among top 5% students who graduated in 1994; Received National Merit scholarship.

EXPERIENCE

INTEL CORPORATION

Santa Clara, CA

Summer Intern - Strategy Group, Marketing and Intel Capital

May 2002 – August 2002

- Evaluated Intel's portfolio companies and potential investments in the area of wireless connectivity and laptop security. Based on this evaluation, Intel Capital's Mobile group prioritized and determined the level of resources for each company.
- Assessed the wireless infrastructure ecosystem and identified opportunities for Intel. Created a strategy document suggesting specific actions, internal as well as alliances.
- Evaluated various technologies based on emerging mobile usage models and identified two key platform technologies for 2004 timeframe. Also created a marketing plan for each technology.
- Developed VPN and PKI vendor alliance strategy based on SWOT analysis and fit with Intel's mobile strategy.
- Deliverable for each project was a research report and a presentation to Intel's senior management.

IBM CORPORATION

San Francisco, Boston, Amsterdam, Sydney

Solutions Architect/Senior Project Lead, NetGen Group – IBM Venture Arm

October 2000 – August 2001

CRM Project Lead/Senior Consultant, IBM Global Services

November 1998 – September 2000

Strategic Management

- Defined and improved business processes employed by Marketing, Sales and Tech Support divisions of IBM clients.
- Led a 6-member team to develop portal strategy for IBM NetGen group.
- Initiated strategic relationship with Database-tools Company. Helped shorten average delivery time for the CRM Practice.

Analytical Skills

- Analyzed startups potential based on their pricing model and technical ease of entry into their online trading community.
- Implemented CRM process improvement program. Achieved 40% deployment time reduction and over \$1M in annual savings.

Client Development

- Achieved 90% success rate in closing deals while negotiating critical sales situations. Total value of deals topped \$6M.
- Developed and delivered global customer relationship management (CRM) processes for a \$800M revenue software company.
- Maintained business relationships with premier customers, highlighting the success stories at trade shows and conferences.

Leadership & Teamwork

- Managed a team of 10 engineers and 4 analysts across Europe and North America to generate annual revenues in excess of \$5M.
- Advisor to CRM teams implementing projects for Software Firms.
- Awarded stock options for successfully leading projects. Less than 14% of IBM employees are awarded stock options.

RATIONAL SOFTWARE

Cupertino, CA and Lexington, MA

Senior Software Engineer

April 1997 – October 1998

Lead Technical Support Engineer

June 1996 – March 1997

- Provided technical consulting to Fortune 500 clients. Improved client's software performance by 40% on average.
- Initiated the creation of quality assurance group. \$2M in annual savings was achieved.
- Promoted twice in 2 years and awarded incentive stock options thrice.

ADDITIONAL INFORMATION

- Advised friend on creation of CRM Consultancy firm.
- Volunteer: Member of ASHA, an organization dedicated to education of underprivileged children. GMAT: 720 (97th Percentile)
- Member of Consulting, Finance, Technology, and Entrepreneurs club.
- Interests: Travel, Tennis, Rowing, Information Technology, and Toastmasters; *US Permanent Resident*.

BHAVIK R. BHIMJYANI

301 South, 19th Street, Apartment 5-B, Philadelphia, PA 19103
(215) 888 9483 Bhavik.Bhimjyani.wg01@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Candidate for Master of Business Administration

May 2003

- Dual Concentration in Finance and Entrepreneurial Management
- One of five students accepted into dual MBA/BS Submatriculation program
- Teaching Assistant for Speculative Markets and International Finance classes, Fall 1999
- Ranked in top 50 in Wharton Business Plan Competition
- Member of Finance Club, Entrepreneurship Club, India Club, Tennis Club

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Bachelor of Science in Economics, Summa Cum Laude

1996 - 1999

- Majors in Finance and Management
- Cumulative GPA 3.9/4.0, Dean's List 1996 -1999
- Assistant Director, University of Pennsylvania Student Credit Union, a student run bank
- Member of Pennsylvania Investment Alliance, a student run mutual fund

EXPERIENCE

LAZARD FRERES & CO. LLC

New York, N.Y.

Summer Associate/Intern, Investment Banking Division

June 2001-June 2002, Summer 2000

- **Teamwork:** Worked with project team to advise Asia Global Crossing on restructuring and sale of the Company. Worked with Company management to draft information memorandum and prepare management presentations. Coordinated construction of valuation models, comparable company analyses and negotiations on bond terms. Conducted auction process and worked extensively with potential investors on due diligence requests
- **Project Execution:** Advised HotJobs.com on the sale of the Company. Evaluated potential buyer field, industry trends, prepared selling documents and conducted extensive due diligence. Prepared a valuation model, assessed earnings accretion/dilution and potential synergies, analyzed precedent transactions and comparable companies. Prepared fairness opinion for sale to TMP Worldwide. Evaluated financial and strategic implications of subsequent offer from Yahoo!. Completed Company sale to Yahoo!
- **Strategic Analysis:** Evaluated acquisition opportunities for a Swiss reinsurer. Performed accretion and dilution analyses, conducted market research to gauge the viability and long term prospects of target's businesses
- **Project Coordination:** Advised Danone on the acquisition of Nabisco. Coordinated preparation of financial model, evaluated synergies with client's business and possible payoffs from divestiture of non-core assets

MERRILL LYNCH & COMPANY

New York, N.Y.

Summer Analyst, Global Technology Investment Banking

June-August 1999

- **Company Analysis:** Prepared a presentation to CEO of a database marketing company discussing its IPO. Conducted industry research and comparable company analyses. Prepared valuation model and positioning strategy for Company
- **Communication:** Prepared pitch book for an online hotel reservation company discussing its IPO
- **Strategic Analysis:** Evaluated strategic alternatives for a \$950 million wireless equipment company. Identified several buy and sell side opportunities. Performed comparable company analyses and industry analysis

ENRON INTERNATIONAL

Houston, TX

Summer Analyst, Global Investments Group

July-August 1998

- **Financial Analysis:** Developed financial models for acquisitions in Latin America
- **Investment Evaluation:** Prepared presentation discussing the financial and strategic aspects of an acquisition of a \$1.2 billion electric utility in Brazil. Conducted due diligence on a publicly owned natural gas company in Guatemala

KOTAK MAHINDRA – GOLDMAN SACHS

Bombay, India

Summer Analyst, Investment Banking Group

June 1998

- **Research:** Prepared a presentation with head of equity research discussing investment opportunities for clients. Conducted quantitative background research on India's 30 largest companies

ADDITIONAL INFORMATION

Fluent in Hindi, Gujarati and Marathi. Proficient in French. Play tennis and practice yoga. Involved in social work in rural India. Play the Tabla (Indian Drum). Traveled extensively throughout India

ADRIENNE M. BIGLEY

1809 Pine Street, Apartment #4, Philadelphia, PA 19103
Phone: (267) 736-0614, Email: abigley@wharton.upenn.edu

Education

- THE WHARTON SCHOOL, University of Pennsylvania**, *Concentrations in Organizational Management and Strategy* Philadelphia, PA
May 2003
- Leadership Fellow Coordinator, facilitate development programs for Fellows and oversee Learning Team Retreat outdoor teambuilding experience
 - Leadership Development Club Founder, responsible for personal development workshop series
 - Other Activities: Wharton Community Consultants, Wharton Initiative in Leadership Learning, Milken Young Entrepreneurs, Christmas in April
- PHILADELPHIA UNIVERSITY**, *Bachelor of Arts in Marketing and Entrepreneurship, 4.0 GPA, Summa Cum Laude* Philadelphia, PA
May 1995
- Marketing Society president, Leadership Retreat facilitator, Budget Committee member, TQM consulting project team member with professors

Work Experience

- DELOITTE CONSULTING**, *Senior Consultant, People Competency* New York, NY
Summer 2002
- Interviewed senior executives and drafted detailed white paper of Deloitte's learning organization strategy and implementation process. Paper included analysis of ROI and other financial and non-financial metrics
 - Created workshop materials focused on the integration of learning, performance management and collaboration; assisted in workshop facilitation with major consumer products firm
 - Worked with major global bank on relocation optimization plan for thousands of employees
 - Documented process and compiled best practices of internal eLearning system upgrade
- ION GLOBAL, A Chinadotcom Corporation**, *Strategy Manager, Financial Services Practice* Hong Kong
2000 - 2001
- Clients included: Merrill Lynch Investment Managers, Fidelity Investments Management and HSBC*
- Led strategy engagements with CEO-level clients from negotiation to final deliverables; focused on practical solutions
 - Performed competitive analysis and value proposition workshop portions of marketing strategy for online bank
 - Researched trends to project state of financial services Internet industry in Asia for use in business development
 - Facilitated Human Resource task force focused on improving corporate culture and retaining talent; formalized corporate philanthropy programs and pro bono work processes
- OPPENHEIMERFUNDS, INC.**, *Senior Project Manager, eCommerce* New York, NY
1999 - 2000
- Developed strategy and implementation of financial advisor electronic services including client and fund information, email fund alerts, interactive planning and training tools; initiated focus groups to inform process
 - Educated internal clients on new topics through weekly training sessions
 - Led group to make recommendations surrounding organizational structure and function of eCommerce group
- PAINWEBBER INC.**, *Electronic Marketing Associate* New York, NY
1997-1999
- Managed corporate public web site from inception to launch including vendor analysis, content management, technical and design decisions, quality assurance testing and client communications material
 - Identified and analyzed potential initiatives for cost-savings and ROI; presented findings to senior-level steering committee
- GILLESPIE PUBLIC RELATIONS**, *Account Executive* Princeton, NJ
1996-1997
- Devised and implemented award-winning public relations strategies and programs for technology clients
 - Initiated and managed summer internship program for college students
- CREATIVE COLOR CONSULTANTS** (Personal Image Consulting), *Founder, Business Manager, Consultant* Haddon Hts, NJ
1994-1999
- Drafted and implemented business and marketing plan; performed all functional business tasks
 - Led workshops on corporate etiquette and volunteered services to under-privileged women

Personal

- Enjoy volunteering, working on crossword puzzles, hosting dinner and wine tasting parties, traveling, practicing yoga and reading historical fiction
- Member of Organizational Development Network and Society for Human Resource Management

BENJAMIN BILLIARD

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billiarb@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Intended Major: Finance

May 2003

- Vice-President of the Finance and Tennis clubs ; Active member of the Investment Management and European clubs
- Teaching Assistant for the Advanced Corporate Finance class
- Director's List (top 10%) Fall 2001

ECOLE DES HAUTES ETUDES COMMERCIALES (HEC)

Paris, France

Bachelor in Business Administration

1994-1998

- Admitted 5th out of 3700 candidates
- Co-founder of the HEC Finance club

EXPERIENCE

MERRILL LYNCH

London, U.K.

Equity Research Summer Associate

Summer 2002

- Independently authored a comprehensive report on regulation in the telecommunication sector
- Contributed to financial projections and modeling for two major European incumbents

BOOZ ALLEN & HAMILTON

Paris, France

Senior Consultant, Communication, Media and Technology practice

1998-2001

- Strategy consulting within multinational teams for leading European telecommunication companies in France, Italy, Denmark and Finland
- Promoted to senior consultant and awarded sponsorship to business school based on individual performance

Responsibilities include:

- Developed financial and quantitative models (i.e. revenue assessment, cost projections, ...)
- Performed client presentations and presented recommendations orally to the client
- Maintained daily client relationships
- Supervised and coached junior consultants on last two projects
- Participated in the recruiting effort (presentation to business schools and interviews) and mentored one junior consultant

Projects include:

- For a major cellular operator, elaboration of its mobile data strategy including definition of new products, business models and evaluation of impact on its organization
- Elaboration of the business plan and financial model for the second round of financing of a Finnish wireless start-up
- Definition of a market segmentation and elaboration of a revenue model for the fixed-line operations of an incumbent operator
- Strategy definition and business planning for the mobile internet portal of a mobile operator
- Portfolio analysis and assessment of strategic options for a telecommunication equipment reseller

JP MORGAN

Paris, France

Corporate Finance analyst, Investment banking division

1997

- Participated in a M&A sell-side transaction with the responsibility of devising a comprehensive valuation model (DCF, comparable and transaction multiples) and writing the information memorandum
- Drafted marketing documents for deals in various industries (utilities, telecommunication equipment) and participated in other transactions (M&A and debt restructuring)

ADDITIONAL INFORMATION

- GMAT 770 (top 1%)
- Languages : French (native), English (fluent) and Spanish (intermediate)
- Interested in financial markets evolutions especially for cellular and telecommunication company stocks
- Enjoy distance running (competitions), skiing and tennis ; collect modern art and passionate about art history

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Philadelphia, PA 19103

A. RANA BISWAS

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biswasa@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Masters of Business Administration candidate, May 2003

Philadelphia, PA
2001 – present

- Majors in Finance and Entrepreneurial Management; First Year Honors (Awarded to top 20% of class)
- Club involvement: Private Equity (Officer: Education Director), GUIDE mentorship, Tennis, Wine Tasting

MASSACHUSETTS INSTITUTE OF TECHNOLOGY (MIT)
Bachelor of Science in Chemical Engineering, Minor in Economics

Cambridge, MA
1993 – 1996

- President, South Asian American Students club; Chairman, Class of 1996 Career Fair
- Summer internships: Swiss Bank Corp. (trading assistant), Lockwood Greene Engineers, Inc.

GEORGIA INSTITUTE OF TECHNOLOGY

Atlanta, GA

- Georgia Tech Presidential Scholarship and Georgia Governor's Scholarship; Dean's List with Faculty Honors
- *Transferred to MIT upon completion of freshman year (June 1993)*

EXPERIENCE

NJTC VENTURE FUND

Mt. Laurel, NJ
Summer 2002

Summer Associate, \$80 million VC fund

- Actively participated in several phases of investment process including screening business plans, meeting with entrepreneurs, identifying due diligence issues, making reference calls, and creating returns models
- Conducted due diligence by researching industries, evaluating competitors, and speaking with industry experts
- Sourced deals by partaking in various trade shows, NJ Technology Council forums, and networking events
- Analyzed term sheets, assisted with portfolio company support, and interacted with other VCs
- Industry exposure: life sciences, medical devices, IT, software, etc.

McKINSEY & CO.

New York, NY
1999 – 2001

Sr. Analyst, Corporate Finance & Strategy practice

- Principal Investment/VC practice: Created private equity fund cash flow model and published work internally for firm wide use; also published document analyzing U.S. VC industry (2000), built comprehensive LBO model
- Semiconductor company: Developed valuation framework and assessed financial feasibility of several business strategies for privately-owned client desiring to go public; presented findings frequently to senior management
- Chemical company: Evaluated potential acquisition candidates for new line of business for *Fortune* 500 client
- Retail company: Devised market-by-market disposal analysis and developed complex scenarios to assess options

DONALDSON, LUFKIN & JENRETTE, INC.

New York, NY
1996 – 1998

Analyst, Investment Banking

- Performed financial analyses on various debt, equity, merger and acquisition, and LBO transactions involving extensive modeling, comparable company and transaction analysis, and other valuation techniques
- Created and drafted original marketing materials for debt and equity road shows, pitches to potential clients, memoranda for clients and internal committee meetings, management and board presentations
- Interacted directly with clients via on-site due diligence participation, prospectus drafting sessions and plant visits
- Assisted in the training of new analyst/associate hires; coordinated MIT analyst recruiting effort as co-captain

Completed transactions include:

- Huntsman Corp. (\$400 million high yield debt offering)
- Rhône-Poulenc (FF1,185 million sale of titanium dioxide subsidiary to Millennium Chemicals)
- Nanophase Technologies Corp. (\$32 million initial public offering of common stock)

ADDITIONAL INFORMATION

Enjoy listening to live music, traveling abroad, religiously following sports (especially Atlanta-based teams), playing tennis, basketball and softball; raised in Georgia. Co-authored two business plans.

DARREN M. BLACK

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Email: blackd@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate (Finance and Healthcare Management)

May 2003

- First year academic honors.
- Co-Chair for Wharton New Ventures in Healthcare Conference.
- Teaching Assistant for core MBA classes. Graduate Interviewer for the MBA Admissions Office.
- Independent study with Gates Foundation to assess investment strategies for international vaccination program.
- Member of Private Equity and Golf Clubs; Treasurer of Healthcare Club.

HARVARD UNIVERSITY

Cambridge, MA

Cum Laude, Bachelor of Arts, Government

June 1995

- Harvard College Scholarship for academic achievement of high distinction.
- Corporate Sponsor Chair for Evening With Champions raising over \$150,000 annually for children with cancer.

EXPERIENCE

SCHRODER VENTURES LIFE SCIENCES

Boston, MA

Summer Intern

2002

- Sourced and evaluated private equity investment opportunities related to healthcare services and technology.
- Conducted due diligence on 3-D diagnostic imaging technology and emergency room management companies.
- Developed an industry point-of-view and investment thesis for the pharmaceutical services industry.
- Built a strategic reorganization plan for a diagnostic imaging service portfolio company.

PHARMASTAR, LLC

Philadelphia, PA

Co-Founder and Director

2001-Current

- Developed business plan and market entry strategy for training pharmaceutical research staff, drug representatives and physicians for central nervous system (CNS) diseases.
- Achieved year one revenues of \$1.5 million with staff of 6, profit margin of 30% and pipeline of \$500,000.
- Established consulting relationships with CNS experts for content development and training delivery.

CLINCARE, INC.

Norwood, MA

Co-Founder and Chief Executive Officer

1998 - 2001

- Constructed clinical trial management business plan and corporate strategy leveraging physician partnerships.
- Raised \$4.5 million in angel and venture capital investment.
- Built yearly revenues of over \$1 million and hired staff of 40.
- Negotiated joint ventures with eight large community physician practices for new site development.
- Managed all aspects of business operations including: corporate development, profit and loss, sales and marketing, information technology, and regulatory compliance.
- Initiated and implemented exit strategy including site consolidation, closure and asset sales.
- Recognized in 2000 by Boston Business Journal's top "40 under 40" Boston area executives.

ANDERSEN CONSULTING

Boston, MA

Consultant with the Medical Management Strategy Team

1995 - 1997

- Developed Accenture's vision for integrated health management solutions within managed care organizations.
- Supervised team building a business case for health management capabilities at BlueCross BlueShield company.
- Created enterprise-wide consumer-oriented care management strategies for three national health plans.
- Redesigned business processes, job roles and organization structures within health plans and hospitals.

ADDITIONAL INFORMATION

- Golf, Sailing, Adventure Travel, Musical Performance and Suffering Red Sox Fanatic.

Kirk L. Blanchette

2020 Walnut Street, Apt. #7J, Philadelphia, PA 19103

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate: Finance and Strategic Management

May 2003

- Private Equity Club, Finance Club, Golf Club, Flag Football Club, Elected Cohort Alumni Representative
- Assisted in the organization of 2002 Private Equity Conference

BABSON COLLEGE

Wellesley, MA

B.S. Finance/Investments

May 1996

- Summa Cum Laude, 3.91 GPA, Class Rank 3rd, Dean's List, Beta Gamma Sigma National Honor Society
- Student Representative, Board of Trustees; Alumni Representative Class 1996; Student Manager, Annual Fund
- Recipient of: Roger Babson Award (1996), Financial Executives Institute Award (1996), Michael Sainovich Award (1994)

EXPERIENCE

BARISTON PARTNERS, LLC

Boston, MA

Senior Associate – Summer Intern

May 2002 – Aug 2002

- Developed initial valuation and structuring proposals for LBO transactions in the media, security and food-service industries.
- Authored an initial draft of a private placement memorandum, assisted in due diligence and road show activities for active transactions, and researched the Cable-Overbuilder industry for potential investment/transaction opportunities.

CAPITAL ONE FINANCIAL

Boston, MA

North Hill Ventures – Senior Analyst

May 2000 – April 2001

- Selected from a pool of Sr. Business Analysts to work on Capital One's affiliate venture capital fund, North Hill Ventures, which focuses on early stage investments in the telecommunications, financial services, eCRM and e-commerce markets.
- Evaluated and triaged business plans, sourced deal flow and performed due diligence on companies and management teams.
- Authored internal investment memoranda, drafted term-sheets, and performed numerous deal structure analyses.
- Developed strategic sales-initiative plan in the consumer product category for Forefield Inc, a North Hill portfolio company.

New Business Development – Senior Business Analyst

April 1999 – May 2000

- Developed strategic plans for new business initiatives in the online financial services sector, including online banking, electronic wallets, C2C transaction solutions, and online auto sales and finance.
- Evaluated and structured strategic partnerships aimed at supporting newly developed e-commerce businesses.
- Researched, selected and performed valuation analyses on acquisitions targeted to increase Capital One's speed to market.
- Selected to attend numerous trade-shows for industry and competitor research.

BANC OF AMERICA SECURITIES

Charlotte, NC

Diversified Industrials – Corporate Finance Associate

September 1998 – April 1999

- Managed the execution of a sector reevaluation project, which was presented to head of Investment Banking and ultimately defined the strategic focus of the group.
- Trained all new analysts entering the group on financial analysis, transaction processes and systems.
- Responsible for managing workflow for analyst staff, creating presentation materials and participating in all facets of transaction execution.
- Licenses: Series 7, 63

Diversified Industrials – Corporate Finance Analyst

December 1997 – September 1998

- Extensive participation in all phases of various equity and debt financings, including initial client presentations, financial and business due diligence, drafting of relevant SEC documentation, valuation negotiations and roadshow presentations.
- First to be promoted to Associate from my entering analyst class.

Mergers & Acquisitions – Analyst

May 1996 – December 1997

- Completed 10 middle market transactions including divestitures, acquisitions, LBOs, MBOs, leveraged recapitalizations, defense advisory and fairness opinions.
- Drafted origination pitches, descriptive memorandums, management presentations and fairness opinions.

ADDITIONAL INFORMATION

- CFA level II candidate, strategic/financial consultant to entrepreneurs in the E-commerce and Financial Services sectors
- Interests include golf, basketball, travel, hiking, skydiving and investing

PAUL BOEHMS

1600 Walnut St. #404, Philadelphia, PA 19103
Phone (215) 546-0641 Cell (215) 284-7793
Paul.Boehms.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **MBA Candidate, Finance and Entrepreneurial Management**

Philadelphia, PA
May 2003

- Team Leader - Wharton Community Consultants; Member of Net Impact, WIVP, and Wine Club
- Elected Cohort Athletic Representative

WHEATON COLLEGE

Double Major Bachelor of Arts, Business Economics and Bible and Theology

Wheaton, IL
December 1997

- Graduated on the Deans List
- 4 year starter on Varsity Football – 3 years All Conference

EXPERIENCE

DaimlerChrysler Corporation

Summer Intern – Finance

Auburn Hills, MI
May 2002 – August 2002

- Prepared a comprehensive analysis looking at the value of the Yen compared to pricing of Japanese automobiles and provided specific recommendations on the impact of future competitive pricing
- Successfully evaluated and redesigned revenue recognition models for new model year pricing to ensure consistent tracking and reporting compared to the forecast
- Supported a future vehicle research program by developing price models for both proprietary and competitor vehicles

Deloitte Consulting

Associate Consultant

Detroit, MI
February 1998 – June 2001

B-to-B Strategy, Implementation, and Financial Analysis

- Led business process team in a successful implementation of a B-to-B package buying tool into a vertical exchange
- Reported project financial performance by stating anticipated revenues and costs of the B-to-B software package

Program Management – Y2K Supply Chain Readiness

- Managed Asia-Pacific program of over 500 onsite supplier visits for remediation assistance out of Melbourne, Australia
- Organized and coordinated regional contingency planning for automotive suppliers in 10 countries
- Facilitated automotive supplier workshops in China, Indonesia, and Australia
- Promoted to Associate Consultant six months ahead of traditional date

Global Database Coordination – Y2K Supply Chain Readiness

- Coordinated onsite regional reconciliation of global database for Mexico City and Sao Paulo, Brazil program offices

Quantitative Data Analysis – Y2K Supply Chain Readiness

- Developed strategic analysis and database extracts to evaluate critical subset of 100,000 supplier locations
- Assigned to European project team based in Germany for six months to assist with program management and data analysis for 20,000 supplier locations

General Motors Corporation

Summer Intern – Finance Group

Warren, MI
May 1997 – August 1997

- Developed new reporting system linking multiple purchasing systems within GM

Borg-Warner Automotive

Summer Intern

Sterling Heights, MI
May 1996 – August 1996

- Assisted in shop floor QS9000 implementation for two product lines

ADDITIONAL INFORMATION

- Enjoy participating in all sporting activities; especially basketball, football, and golf
- Traveled to over 25 countries and have lived overseas for almost two years

SCOTT H. BOLTON

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
Master of Business Administration Candidate, Concentration in Marketing and Finance May 2003

- Nominated to the Board of Directors, Rebuilding Together Philadelphia (Christmas in April)
- Created a strategy to improve dealer response rates to internet leads for the Ford Motor Company – FAP project
- Elected Cohort Officer, Athletic Representative

LEHIGH UNIVERSITY Bethlehem, PA
Bachelor of Arts in International Business and Spanish, Cum Laude June 1994

- Studied at La Complutense and worked at Fiesta S.A. in Madrid, Spain during the 1992-93 academic year

EXPERIENCE

FORD MOTOR COMPANY Dearborn, MI
Marketing Leadership Intern Summer 2002

- Developed a framework to evaluate and quantify the free market demand for alternative fuel vehicles
- Applied framework to justify a 400% increase in hybrid-electric vehicles while achieving a 3% return on sales
- Presented findings, recommendations, and an implementation strategy to senior management

GAMEBRIDGE, INC. Fort Lauderdale, FL
Co-Founder 2000-2001

GameBridge is a loyalty marketing network that links retailers and manufacturers with their customers via the web

- Built a business plan, authored two patents (one pending), and sourced \$100k in seed funding

THE SAK INTERNATIONAL San Francisco, CA
International Manager – Europe, Canada, Latin America, and the Middle East 1999-2000

The Sak International is a fashion accessory manufacturer

- Managed international brand development, export financing, and distributor contract negotiations
- Achieved sales growth of 85% in existing markets; pioneered opportunities in Mexico and Saudi Arabia; implemented a set of brand standards; and evaluated the viability of transitioning the brand to home furnishings

DORIAN DRAKE INTERNATIONAL White Plains, NY & Fort Lauderdale, FL
Regional Manager, Latin America and the Caribbean 1997-1999

Account Manager, Latin America and the Caribbean 1995-1997

Sales Coordinator, Latin America and the Caribbean 1994-1995

Dorian Drake is a market entry consultancy focused on building international distribution for select manufacturers

Strategic Planning & Implementation

- Developed market entry strategies, forecasted manufacturing sales goals, and managed the extension and collection of export financing for ten major clients
- Closed on pending negotiations, conducted market research, and identified new channels of distribution
- Full profit and loss responsibility for a \$5 million growth market

Client & Customer Interaction

- Qualified, closed, and maintained relationships with over 40 distribution partners
- Led efforts to grow existing manufacturer relationships while working successfully to increase client base
- Maintained a 40% international travel commitment, with a primary focus on Argentina, Brazil, and Mexico

Teamwork & Leadership

- Hired, trained, and managed a four-person export team
- Established a satellite office in South Florida while remotely managing the New York office
- Led team to revenue growth of 35% and 40% in 1997 and 1998 respectively

ADDITIONAL INFORMATION

- Fluent in Spanish; working knowledge of Portuguese: Worked in 25 countries; traveled to over 35 countries

MICHAEL J. BOYDEN

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
Master of Business Administration Candidate, Dual Major in Finance and Entrepreneurial Management 2003

- Finalist, 2002 Business Plan Competition: Managed team of six that developed plan for WoundStar Technologies
- Global Consulting Practicum: Developed U.S. entry strategy for Israeli manufacturer, leading to \$1 million contract
- International Volunteer Project (AMFIN): Wrote business plan, performed microfinance industry analysis for NGO

THE GEORGE WASHINGTON UNIVERSITY Washington, DC
Master of Public Policy, concentration in Philosophy and Social Policy 2001

- Recipient of the GW Trustees Fellowship, emphasized community and economic development policy and ethics

UNIVERSITY OF UTAH Salt Lake City, UT
Bachelor of Arts, in Economics 1998

- Phi Kappa Phi, University President's Award, Rhodes State Finalist, and Dean's List

EXPERIENCE

J.P. MORGAN SECURITIES, INC. New York, NY
Summer Associate, Investment Banking Division, Latin America Region 2002

- Developed financial valuation models for three potential M&A transactions (two buy-side and one sell-side); conducted industry analyses of the global power, forest products, and homebuilding industries; authored marketing materials for client presentations outlining the rationale for strategic transactions alternatives
- Performed financial analysis and due diligence of over two dozen public-, private- and state- owned companies in Colombia, Peru, Mexico, Argentina, Brazil, Chile, Venezuela, Panama, Guatemala, Ecuador, and El Salvador
- Contributed to the development of two asset-backed security special purpose vehicles for distressed loan portfolios in Argentina and Brazil; developed financial models used to price the securities

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT Washington, DC
Special Assistant to the Secretary 2000 – 2001

- Managed the public affairs and marketing of the US\$5 billion Empowerment Zones/Enterprise Communities (EZ/EC) Initiative, and provided technical assistance to the 154 participant communities
- Assisted in the facilitation of partnerships with private sector and non-profit organizations that from 1993 – 2001 leveraged US\$10 billion in local community investment in EZ/EC communities
- Analyzed private equity, venture capital and financial markets as part of the New Markets Initiative to leverage financial investment and reinvestment into economically distressed communities
- Negotiated partnerships with local housing authorities, private sector and non-profit organizations that created neighborhood technology centers in public housing in over 100 U.S. cities

THE WHITE HOUSE Washington, DC
Presidential Advance Staff, Office of Scheduling and Advance 1997 – 1999

- Coordinated official visits, meetings and events of the President, the Vice President, and the First Lady; resolved logistical requirements as part of cross-functional team in collaboration with security and support personnel; resolved political concerns and other complications with host organizations and local government officials

White House Intern, National Economic Council 1996

- Analyzed leading macroeconomic indicators and other data to deliver monthly assessment of the 50 U.S. states
- Led research team assessing the impacts of targeted capital gains tax incentives on investment in small businesses

ADDITIONAL INFORMATION

- Language abilities: native in English, fluent in Italian, proficient in Spanish, intermediate in French
- Completed advanced Spanish language studies at the Universidad de Salamanca in Salamanca, Spain in 2001
- Completed Middle Eastern studies program at Brigham Young University center in Jerusalem, Israel in 1998
- Volunteered as a missionary for The Church of Jesus Christ of Latter-Day Saints in Milan, Italy from 1993 – 1995
- Enjoy golf, basketball, skiing, hiking, photography, karaoke, and travel

LUIS FERNANDO BRAVO
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA Candidate in Finance and Strategic Management

Philadelphia, PA
2001-2003

- Member: Finance Club, Private Equity Club, Entrepreneurship Club; China Global Immersion Program (GIP) participant
- Professional Director - Latin American Student Association (Whalasa); Chairman - Latin American Conference
- Cohort social representative; International Cultural show participant; goalkeeper for Wharton's soccer club

WASHINGTON AND LEE UNIVERSITY

Lexington, VA
1992-1996

Bachelor of Science in Physics Engineering, Bachelor of Arts in Economics with Honors

- Magna Cum Laude: *GPA*: 3.9/4.0, Phi Beta Kappa, Phi Eta Sigma, Omicron Delta Epsilon
- Member: Pi Kappa Phi Fraternity; Treasurer (1995-1996); Varsity Soccer: Captain (1995-1996)
- Received 4-year University grant covering full tuition expenses; financed education with part time-on campus employment

PROFESSIONAL EXPERIENCE

GOLDMAN, SACHS & CO.

New York, NY
Summer 2002

Fixed Income, Currency and Commodities Summer Associate: Principal Finance Group

- Participated in due diligence and valuation roundtable meetings related to the purchase of a U.S.\$120m commercial and industrial loan portfolio from major U.S. Bank; managed loan database and drafted internal committee memorandum
- Developed hedging strategy and valuation model for investment in a U.S.\$350m Brazilian distressed consumer loan portfolio
- Prepared analysis and marketing presentations for securitization of agricultural leases and automobile loans
- Identified investment opportunity that resulted in winning a U.S.\$50m non-performing loan portfolio mandate

BEAR, STEARNS & CO. INC.

New York, NY/Latin America
1998-2001

Associate: Latin American Debt Capital Markets

- Assisted Latin American entities in fulfilling their financial objectives through the issuance of debt securities, structured products, securitizations, debt buybacks, exchange offers, and derivative transactions in an amount exceeding U.S.\$2bn
- Managed relationships with leading private and public institutions in the region
- Led cross-cultural execution teams; comprised of lawyers, accountants, regulators, rating agencies, insurance providers
- Delivered roadshow presentations and marketed securities to institutional investors in Europe, Latin America and the U.S.
 - **Selected Transactions:** Nacional Financiera - NAFIN U.S.\$300m Medium-Term Notes; MXN 1.5bn peso offering (Mexico); U.S.\$400m tax securitization (Argentina); Rating Agency Advisory project (Dominican Republic)
- Nominated for promotion to Vice President, two years ahead of schedule

UBS SECURITIES LLC (UNION BANK OF SWITZERLAND)

New York, NY
1997-1998

Assistant Vice President: Emerging Markets/Capital Markets

- Participated in all stages of fixed income transactions, including due diligence, documentation, structuring, and pricing
- Led the arrangement and execution process of more than U.S.\$500m in Latin American debt securities
 - **Selected Transactions:** Banco Montevideo U.S.\$100m Notes (Uruguay); Doe Run U.S.\$255m Leverage Buyout (Peru)

Analyst: Emerging Markets/Capital Markets

1996-1997

- Analyzed pricing, issuer credit profile, structure and investor base for most actively traded Latin American securities
- Youngest employee in the division to be promoted to Assistant Vice President

ADDITIONAL INFORMATION

- Fluency in Spanish (native), English, French and Portuguese
- Series 7 and 63 Registered, General Securities Representative Examinations
- Provided live-weekly TV financial commentary on Peru's largest cable news channel (Canal N-1999-2001)
- International Baccalaureate program (1990-1992), ECOLINT (Switzerland); Valedictorian, Santa Margarita H.S. (Peru)
- Interests: competitive soccer, international travel, acoustic guitar, Latin American culture; NYC Marathon (1997)

SEAN M. BRECKER
1532 Pine Street, Apt 3F, Philadelphia, PA 19102
917.353.2554 (Mobile); sean.m.brecker.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate

Philadelphia, PA
May 2003

- Major in Finance (concentration in Investment Management).
- Sales and Trading Club (elected President), Finance Club (elected VP), Graduate and Professional Student Assembly (elected Vice Chair), Admissions Volunteer, Ultimate Frisbee Club, Cohort photographer (elected).
- GMAT: 760 (99th percentile); Awarded First-Year Honors (top 20% rank in class).

WESLEYAN UNIVERSITY
Bachelor of Arts degree in Mathematics and Economics

Middletown, CT
1993-1997

- Cumulative GPA 3.9/4.0
- White Prize for excellence and advanced study in economics.

EXPERIENCE

LEHMAN BROTHERS, Inc.

New York, NY/London, UK

Summer Associate, Equity Derivative Volatility Trading and Fixed Income Derivative Solutions

Summer 2002

- Developed a model utilizing Monte Carlo simulation to analyze the illiquidity feedback effect (i.e., volatility compression effect of delta-hedging illiquid equities).
- Wrote various programs in visual basic, including a credit default swap monitor on U.S. issuers.
- Assisted in preparations for the first ever tender offer for structured bonds in Europe (€10 billion notional).
- Rotated on various desks including convertibles, high-yield, portfolio sales, cash equities trading, fund of funds trading, emerging markets, and foreign exchange.

DORMNOW, Inc.

New York, NY

Vice President & Corporate Director

1999-2001

- Co-founded national retail operation that sold dorm room goods (electronics, furniture and furnishings, entertainment items, etc.) to college students, via partnerships with college bookstores.
- Raised over \$2 million in equity capital from individual investors and venture capitalists.
- Negotiated new store contracts with college bookstores, such as those at Penn State University and Brown University.
- Recruited key personnel, including Chief Operating Officer, and Directors of Marketing, Merchandising, and Business Development.
- Negotiated sale of the business to a national chain of computer sellers focused on the college market.

J.P. MORGAN & CO., Inc.

New York, NY

Analyst, Fixed Income – Taxable Credit Research

1997-1999

- Performed credit analysis on corporate bonds in the electric utility and natural gas pipeline sectors.
- Communicated regularly with senior management to discuss company prospects and industry trends.
- Recommended trade ideas to the corporate bond trading desk, credit portfolio, and institutional clients.
- Published research on specific issuers, sector trends, and industry events.
- Received Series 7 and 63 certification.

ADDITIONAL INFORMATION

- Raised in the United Kingdom from the age of two until eighteen, attending the American School in London.
- Traveled extensively, including trips to Australia, Brunei, Thailand, Cambodia, Laos, Vietnam, Chile, and Uruguay.
- Participant in the Boston-NYC AIDS ride (275 mile, 3 day charity bike ride).
- Active photographer, focusing on landscapes and portraits (both print and digital).
- Avid scuba diver; certified medic/first aid and rescue diver.

KEVIN D. BROWN
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(215) 732-5676 • kevin.d.brown.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Masters in Business Administration Candidate

Philadelphia, Pennsylvania
May 2003

- Expected concentration: Individualized major.
- Wharton Leadership Expedition to Ecuador. Member of 10-person team that summited Mt. Cotopaxi (19,347 ft.).
- Director's List (Top 10%). First Year Honors. Teacher's Assistant and Section Instructor – Accounting 101. Milken Young Entrepreneurs Program volunteer. Christmas in April Housing Selection Committee. Private Equity Club. Tennis Club.

MCINTIRE SCHOOL OF COMMERCE, The University of Virginia
Bachelor of Science in Commerce

Charlottesville, Virginia
May 1996

- Dual Concentrations: Finance and Management Information Systems (Cumulative GPA: 3.5; McIntire GPA: 3.7).
- Earned 65% of expenses through merit-based scholarships and 25% through part-time employment (20 hours/week).
- Dean's List. Member of Delta Tau Delta fraternity. Latch Key Kids program volunteer.

EXPERIENCE

GRAHAM PARTNERS
Summer Associate

Philadelphia, Pennsylvania
Summer 2002 – present

Only summer associate hired to assist 6 investment Principals at a \$227 million LBO fund focused on control investments in middle-market manufacturing companies. Continue to assist the firm with all aspects of investment activities during the academic year at the request of senior professionals.

- Assessed 18 investment opportunities and presented conclusions to senior members of the investment team, resulting in the submission of 4 first round bids. Independently determined valuations and developed bidding strategies.
- Prepared preliminary investment memoranda for 3 opportunities prior to management presentations.
- Evaluated strategic alternatives and prepared offering memorandum for a portfolio company in contemplation of near-term exit.
- Identified and analyzed industries and prepared internal evaluation memoranda for the fund's proprietary deal flow initiatives.

ALTA COMMUNICATIONS
Associate

Boston, Massachusetts
1999 – 2001

One of 3 associates assisting 8 Partners at a media and telecommunications focused private equity firm with approximately \$1 billion under management. Focused primarily on later-stage media investment opportunities, including leveraged build-ups and buyouts, growth financings, and mezzanine investments. Worked directly with Partners on two-person internal teams and facilitated all aspects of investment evaluation and transaction execution.

- Completed 7 platform investments and 9 follow-ons in various industries, including radio, television, publishing and security monitoring. Represented \$110 million in principal investments and commitments.
- Led and conducted due diligence. Responsibilities included evaluating strategic plans, performing reference checks, coordinating legal and accounting diligence teams, assessing industry and market dynamics, and touring operating facilities.
- Actively monitored portfolio companies and advised management on acquisitions, financings and other strategic matters.
- Developed terms and structure of investments, arranged bank financings, and managed all phases of legal documentation.
- Prepared and participated in presentation of investment memoranda to the investment committee for funding approval.
- **Board memberships:** AAA Entertainment, L.L.C., Galaxy Communications, L.L.C. – medium-size market radio station consolidators representing over \$25 million of principal investment. Independently negotiated terms of follow-on investments and bank refinancings, and was often Alta's sole representative in strategy sessions, meetings with lenders and discussions with senior members of Alta's legal counsel. Continue to consult the Founder and Chairman of AAA Entertainment on various financial and strategic issues.

J. P. MORGAN & CO.
Senior Financial Analyst, Chemicals Mergers & Acquisitions
Financial Analyst, Mergers & Acquisitions

New York, New York
1998 – 1999
1996 – 1998

Performed analyses and provided advice on valuation, financial structure, fairness and strategic rationale for mergers and acquisitions across a broad spectrum of industries. Led operational and financial due diligence and performed analyses for a wide range of execution, advisory and new business development assignments.

- Completed 8 transactions in a variety of industries including chemicals, retail, healthcare and teleservices.
- Independently formulated recommendations and presented them to clients and internal team members.
- Drafted selling memoranda, management presentations, client presentations and other client correspondences.
- Invited to join leading Wall Street M&A group focused on the Chemicals industry as Senior Financial Analyst.
- Assumed associate-level responsibilities and managed junior analysts and summer associates on live mandates.

ADDITIONAL INFORMATION

Enjoy tennis, running, hunting, reading historical-based fiction & biographies, and listening to Miles Davis, The Rolling Stones, Johnny Cash and bluegrass. Volunteered with Junior Achievement to teach principles of business at schools in Boston and New York. Conversational in French.

Christopher G.W. Burghardt
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christopher.burghardt.wg03@wharton.upenn.edu
Nationality: Belgian/German (dual)

EDUCATION

The Wharton School, University of Pennsylvania, Philadelphia, PA (USA) *Aug. 2001-June 2003*
MBA Candidate in Strategic Management
• Fulbright Scholar, Fellow of the Belgian-American Educational Foundation (BAEF) and Omnicom Fellow (2002-03)

The College of Europe, Bruges (Belgium) *Sept. 1996-June 1997*
Master of Arts in European Studies, Distinction: "Very Good" (8th/100)

The University of Sussex, Brighton (UK) *Sept. 1992-July 1996*
Bachelor of Arts in International Relations with French, 2.1 with honors

Institute for Political Studies (Sciences-Po), Aix-en-Provence (France), Erasmus Scholarship *Sept. 1994-June 1995*
The European University Institute, Florence (Italy), Academy of European Law, Summer Session *June 1996-July 1996*

PROFESSIONAL EXPERIENCE

Bertelsmann, Inc., New York (USA) *June-August 2002*
Office of the Chairman and CEO
• Reported directly to the Chairman and CEO of Bertelsmann, Inc. with responsibility for two projects:
• Assisted US business development in structuring a joint-venture/partnership proposal with a major US broadcast network

- performed a gap analysis of the broadcast and cable television landscape
- analyzed programming costs and revenue sources of major networks and cable operators
- worked closely with Fremantle Media and RTL Group

• Evaluated business strategies with Bertelsmann Capital for a potential relaunch of online music service Napster

- conceptualized possible business models and analyzed their financial viability
- prepared decision criteria and process for Bertelsmann Executive and Supervisory Board
- worked closely with a number of divisions of Bertelsmann AG (corporate/business development, Bertelsmann Music Group, Bertelsmann Corporate Network, the CTO's office, international legal affairs) as well as Napster Inc.

Hill and Knowlton International, Brussels (Belgium) *June 1997-June 2001*
Account Director, Issues and Crisis Management
• Responsible for international trade within the Trade & Competition Policy Practice Group. Managed six client accounts and client teams of 3-5 people (day-to-day client contact, definition of strategy, supervision of team, quality control, budget management), grew existing business into new areas (in particular international trade and corporate social responsibility), generated new business (instrumental in acquiring four new major client accounts) and lobbied government officials, the media and other stakeholders.
• Selected Campaigns:

- negotiated immediate tariff liberalization for key chapters in EU-Mexico Free Trade Agreement for US soft drinks manufacturer
- built and managed cross-industry coalition on the reform of the EU transit system
- prevented move of global headquarters of express courier because of threatened night-flight restrictions
- achieved harmonization of EU-US emissions control systems for passenger cars
- introduced new Formula 1 team in northern Europe in 1999 season
- helped launch the 2000 Special Olympics European Games with EU decision-makers and media

• Leadership and Management Skills: leading and working in multicultural teams, working with business leaders and senior politicians, successfully conceptualizing and implementing large-scale and cross-border campaigns, strong presentation, negotiation and facilitation skills, media trained.

European Commission Delegation to the United States Washington DC (USA) *Summer 1996*
BMW AG EU Liaison Office Brussels (Belgium) *Summer 1993*

ADDITIONAL INFORMATION

- Fluent in English, German, French, Dutch/Flemish, conversational Italian, passive Spanish
- Wharton Media & Entertainment Club (Vice-President, MBA Conference), European Club (Vice-President Speakers & Marketing, Co-Chair European Conference), Marketing Club (Co-Chair, Marketing Match Competition), Cohort Social Representative and Student Coordinator for the 2002 European Union Global Immersion Program
- Active member of the: Trans-Atlantic Policy Network (TPN), the European Movement, the College of Europe Alumni Association (career counseling), the University of Sussex Alumni Society (former coordinator of the Belgian branch)
- Lecturer at workshops on political lobbying at the College of Europe and the University of Sussex (1999-2001)

DAMIAN T. BURKE
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Tel/Fax: (215) 546 2381/Mobile: (215) 681 1288
Email: damian.burke.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Philadelphia, PA**
MBA Candidate, Dual Major in Finance and Entrepreneurial Management May 2003

- Awarded Wharton scholarship and Sainsbury Management Fellowship from the Royal Academy of Engineering.
- Wharton Global Consulting Practicum: identified US entry strategies for an Indian IT enabled services company.
- Co-producer for the Wharton International Cultural Show (WICS). Co-captain of the Wharton soccer club.

UNIVERSITY COLLEGE LONDON **London, England**
Master of Engineering in Chemical Engineering May 1994

- Selected for a one-year exchange program at the University of Wisconsin–Madison.
- Martial Arts instructor; Awarded Esso sponsorship; Phi Gamma Delta fraternity social representative.

EXPERIENCE

BAIN & COMPANY **New York, New York**
Summer Associate Summer 2002

- Managed a purchasing consolidation case workstream for a diversified manufacturing conglomerate.
- Identified and analyzed opportunities to reduce purchasing costs across multiple product categories.
- Worked with my case team to present savings opportunities to the CFO and senior management.

EXXONMOBIL CORPORATION 1994-2001

ESSO PETROLEUM COMPANY UK, FAWLEY REFINERY **Southampton, England**
Project Manager 2000-2001

- Identified economic incentives (\$20M p.a.) for new, more environmentally friendly grade of gasoline.
- Coordinated a cross-functional team of ten people that transitioned the refinery's gasoline production, supplying 20% of the UK market, to the new grade.
- Led a commissioning team of five people that developed and implemented a \$3m capital project designed to maintain production capability post transition.
- Represented the refinery at company-wide transition planning meetings.

EXXONMOBIL RESEARCH & ENGINEERING **Florham Park, New Jersey**
Technology Consultant 1998-2000

- Developed commercial proposals for the licensing of new and existing technology for internal and third party clients.
- Advised clients on the feasibility of improving process plant operations.
- Led the development and implementation of a software application designed to optimize plant performance.
- Maintained and developed a global database on plant operations that provided clients with performance analysis reports.

ESSO PETROLEUM COMPANY UK, FAWLEY REFINERY **Southampton, England**
Operations Support Engineer 1994-1998

- Led a team of three people that designed, developed and implemented an online control system that significantly improved profitability (\$1m/yr), safety, and reliability.
- Led the inspection of a \$100M crude oil processing unit to ensure the integrity of future operating performance.
- Evaluated the feasibility of processing new crude oils, and coordinated performance tests to assess the viability of producing new products.
- Completed an environmental impact study for the Environmental Protection Agency to successfully gain approval for a change in operations.
- Advised operations team on plant performance and recommended changes in operating strategy to maximize profitability.
- Provided technical support to troubleshoot and resolve operating problems.

ADDITIONAL INFORMATION

- Member of the Institution of Chemical Engineers
- Enjoy traveling, camping, and playing competitive soccer and squash

THOMAS R. CALEEL

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Thomas.Caleel.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Master of Business Administration Candidate, Finance and Strategic Management

Philadelphia, PA

May 2003

- Appointed, Dean's Graduate Student Advisory Committee
- Selected, Leadership Fellow; Elected Co-Chair, Wharton Ethics Committee
- Admissions Committee, Interviewer and Application Evaluator
- Co-Chair, WAVE Alumni Datathon; Mentor, Milken Young Entrepreneur Program; Finance Club

UNIVERSITY OF PENNSYLVANIA

Bachelor of Arts, International Relations

Philadelphia, PA

May 1994

EXPERIENCE

DAVIDSON CAPITAL MANAGEMENT

Summer Associate, Equity Research

Devon, PA

Summer, 2002

- Initiated quantitative and qualitative research coverage of Asset Manager and Investment Banking sectors.
- Analyzed comparable companies in each sector, including creation of financial models. Deliverables included drafting of briefing books and weekly and final presentations to senior executives and portfolio managers.
- Participated in strategic re-alignment of firm to aggressively increase institutional assets under management.

BCI PRIVATE CAPITAL

Founding Partner

Private Equity group focusing on early-stage international specialty medical/healthcare opportunities.

Denver, CO

Geneva, CH

1998-2001

Responsible for general corporate strategic development and international growth. Portfolio companies include:

Mondial Technology Holding, SA

Russian-Swiss medical technology group providing emergency medical assistance to disaster areas.

- As interim CEO, assembled, managed, and led 20-person team to create technology infrastructure and beta websites.
- Drafted and executed \$1m initial private placement. Oversaw subsequent sale of 45% stake to British PE group.
- Secured exclusive working agreement with Russian Emergency Situations Ministry and the UN.

Caleel+Hayden, LLC

Global marketing and distribution group for super-premium medical skincare treatment products and equipment.

- Led the rapid growth of a 180-person multi-national enterprise with revenues of \$25.4m (\$8m international).
- Raised \$6.5m in venture capital over three financing rounds from individual and institutional investors. Responsibilities included (i) writing Private Placement Memorandums, (ii) preparing financial projections and (iii) sourcing, pitching, and serving as primary due diligence contact for investors.
- Change initiatives include valuation and addition of 8 new brands and headquarter relocation.
- Managed distributors and operations in 20 countries including a cross-national sales team of 15.
- Conceived and implemented an unique import and distribution system in Japan, saving the company over \$800k in fees while retaining complete brand control and licensing rights.
- Drove primary brand to top sales position in David Jones Australia, the leading national luxury department store group with 22 total locations, increasing wholesale turnover by 2000% to \$2.5m per year.
- Sourced and executed \$1.6 m call center and logistics technology acquisition.

Glo Skincare

Multi-channel specialty retail, catalog, and e-commerce concept offering prestige skincare products and services.

- Led build-out of innovative 3-door, \$1.2 m group with over 40 employees including competitor acquisition.
- Originated, documented, and closed seed and second rounds of financing for \$1.5m total.

HERITAGE FINANCE & TRUST

Geneva-based private equity firm managing over \$2b in assets

Moscow, RF

1995-1997

Director, Russia/CIS Representative Office

- Established and ran 5-person staff overseeing direct investment and private client management projects.
- Conceived, structured, and marketed initial fixed income and equity vehicles including flagship Red Star Fund.
- Initiated weekly HFT Russian Financial Market Report for distribution to global client base.

ADDITIONAL INFORMATION

- Fluent Russian, proficient French and Italian.
- Alumni Representative, The Taft School; Player, Revlon International Polo Team; USMC Quantico Leadership Venture.
- Adventurous traveler and explorer, skier, squash player, and avid cook. Enjoy jazz and opera.

SCOTT M. CANNIZZARO

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Tel: (215) 386-2688

e-mail: cannizzs@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration: Health Care Major

2003

- MBA Jungle Business Plan Competition Finalist - Honorable Mention
- Member of Health Care Management Club, Consulting Club, Squash Club

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Cambridge, MA

Post Doctoral Fellow: Biomedical Engineering with Professor Robert Langer

1997

- National Institute of Health Research Service Award
- MIT \$50K Business Plan Competition Winner

DUKE UNIVERSITY

Durham, NC

PhD: Organic Chemistry

1995

- Co-founder of financially successful tutoring program for chemistry undergraduates

SIENA COLLEGE

Loudonville, NY

Bachelor of Science: Chemistry, Cum Laude

1990

- General Electric Corporate Research & Development Intern, 1988-1990

EXPERIENCE

CENTOCOR INC, Johnson & Johnson

Malvern, PA

Global Strategic Marketing

Summer 2002

- Led effort to establish a new metabolic franchise through management of an external consulting group and coordination of internal R&D groups; defined therapeutic targets and clinical patient segmentation for type II diabetes, obesity and their corresponding complications
- Coordinated offsite conference for senior stakeholders to evaluate the new business franchise; presented marketing analysis for biologic therapies outlining cost, treatment protocol and target product profiles

SURFACE LOGIX, INC.

Brighton, MA

Director of Technical Strategy

1999-2001

- Evaluated product concepts and market positions for our proprietary advantage in biochips and proteomics
- Delivered company's first corporate partner that helped to secure Series-A financing
- Established industrial and university relationships; responsible for several key hires of research and corporate staff
- Directed build-out of research facility for over 40 research personnel

ARTHUR D. LITTLE

Cambridge, MA

Manager - North America Consulting

1997-1999

- Managed a \$1 million, one year program to develop a surgical adhesive; successfully identified and led innovation of a proprietary adhesive biomaterial which became a significant asset to client's technology portfolio; research resulted in the only new composition patent to be filed for this class of material in 20 years
- Lead scientific consultant for nascent technologies being evaluated by a Fortune 100 client; produced report with case team for company's ten-year product development plan for surgical engineering products
- Awarded competitive \$250K Technology Initiative for the development of controlled release polymer systems

THE PARKDALE GROUP, LLC

Boston, MA

Co-founder and member

1996-2000

- Founded a formal network of scientific expertise that analyzed the potential of biotechnology related companies
- Developed written analysis and company profiles for investment groups and venture capital firms

PERIODONTIX, INC.

Watertown, MA

Senior Scientist

1997-1998

- Produced prototype drug delivery wafers and entered them in clinical trials within six months of joining the company

ADDITIONAL INFORMATION

18 professional publications, invited reviews and patents; Controlled Release Society award for outstanding pharmaceutical paper, 1999; *Member of:* American Chemical Society, Sigma XI Scientific Research Society

DAVID J. CAPECE
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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

MBA Candidate, Finance and Marketing

May 2003

- Clubs: Elected Media & Entertainment Speakers Series Chair and Social Co-Chair, Wharton Wildmen Hockey
- Philadelphia 76ers: Media Relations and Special Projects Analyst
- General Motors: Team Consulting Project for GM HUMMER Launch Strategy
- GMAT: 760 (99th percentile)

JOHNS HOPKINS UNIVERSITY

Baltimore, MD

BA, Biology; Economics Minor

May 1997

- Awards: Dean's List, Student Excellence for Leadership and Service, Student Council Award for Excellence
- Internships: Merrill Lynch, Baltimore Orioles
- Co-Chairman, MSE Symposium – negotiated and secured the speaking engagements of Michael Bloomberg, Tom Clancy, Greg Louganis, Tyra Banks, Robert F. Kennedy, Jr., Alison Stewart, Dr. Judy, and Eric Liu.

EXPERIENCE

ESPN

New York, NY

International Marketing Intern, X Games

Summer 2002

- Developed financial model and sensitivity analyses for X Games initiatives in Latin America, Europe, and Asia.
- Performed media valuation to validate pricing of sponsor packages, including television, venue, print, and online media.
- Created event management reports and marketing pitches, and performed market research to assist executives in pursuing sponsor and partnering opportunities.

LEXICON GENETICS INCORPORATED

Houston, TX

Corporate Finance and Strategic Planning Intern

Summer 2002

- Performed NPV analysis of drug discovery projects to evaluate partnering options and prioritize the portfolio.
- Assisted CEO and CFO in evaluating M&A opportunities and financing options.
- Worked with corporate finance team to update financial model to provide guidance to Wall Street.

KATALYST LLC

Philadelphia, PA

Principal, Finance

April 2000 – June 2001

Katalyst is a venture firm that integrates venture capital, operational expertise and merchant banking into a single firm to create sustainable value in portfolio companies.

- Served as Interim VP, Finance for the spinout of a \$1 billion paper company. Prepared budgets and projections, made recommendations to improve financial performance, and led revenue model development.
- Co-led \$15 million sale of technology portfolio company to Divine Interventures. Led valuation and deal structuring analysis for management team and venture capital investors.
- Made go/no-go investment recommendation for a venture capital firm considering investment escalation in an Internet portfolio company.
- Performed all financial analysis for media executives contemplating an online content aggregation start-up.

PUNK, ZIEGEL & COMPANY

New York, NY

Investment Banking Analyst

November 1997 – April 2000

- Executed over \$750 million of public offering, M&A, and private placement transactions in the Genomics, Drug Development, Internet Services, and Healthcare Technology industries.
- Performed valuation analysis using comparable company, transaction, DCF, and accretion/dilution models.
- Drafted prospectuses, sales memoranda, and company roadshow presentations.

ADDITIONAL INFORMATION

- Interests: Baseball, Basketball, Golf, Board Games

SIMONA CAPECE
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Master of Business Administration Candidate, Finance
Honor List Academic Year 2001-02
Teaching Assistant for Corporate Finance and Managerial Accounting
Co-chair for Wharton Welcome Week-end 2002
Member of European Club, Finance Club and Media & Entertainment Club

Philadelphia, PA
May 2003

POLITECNICO OF MILAN

Master in Science, Management and Production Engineering, *summa cum laude*
Specialization in Financial Markets
GPA 3.9; Top 0.3% of class

Milan
December 1998

EXPERIENCE

BAIN&COMPANY

Senior Associate Consultant

Milan
2000-2001

Acted as case team leader on three assignments with overall responsibility on deliverables and team management (activities planning, tasks assignment, analysis checking); managed client relationships and led joint client-consultants work groups; coached junior consultants. Participated in Senior Associate Consultant international training program in Cancun (Mexico).

- Developed business plan and implementation plan of a new e-business venture for Italian tobacco manufacturer projecting \$500 M turnover.
- Conducted analysis of European markets and recommended internationalization strategy to client top management
- Researched and developed business plan of a new Internet strategy aimed at improving performance on the stock exchange market for Italian subsidiary of international musical instrument company (project value equal to \$25 M)
- Designed and implemented new management control system to achieve 15% savings in total costs
- Co-operated with Human Resource Manager of Italian subsidiary of international music industry company on organizational restructuring, proposing new model resulting in \$1 M annual savings in overhead costs

Associate Consultant

1999-2000

Worked on three consulting assignments conducting market/industry research, applying Bain analytical tools, preparing and discussing presentations in client meetings, co-ordinating inter-functional client teams. Participated in Associate Consultant international training program in Boston-Cape Cod.

- Designed retail strategy for international sporting goods company: organized and conducted benchmarking analysis “on site” in Europe and US; conceived concept, business plan, and roll out plan of new store chain (revenues equal to \$60 M)
- Developed concept, business plan and implementation plan of new business opportunities (including a TV channel and an Internet venture) for Italian national association of firms of retail, tourism and other services (non profit)
- Conducted competitor and pricing analysis for a new product resulting in \$2 M additional revenues for Italian publishing company
- Evaluated target companies for client strategic alliances
- Built mathematical model for competitive positioning assessment used by the client to set strategic marketing actions

ACCENTURE

Intern at Strategic Services Department

Milan
May 1998-July 1998

Conducted market/industry research; interviewed management of leading banking firms; collected and processed information; developed in-depth analysis; delivered/presented papers on focused issues for both internal use and publishing

- Built model and conducted analysis to measure value creation in M&A among banks
- Authored paper on M&A among European banks presented at Accenture Banking Practice European Meeting in London (1998)

PERSONAL

- Native Italian; basic French
- Enjoy theatre, art exhibitions, historical sightseeing, self-planned travelling, writing, swimming and aerobics

JENNA L. CARDONE, CPA
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate, Major in Finance

Philadelphia, PA
May 2003

- Member of Sales and Trading, Finance, and Women in Business Clubs
- Co-President, “Say Yes to Education” tutoring program
- Elected Cohort Community Service Representative

FAIRFIELD UNIVERSITY
Bachelor of Science, Major in Accounting

Fairfield, CT
May 1997

- Graduated Magna Cum Laude (GPA 3.8/4.0)
- Recipient of Connecticut Society of CPA’s Merit Award (most outstanding senior accounting student), Financial Executives Institute Scholarship, and Institute of Internal Auditors New England Chapter Award for Scholastic Achievement in Auditing
- Selected for membership into Alpha Sigma Nu, The National Jesuit Honor Society
- Member of Varsity Field Hockey Team (Captain) and Academic All-American Division I Field Hockey Team

EXPERIENCE

SALOMON SMITH BARNEY, INC.
Summer Associate, Sales and Trading

New York, NY
Summer 2002

- Participated in rotational program throughout the fixed income and equity departments.
- Rotations included: Investment Grade Bonds, High Yield Bonds, Mortgages, Fixed Income Derivatives, Municipal Bonds, Fixed Income Syndicate, Equity Derivatives, Research Sales, Convertibles, Listed Equities, and Equity Program Trading.
- Researched and delivered presentation on Distressed Debt securities.

ARTHUR ANDERSEN LLP
Acting Manager/Experienced Senior – Private Client Services

New York, NY
January 2000 – June 2001

Client Relationship Management

- Evaluated and implemented federal income and transfer tax-planning techniques for private clients with net worth in excess of \$1MM.
- Led client meetings to discuss the advantages of various financial products after evaluating the client’s individual needs.
- Consulted with clients’ personal investment advisers and attorneys to ensure clients received the maximum tax benefit from investment transactions.

Leadership and New Business Development

- Responsible for successful outsourcing project to Goldman Sachs, which generated revenues of \$500,000.
- Implemented charitable planning through the use of trusts and foundations to preserve clients’ wealth for future generations.
- Supervised, trained and evaluated 8 associates and experienced associates on engagement teams.
- Coordinated and instructed a new hire training class of 50 participants on firm documentation procedures.

Senior – Media & Entertainment Tax Division

September 1997 – December 1999

Financial Statement Analysis

- Analyzed audited financial statements to identify tax saving opportunities for media and entertainment companies.
- Calculated federal and state tax provisions to be included in audited financial statements.

Management and Communication

- Authored technical memoranda summarizing research findings on federal and state tax legislation.
- Advised a major media company on the tax implications of conversion from a LLC to a C corporation as part of an IPO.
- Reviewed federal and multi-state corporate tax returns prepared by first year associates.

Strategic Marketing

- Identified opportunities to cross-market tax, audit and consulting services leading to the retention of 2 new clients.
- Developed strategies to retain a “crown jewel” client resulting in increased revenues of approximately \$60,000.

ADDITIONAL INFORMATION

- Member of AICPA & N.Y.S Society of Certified Public Accountants.
- Enjoy running, playing volleyball, and traveling in Italy.

RICCARDO CAZZOLI

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riccardo.cazzoli.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate – Dual Major in Finance and Strategic Management

May 2003

- First Year Honors
- Elected VP of the European Club; Co-Chair, Wharton Welcome Weekend; Social Cohort Representative
- Selected as Graduate Assistant for the MBA Admissions Committee
- GMAT score: 760 (top 1%)

UNIVERSITY OF BOLOGNA

Bologna, Italy

BS and MS, Mechanical Engineering – Major in Automation and Robotics

July 1996

- Graduated Summa Cum Laude; ranked top 1% of the class (GPA 4.0/4.0)
- Awarded a merit scholarship to spend the 1995–96 academic year at the University of California at Berkeley

UNIVERSITY OF CALIFORNIA AT BERKELEY

Berkeley, CA

Management of Technology Certificate – Engineering and Business Administration

May 1996

- Distinction for merits among international exchange students (GPA 3.8/4.0)
- Experimental Mechanical Engineering Research at the Laser Manufacturing Laboratory

PROFESSIONAL EXPERIENCE

LEHMAN BROTHERS

London, UK; New York, USA

Summer Associate – Investment Banking Division, Mergers & Acquisitions

May–Aug 2002

- *M&A Advisory Services* – Performed due diligence, reviewed business model and determined valuation for a \$280 million leveraged buy-out of an American packaging company by a major European Private Equity fund. Developed and evaluated alternative structured finance and exit strategies. Coordinated team activities with the Industrial, the Leveraged Finance and the Merchant Banking Groups. Managed contacts with the Client.
- *Pitch Preparation* – Assisted and led the development of strategic alternative materials regarding corporate asset restructuring and acquisition targets for Super-League clients in the Aerospace/Defense, Gas Distribution and IT industries.

PHILIP MORRIS

Bergen op Zoom, Holland

Project Manager – Quality Assurance

2000–2001

Led teams on projects for strategic and operational improvements. Managed relationships with internal clients and counterparts

- *Strategic analysis and change management* – Managed a cross-functional team (6 people) to restructure the Quality Assurance Department of the second largest manufacturing site of Philip Morris (100 billion units produced, \$2.5 billion sales). Redefined mission and organization structure in light of its strategic repositioning.
- *Leadership and innovation* – Identified the opportunity and won top management's support to develop the On-line Specifications System. Improved reliability of the specifications issuing process by 20% and reduced its costs by 35%.
- *Project management and client implementation* – Led the team for the implementation of the integrated Regional system for the management of materials and products information (20 factories, 850 products, 240 billion units produced).

PHILIP MORRIS

Lausanne, Switzerland

European Management Trainee – EUTOP

1998–2000

- *PM Holland, Quality Assurance and Finance* – Developed an innovative model of the costs of quality for the core processes (team of 6 people). The pilot-implementation resulted in 25% cost savings.
- *PM Europe Headquarters, Operations Planning* – Developed a decision-making model to assess the strategic relevance of Third Party Manufacturers and compare alternative strategies for the acquisition of privatized companies.
- *PM Italy, Packaging Engineering* – Led a task force to identify improvements for the packaging process. Increased performance and reliability by 30%. Recommendations of our findings have been implemented internationally.

ACCENTURE

Milan, Italy

Business Analyst – Industry Process Group

1997–1998

- *Systems implementation* – Implementation of SAP R/3 for a leading multinational company in the fiber optics industry.
- *Process analysis and problem solving* – Identified and resolved gaps with the constraints posed by the system.

ADDITIONAL INFORMATION

Languages – Native Italian, fluent English, working knowledge of French, conversational Dutch

Interests – Basketball, sailing, skiing, golfing, cooking, cinema and opera

Publication – “Heat-affected Zones in Laser Cutting and Drilling”, *Proceedings of MIM97* (Vienna, February 1997)

Military Service – Recruiting officer, Military District of Bologna (1996–1997)

C. ROMAN CEPEDA

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EDUCATION

THE WHARTON SCHOOL and THE JOSEPH H. LAUDER INSTITUTE, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Master of Business Administration Candidate, Multinational Management and Technological Innovation

May 2003

Master of Arts Candidate, International Studies, Concentration in East Asian Studies and Japanese language

- Fall 2001 Director's List (Top 10% of class) and First Year Honors
- Recipient of National Hispanic MBA scholarship and Ford Motor Company fellowship
- Elected 2003 Wharton Technology Club Technology Conference co-chairman
- Elected 2002 Wharton Asia Business Conference Vice President of Contents

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Cambridge, MA

Bachelor of Science, Mechanical Engineering with concentration in Japanese

1993 – 1997

- Tau Beta Pi and Pi Tau Sigma Engineering Honors Society Inductee. GPA 4.9 out of 5.0
- Elected President of Theta Delta Chi fraternity

WORK EXPERIENCE

BOOZ ALLEN HAMILTON

New York City, NY

Summer Associate – Financial Services

2002

Engagement: retail brokerage firm sought to capture more share of wallet of clients and improve financial advisor profitability

- Modeled economics of financial advisors in a retail brokerage firm to identify the characteristics of profitable advisors
- Identified concentration of profit and revenue pools by financial advisor segment
- Determined from model that 15-20% of advisors were unprofitable and developed work plan to improve advisor productivity
- Designed and conducted data gathering interviews to feed our team's financial advisor segmentation analysis

FORD MOTOR COMPANY

Hiroshima, Japan

Performance and fuel economy attribute engineer – Vehicle Integration

Dearborn, MI

1997– 2001

- Led team of 20 engineers to develop affordable work plan to improve fuel economy by 30% over 7 years
- Led \$1.1M annual cost reduction by championing vehicle weight reductions that also improve noise and vibration
- Presented business case to vehicle line director to save \$4M annually by improving fuel efficiency and warranty

Implementation champion – Computer Aided Design (CAD) Systems

- Led cross-functional intercompany team of 25 that migrated our engineering team from two competing legacy CAD systems to one integrated system 6 months ahead of schedule
- Implemented communications process to reduce turnaround time of design changes by 50% over the legacy systems

Business analyst – Premium and Specialty Vehicle Business Office

- Performed strategic market analysis of consumer segmentation for future model Ford Mustang vehicle program
- Redirected program plan to target echo boomer segment (born after 1978) instead of traditional baby boomer segment

Project management analyst – Powertrain Systems Engineering

- Saved \$3.6M per year via recommendation to reduce powertrain cost and complexity
- Developed work plan to integrate the powertrain system quality validation process, consolidating disparate processes from engine, transmission, driveline, and calibration teams

Design engineer – Vehicle Engineering

- Managed logistics, communication, and delivery plans of over 50 international suppliers to build vehicle prototypes of the first Ford– Mazda jointly developed product

Intern mentorship coordinator and team chair – Recruiting Team, Massachusetts Institute of Technology

- Improved conversion of interns into new hires from 12% to 25% by establishing guidebook and training plan for mentors
- Received Recruiter Excellence Award for outstanding contribution to recruitment of underrepresented minorities from MIT

DATASAGE, INC Consultant – Technology Deployment

Reading, MA

- Generated revenue of \$200,000 plus royalty fees by licensing proprietary software tools to client

1997

COMMUNITY STEWARDSHIP

DETROIT AREA PRE-COLLEGE ENGINEERING PROGRAM (DAPCEP) – Instructor

Dearborn, MI

1997 – 2001

- Served as mentor for six Detroit area high school students who have now matriculated to top universities
- Created curriculum modules (networking, communication, presentation skills, international business) to teach soft skills of engineering to high school students

ADDITIONAL INFORMATION

- Languages: Proficient in Spanish and French, conversant in Japanese (ACTFL Advanced)
- Other interests: baseball, soccer, ice hockey and foosball

PRAVEEN CHAKRAVARTY

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215-587-9425(Home) 267-254-8928 (Cell) E-Mail: prchakra@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate –Dual Major in Finance and Entrepreneurial Management

May 2003

- Vice-President - Entrepreneurship Conference, PR Chair – Wharton India Economic Forum
- Country Team Leader - Wharton Publicity Corps (student initiative to strengthen the Wharton brand globally)

BIRLA INSTITUTE OF TECHNOLOGY & SCIENCE (B.I.T.S)

Pilani, India

Integrated Masters Degree in Engineering - Information Systems

1990 - 1994

PROFESSIONAL EXPERIENCE

MELLON VENTURES INC. (Venture Capital firm with \$1.3 billion under management)

Atlanta, GA

Summer Associate

May 2002 – August 2002

Investments

- Developed and presented an investment memorandum for participation in an accretive \$15.5M Series C financing in Wave7 Optics, an optical networking company which was approved and funded by the Mellon Ventures Investment Committee
- Worked on the deal team for a \$5M convertible bridge offering for OmniCluster Technologies, a server blade company
- Evaluated and performed due diligence activities for buy-out of an IT Services business from a larger corporate parent

Deal Sourcing

- Analyzed and evaluated 35 new early stage venture investment opportunities across the US in various sectors
- Created a comprehensive database of potential investment opportunities in Enterprise Software and IT Services sectors

Sector Analysis & Other activities

- Researched and built an investment thesis for venture investments in the Web Services space
- Participated in board meetings of 6 different portfolio companies

MICROSOFT CORPORATION

India

Product Marketing Manager

September 1999 – June 2001

Product Management - Microsoft Business Tools

- Managed P&L for two product lines – Microsoft Project and Microsoft Visio
- Doubled Visio product revenues within one quarter of taking over, by strategic product re-positioning

Program Management - Microsoft .NET Technologies

- Evaluated solution partners and created a joint go-to-market strategy for Microsoft .NET solution sales
- Conceptualized and launched a mentor program for developers, increasing awareness of Microsoft .NET technologies
- Evangelized Microsoft .NET technologies to partners and customers through customized solutions

Other Significant Accomplishments

- Won the first .NET enterprise solution sale at Unilever - India, fighting strong competition from SUN and IBM
- Led a cross-functional team of thirty to conceive and execute one of India's biggest technology conferences
- Organized Chairman Bill Gates' address to the top Indian CEOs at a roundtable discussion

IBM CORPORATION

Product Manager – India

November 1998 – August 1999

Project Manager – Raleigh - NC, Mountain View - CA, Minneapolis - MN

July 1997 – October 1998

Senior Engineer/Project Leader – India, Japan, Taiwan and Singapore

April 1995 – June 1997

Business Development - U.S. HealthCare Industry, Asia Semiconductor Industry

- Won IBM India's largest outsourcing services contract from Medtronic Inc. proving significant cost reduction
- Led a diverse project team of 10 Japanese and 15 Chinese for implementing IBM solution at Nanya Semiconductors, Taiwan

Product Management - IBM WebSphere

- Held complete technical and business responsibility for IBM's e-commerce product suite – WebSphere in India
- Migrated 2 strategically important partner solutions to the IBM platform from competitive platforms

Other Significant Accomplishments

- Worked with the IBM Asia Pacific CFO to set up a fully-owned IBM subsidiary office in India
- Awarded the IBM CEO award in 1998 for exceptional contribution to the organization

ADDITIONAL INFORMATION

- Avid cricket player, knowledge of basic Japanese, strong interest in reading auto-biographies of entrepreneurs

NISHAD CHANDE

3131 Walnut Street, Apt. 528, Philadelphia, PA 19104
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate in Operations & Marketing

May 2003

- First Year Honors, Fall 2001 & Spring 2002 Director's List (Top 10% of Class)
- Elected to Wharton Graduate Association Executive Council as Class of '03 Representative
- Member of Consulting Club, Toastmasters and GUIDE Mentoring Program
- GMAT: 770

DARTMOUTH COLLEGE

Hanover, NH

Bachelor of Arts in Economics and Mathematics, Magna Cum Laude

June 1997

- Cumulative GPA: 3.90 / 4.00
- Member of Golden Key National Honor Society

EXPERIENCE

BAIN & CO.

Los Angeles, CA

Summer Associate

Summer 2001

- Worked with team to develop mass market strategy for a major consumer electronics manufacturer and retailer
- Assisted client in development of optimal vendor and branding strategy
- Performed industry analysis, benchmarked competitors' practices, created financial model to evaluate alternative strategies, and presented findings to client

RAYMOND JAMES CAPITAL

St. Petersburg, FL

Associate

1999-2001

Merchant Banking Division of Raymond James Financial; first fund capitalized with \$75 million

- Promoted from position of Senior Financial Analyst to Associate after one year
- Evaluated incoming investment opportunities including management buyouts, recapitalizations, and growth capital investments ranging in size from \$10m to \$50m
- Conducted strategic, operational and financial due diligence, assessed strength of management teams, researched industry trends and negotiated investment terms as member of 2- to 3-person deal teams
- Performed valuation and returns analyses to determine suitability of potential investments
- Prepared and presented information memoranda to secure lender financing and internal approval for transactions
- Worked closely with portfolio company management teams to develop strategic plans, evaluate acquisition candidates, and prepare financial reports for lenders in order to maximize creation of company value
- Identified need for detailed monitoring of investments and created internal monthly financial reporting template subsequently adopted by all portfolio companies

SCHRODER & CO., INC.

New York, NY

Financial Analyst

1997-1999

Investment Banking Division of global securities firm; member of Global Consumer Products Group

- Assisted clients with public and private capital raising and buy-side and sell-side merger and acquisition advisory assignments on 3- to 4-person deal teams; completed seven transactions totaling over \$700 million in value
- Led operational and financial due diligence at acquisition targets' facilities as part of clients' evaluation process
- Designed financial model templates including pro forma offering/combination and leveraged buyout/recapitalization
- Valued companies using public comparables, precedent transactions and discounted cash flow methodologies
- Drafted selling memoranda, offering documents and management presentations
- Spearheaded new analyst recruiting initiative

ADDITIONAL INFORMATION

- Conversant in French, German, Gujarati and Swahili
- Lived in United States, England and Tanzania
- Interests include soccer, snowboarding and community service

WILLIS CHANDLER

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Master of Business Administration Candidate, *Healthcare Management Major*

Philadelphia, PA
May, 2003

- Leadership Development Club: Co-Founder and Chair of Mentoring Program
- Wharton Initiatives in Leadership Learning : Coordinating Team member and Summer Director
- Field Application Project: Process and role redesign of a department within Merck-Medco
- Member: Leadership Fellows, Healthcare Club, and Admissions Committee volunteer

BRANDEIS UNIVERSITY

Bachelor of Arts in History and American Studies; Minor in Health, Law and Society

Waltham, MA
1993 - 1997

- Phi Alpha Theta (History National Honor Society)
- Department of American Studies commencement speaker, "Inequities in Healthcare"

EXPERIENCE

CIGNA, Corp

Healthcare Leadership Program – Hospital Contracting

Jersey City, NJ
Summer 2002

- Proposed and evaluated a new DRG-based contracting strategy, reported recommendations to Senior Management
- Evaluated cost savings and business plan of new Tiered Hospital product
- Negotiated hospital contracts worth \$40 million as member of lead negotiating team

CAMBRIDGE HEALTH ALLIANCE

Health system consisting of three Harvard University affiliated, non-profit, community teaching hospitals, sixteen primary care practices, a Nursing Home and a Medicaid Managed Care plan

Cambridge, MA
1997 - 2001

Performance Improvement Manager, Primary Care Department

2000-2001

- Managed one of five organizational strategic priorities, working with sixteen Clinical Leadership teams, resulting in a department-wide 24% increase in market share, 64% increase in same-day patient access, and 23% decrease in patient cycle time
- Department awarded the 2001 Health System Innovation Award by the National Association of Public Hospitals
- Negotiated \$20 million Primary Care departmental budget with Clinical Leadership teams of sixteen practices and hospital CFO
- Produced with Physician Leadership Alliance's first outpatient computerized Quick Chart to improve patient health management

Director, Somerville Pediatrics

1999-2000

- Directed all non-Physician care of institution's largest primary care practice, member of Clinical Leadership team
- Guided career development of clinical and administrative staff resulting in 70% of staff promoted
- Cross-trained staff and collaborated with Physicians to re-engineer patient and data flow, improving same-day patient access by 65% and Cycle time by 43%
- Constructed \$1.6 million site budget and business plan including capital facilities expansion

Manager of Operations, Admitting and Registration

1998-1999

- Supervised twenty unionized administrative support staff and one Supervisor in various hospital based departments
- Established and monitored \$750K departmental budgets for Cambridge and Somerville Hospitals
- Created department's first training manuals adhering to all JCAHO, DPH and insurance guidelines

Practice Support Coordinator, Teen Health Center

1997-1998

- Youngest Manager in 85-year history and member of Clinical Leadership team
- Redesigned workflow and staff responsibilities achieving a 19% reduction in cost per visit
- Reduced sick time used by support staff by 48%

ADDITIONAL INFORMATION

- Little League Baseball coach; Varsity Track and Cross Country at Brandeis University
- Member: Healthcare Financial Management Association and New England Society for Healthcare Strategy

CORINNE CHAO

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(267) 330-0736

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate in Health Care Management

May 2003

- Wharton Graduate Association, Executive Director Alumni Affairs; Wharton Women in Business Executive Board; New Ventures in Health Care Conference Panel Co-Chair
- Finalist in 2002 Wharton Business Plan Competition, Project in Biotech Corporate Development (Amgen)

PRINCETON UNIVERSITY

Princeton, NJ

A.B. Molecular Biology with Honors, Certificate in Engineering Biology

May 1997

- Senior Thesis in Immunology: Regulation of Autoantibodies by Receptor Editing in Transgenic Mice

EXPERIENCE

CENTOCOR, INC., (a Johnson & Johnson Company)

Chesterbrook, PA

Summer Associate, New Market Development

Summer 2002

- Developed recommendations for market entry strategy of Remicade® biologic into \$2B psoriasis market.
- Conducted feasibility analysis of Remicade® in-office infusion through in-depth analysis of dermatology practice dynamics, market research segmentation studies, and analysis of competitor products.
- Cultivated relationships with globally recognized psoriasis physicians for thought leader development.
- Assisted in creation of 2003 New Market Development Business Plans for targeted therapeutic areas.

DELOITTE CONSULTING

San Francisco, CA

Senior Consultant (2000-2001), Consultant (1999-2000), Analyst (1997-1999)

1997-2001

Strategy & Analysis

- Developed marketing and business development strategy for early stage health care technology start-up. Performed customer segmentation and product positioning. Devised tactical marketing plan including internal and external resource requirements.
- Evaluated potential partnership of a 2.3 million member CA health plan with a leading e-health company. Assessed requirements and capabilities, defined partnership scenarios, and presented provider connectivity and consumer portal strategies to health plan's executive board.

Project Management

- Assembled and led 7-member cross-functional client team in implementation of two outsourcing initiatives to prepare a national HMO's service center for increase in membership from 700,000 to 2 million members. Over 6 month period, project team achieved overall goal of 23% reduction in annual operating costs.
- Investigated failing merger of a newly formed national \$36B consumer goods company. Interviewed integration members at all levels and provided leadership with turnaround recommendations.

Leadership & Communication

- Authored and delivered presentation "M&A in the Biotech and Pharmaceutical Industries" at SF office strategy conference as part of initial efforts to build a biotech practice.
- Appointed formal "Coach" to assist with Consultant's career development plan. Managed and evaluated work of two Analysts, providing oral and written feedback of strengths and developmental needs.
- Initiated office fundraiser for Make-a-Wish Foundation, successfully recruiting 55 consultants and raising \$7500.

ADDITIONAL INFORMATION

- Proficient in French, Mandarin, and Taiwanese.
- Enjoy hiking Yosemite's Half Dome, gourmet cooking, salsa dancing, kayaking among islands of Koh Samui, Thailand, learning French in Aix-en-Provence.
- Wharton Healthcare International Volunteer Project in Capetown, South Africa

EARL W. CHECKLEY

3500 Powelton Ave. C-002 | Philadelphia, Pa, 19104
(215) 382-0160 | earl.checkley.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania ***Master of Business Administration, Candidate in Finance***

May 2003
Philadelphia, PA

- Awarded Wharton's JP Morgan Fellowship.
- Ethics Committee CoChair. Active in the Finance Club, Rugby Club, and African American MBA Association.
- Wharton Leadership Venture Fellow – Lead coordinator for event featured in *The Wall Street Journal* and *BusinessWeek*.

UNITED STATES NAVAL ACADEMY ***Bachelor of Science, Systems Engineering***

May 1993
Annapolis, MD

- Battalion Honor Representative for 750 undergraduate students.
- 3 years Varsity Track & Field. Active in the Black Studies Club and Banneker Youth Tutorial Program.

EXPERIENCE

JPMORGAN CHASE, ASSOCIATE ***High Grade Originations, Investment Banking Division***

Summer 2002
New York, NY

- Produced financing strategy for clients involving capital market evaluation and indicative pricing calculations.
- Advised consumer products giant in structuring and pricing an equity/debt acquisition-financing package that maintained the firm's investment grade rating.
- Analyzed and valued companies using debt portfolio analysis and comparable methods.

UNITED STATES MARINE CORPS, CAPTAIN ***Leadership Instructor, U.S. Naval Academy***

1993-2001
Annapolis, MD

Supervised, mentored, and developed training and evaluation systems for 142 undergraduates as Company Officer.

- Adjunct Instructor of undergraduate courses in Department of Leadership, Ethics and Law.
- Assistant Coach for Navy Boxing Team, placed 3rd in 2000 & 2001 National Championships.
- Faculty Advisor for National Society of Black Engineers Chapter, awarded "2000 Chapter of the Year."

Force Reconnaissance Company Commander

Camp Lejeune, NC

Commanded 150 Marines. Supervised all facets of specialized unit operations including mission accomplishment, personnel and the maintenance of over \$4 million of combat equipment. Developed strategic and training objectives.

- Managed Task Force for classified joint service operations; formally commended for success.
- Independently orchestrated and led mountaineering/survival operation in Bridgeport, California and cold weather parachute operations in Anchorage, Alaska.
- Most junior officer ever early selected for this command position.

Infantry / Reconnaissance Platoon Commander

Camp Lejeune, NC / Okinawa, Japan

Led 24-member team in special operations throughout Europe, Africa and the Caribbean. Planned all amphibious, ground reconnaissance and raid capabilities in support of force of 2000 Marines. Ultimately responsible for the performance, training, discipline, welfare and morale of front-line combat troops.

- Responsible for \$2.4 million of operational equipment, increasing combat readiness posture to over 93%
- Coordinated sea-borne rescue of 60 Albanian refugees during evacuation of Americans from Albania in Operation Silver Wake.
- Served as Dutch Liaison and Instructor for multi-national service exercises in Americas and Asia.
- Awarded Navy & Marine Corps Commendation Medal.

ADDITIONAL INFORMATION

- Vice President of Annapolis Toastmasters (Public Speaking Club).
- Assistant Keeper of Records and Seal for Mu Rho Chapter of Omega Psi Phi Fraternity, Inc.
- Enjoy skiing, cooking, motorcycle riding and love competitive sports (marathons, basketball, etc.)

DAVID C. CHEN

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267-475-5196 / david.chen.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania Philadelphia, PA
Master of Business Administration Candidate – majors in Finance and Strategic Management May 2003

Master of Arts Candidate – International Studies, concentration in East Asia (Mandarin)

- Named on the Lauder Director's List 2002; received merit-based Lauder-Mellon scholarship
- Elected as international student representative; hosted country receptions for Wharton Admissions Committee

UNIVERSITY OF TECHNOLOGY, SYDNEY Sydney, Australia
Bachelor of Accounting – Majors in Finance and Accounting, Distinction Honors (top 5%) 1993 – 1996

- Recipient of full merit-based scholarship; coach for the Young Achievement Entrepreneurial Program

INSTITUTE OF CHARTERED ACCOUNTANTS IN AUSTRALIA Sydney, Australia
Chartered Accountant 1998

EXPERIENCE

DIAGEO NORTH AMERICA (formerly GuinnessUDV) Miami, FL
Summer Intern – Consumer Strategy Group Summer 2002

- Created methodology and statistical models to measure price elasticity and effectiveness of marketing levers
- Completed consumer sensitivity studies for three key brands: Smirnoff, Jose Cuervo and Baileys. Identified and quantified key marketing drivers for each brand and evaluated promotional programs in the past three years
- Presented recommendations to the executive team for optimal marketing mixes in Florida by distribution channel

INTELLGENT CHINA LIMITED (Chinese domestic enterprise software provider) Beijing, China
Consulting Project Summer 2001

- Completed a project analyzing distribution and marketing strategies for the Chinese market
- Interviewed Beijing government authorities and Intellgent clients in Mandarin; presented recommendations to CEO and senior management

LEND LEASE REAL ESTATE INVESTMENTS, INC. Chicago, IL
Associate (Jan 2000 – May 2001); **Analyst** (May 1999 – Dec 1999) 1999 – 2001

- Led a team of 3 professionals in the acquisitions of a \$30 million office building in Chicago and a \$33 million mixed-use property in Minneapolis
- Worked with a team of 8 professionals on a \$300 million joint venture development of the UBS Tower in Chicago
- Conducted market research and identified US investment opportunities for a \$540 million Australian public REIT
- Valued investment opportunities using DCF models, precedent transaction analysis and scenario planning
- Negotiated partnership structure and legal documentation for various investment vehicles

LEND LEASE CORPORATION LIMITED Sydney, Australia
Analyst (Jan 1998 – May 1999); **Finance Development Program** (Jan 1996 – Jan 1998) 1996 – 1999

- Worked on a joint team with McKinsey and Oracle consultants and delivered 40% savings on annual operating budget by reorganizing business processes and implementing Oracle Financials System
- Implemented and monitored financial controls for development projects including Olympic Village, Olympic Aquatic Center and Qantas Sydney Terminal
- Analyzed and compiled financial statements, stock exchange announcements and Board reports for an AUD\$380 million listed property trust
- Managed a team of property managers and accountants, and conducted performance reviews

ADDITIONAL INFORMATION

- Native English, Mandarin and Cantonese (fluent reading and writing)
- Volunteer: American Cancer Association, AIDS Care Network of Chicago
- Interests: tennis, scuba diving, cooking and playing foosball

GLADYS CHEN
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EDUCATION

THE WHARTON SCHOOL OF BUSINESS, University of Pennsylvania
Masters of Business Administration, Health Care Management

Philadelphia, PA
May 2003

- Executive Producer, Wharton Follies
- Wharton Admissions Committee 2002-2003
- Summer Internship Recruiting Liaison 2002-2003, Wharton Health Care Program and Health Care Club, Director of Communications, Penn Biotechnology Club
- Consulting Project: Developed a competitive analysis of historical product launches for marketing department at Genentech, Inc. Evaluated advertising, public relations, medical education, sales force, and managed care strategies

JOHNS HOPKINS UNIVERSITY SCHOOL OF HYGIENE AND PUBLIC HEALTH
Masters of Public Health, Epidemiology and Biostatistics

Baltimore, MD
May 2003

- Clinical Trial Design

UPSTATE HEALTH SCIENCE CENTER AT SYRACUSE, COLLEGE OF MEDICINE
Doctor of Medicine (MD) Candidate, Basic Sciences Curriculum

Syracuse, NY
August 1995 – June 1997

COLUMBIA COLLEGE, COLUMBIA UNIVERSITY
Bachelor's Degree, Biology and Political Science with Honors

New York, NY
May 1995

EXPERIENCE

GENENTECH, INC.
Marketing Intern

San Francisco, CA
June 2002 – August 2002

- Developed tactical marketing plan for hematology/oncology product. Formulated medical education and publications strategy. Assessed current programs and screened potential agencies
- Evaluated advances in curriculum development at major academic institutions. Develop new educational initiatives for the product team
- Created thought leader development strategy and tactical plan

BATES HEALTHWORLD, CORDIANT COMMUNICATIONS GROUP
9th largest global marketing communications group with \$780M in annual revenues
Senior Scientific Associate
Editor
Associate Editor

New York, NY
June 1999– August 2001
May 1998 – May 1999
December 1997 – April 1998

- Created communications programs in pediatrics, psychiatry, urology, infectious disease, women's health, cardiology, oncology, and dermatology. Developed strategic communications for the launch of new and approved products
- Managed program budgets \$1 to 1.5M for product launches. Responsibilities included key opinion leader development, continuing medical education programs for medical professionals, designing of clinical trials, publications planning
- Launched new product for a pediatric psychiatric disorder that captured 9% of the market two months after launch
- Member of internal team that restructured and expanded service offerings which increased net profits by \$1M annually

SECOND GENERATION PRODUCTIONS, INC.
Producer
Managing Director

New York, NY
September 2001 – Present
August 1997 – August 2001

- Managed a non-profit 501c(3) Asian American arts foundation with an annual operating budget of \$ 500,000
- Produced the critically acclaimed, Off-Broadway production of "Making Tracks" at the Taipei Theater, Rockefeller Center and a three-city tour with the Taipei Philharmonics
- Created a developmental arm, "In the Works," to showcase new plays, playwrights, directors and performers; managed relationships with Off-Broadway theaters

ADDITIONAL INFORMATION

Publication Contributor, Encyclopedia on the History of the City of New York, Yale University Press, 1995
Hobbies Travel, cooking, reading, wine enthusiast, theater

JAY CHEN, CFA
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E-mail: jay.chen.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
Master of Business Administration Candidate in Accounting and Finance May 2003

- Awarded merit-based John A. Meyer Scholarship (one of 22 recipients in class of 802); GMAT 770.
- Cohort publicity representative, "Wharton Inside Guide" editor.
- Research analyst for Wharton Fellows Fund, a \$300K small-cap value fund managed by students.

THE PRITZKER SCHOOL OF MEDICINE, University of Chicago Chicago, IL
Master of Science, Radiology, Graduate Fellowship Dec. 1995

- Elected Graduate Student Council member, diversity committee.

ILLINOIS WESLEYAN UNIVERSITY Bloomington, IL
Bachelor of Arts, Double Major in Physics and Mathematics July 1993

- The Harold C. Hodges President's Club Award for outstanding senior; Dean's list every semester.

EXPERIENCE

OPPENHEIMER CAPITAL New York, NY
Summer Equity Analyst Summer 2002

- Analyzed equity investment opportunities in the specialty finance industry.
- Independently analyzed companies through evaluating industry fundamentals, conducting interviews with company management and customers, analyzing financial statements, and building earning models.
- Interacted with fixed income professionals, rating agencies, legal and political analysts to evaluate the various issues affecting the companies' funding, liquidity and regulatory environment.
- Presented and defended investment recommendations in comprehensive written and oral reports to portfolio managers.

GOLDMAN SACHS & CO. New York, NY
Associate Portfolio Manager, Quantitative Equity Management 1997 - 2001

- Discovered proprietary signals incorporated into multi-factor return forecast model used to manage \$35 billion portfolios. Backtested the signals using quintile sort, regression analysis and optimization based portfolio rebalance. Wrote internal research reports and managed model update.
- Developed new equity portfolio construction method that integrates return and risk models, enabling portfolio managers to transform passive risk monitoring into proactive risk management.
- Facilitated the development and launch of new tax efficient investment product for high net worth clients. Researched investment strategies, developed focused marketing message, and orchestrated implementation of supporting infrastructure.
- Developed system to automate program trading process, optimally rebalancing multiple portfolios in one session. The system is a key enabler for the group's rapid growth of assets under management from \$4 to \$35 billion over four years.

CENTRE FINANCIAL PRODUCTS - Risk Management and Reinsurance Company Chicago, IL
Quantitative Analyst 1995 - 1997

- Team leader in creating a decision support system for catastrophe re-insurance. The system is used to discover risk exposure, premium distribution and form hedging strategies for \$600 million in re-insurance contacts.

ADDITIONAL INFORMATION

- Awarded Chartered Financial Analyst (CFA) designation in 2000; Series 7 licensed.
- Volunteer in Mentor Program of the National Association of Asian American Professionals.
- Avid personal investor and aspiring Hunan Cuisine chef, enjoy sailing, tennis and golf.

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Finance

May 2003

- Member of Finance Club, Sales and Trading Club
- Performed Salsa dance in Wharton International Culture Show
- Co-President of Wharton Women's Rugby Team; Member of leadership team in Wharton Sailing Club, and Wharton Outdoor Club; Elected Cohort Photography/Public Relations Representative

UNIVERSITY OF DELAWARE

Newark, DE

Master of Science, Accounting, GPA: 3.8, GMAT 760

May 1998

- Full tuition scholarship; Graduate Assistant
- Vice President of Chinese Student & Scholar Association; Member of Delaware Karate/Kung fu Academy (Purple Belt)

SOUTHWESTERN UNIVERSITY OF FINANCE & ECONOMICS

Chengdu, China

Bachelor of Economics, Economics/International Finance

June 1995

- Academic Scholarship, top 5% of class
- University Radio, Editor and Host; English Club, President; Intramural Basketball and Swimming Team

EXPERIENCE

CREDIT SUISSE FIRST BOSTON

New York, NY

Summer Associate, Securities Division

Summer 2002

- One of 15 summer associates in sales and trading rotation class.
- Dedicated rotation through fixed income desks, including Interest Rate Product, Corporate Bond, Credit Derivatives, Financial Institutions, Emerging Markets, Structured Product (asset-back), and Foreign Exchange.
- Participated market recap presentation, and weekly seminars covering various equities and fixed income products.

DEUTSCHE BANC ALEX. BROWN

New York, NY

Analyst, Broker-Dealer Reporting Group

1998-2001

- Member of five-person team that prepared DBAB monthly FOCUS report (combined financial, operational, and net capital report of Deutsche Bank Securities Inc.). Ensured SEC timely filing and net capital compliance.
- Performed DBAB monthly accounting closes, analyzed income statements, and ensured fair statement of balance sheet.
- Improved calculation procedure for non-allowable assets (\$4B) and other operational charges for the Net Capital computation, shortening production time by 50%.
- Evaluated \$10M asset value, provided accounting assistance in liquidation of Deutsche Securities Australia Inc.
- Following acquisition of Bankers Trust, provided account analysis and database testing in combining the general ledger of the two platforms, led a cross-functional team in transferring reporting duties to Baltimore office, and supervised Nashville office in reporting monthly Treasury International Capital to Federal Reserve Bank of New York.
- Mentored and trained 4 new employees in regard to SEC and Federal Reserve Bank regulatory rules, reporting requirements and brokerage accounting theories.

CANTOR FITZGERALD

New York, NY

Intern, Controlling Group

Summer 1997

- Analyzed daily P&L reports, prepared consolidated management report, assessed business performance.

HSBC HOLDING CORPORATION

Wilmington, DE

Intern, Treasury Group

Summer 1996

- Assisted in the management of \$1.2B treasury portfolio, analyzed interest and exchange rate quotes, and made investment recommendations.
- Researched and presented portfolio risk management tool "Value at Risk" to senior management.

ADDITIONAL INFORMATION

- Professional License: successfully passed all four parts of May 2000 CPA Exam
- Enjoy running, Latin dance, scuba, basketball, cooking, art, jazz, and photography

THIAN CHEW

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Email: thian.chew.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania Philadelphia, PA
MBA/MA Candidate (Finance, Entrepreneurship and International Studies) May 2003
Wharton Director's List, Lauder Institute Director's List, Merit Based Citigroup Scholarship, Wharton Leadership Fellow
Executive Council: Wharton Graduate Association, Wharton Venture Incubator Entrepreneur: People Capital

MONASH UNIVERSITY Melbourne, Australia
Bachelor of Information Systems 1990
B.I.S. Scholarship, Stuart Simpson Scholarship, KPMG London Scholarship Exchange Program

EXPERIENCE

GOLDMAN SACHS Hong Kong
Summer Associate, Investment Banking Division May – Jul 2002

- Executed landmark US\$2.5bn IPO for a leading Chinese bank
- Created valuation models and involved in buy-side negotiations for a Hong Kong based media advertising acquisition
- Developed acquisition strategies in the Taiwanese cable television industry for a regional media conglomerate

OLYMPUS CAPITAL (US\$600m private equity fund) Hong Kong
Summer Associate Jul – Sep 2002

- Identified and evaluated equity investment opportunities in Asia, including family controlled conglomerates and financial services organizations in Taiwan
- Prepared industry analysis, developed investment recommendations and initiated discussions with target organizations

KPMG CONSULTING

Director, Financial Services Consulting (Asia Pacific) Singapore 2000-2001

Established CEO-level client relationship with a major Singaporean bank. Generated \$2m fees in 6 months. Led 20 consultants and over 100 client staff across multiple projects to achieve \$19m/year in benefits. Client results include:

- Transformed consumer lending business and achieved 40% productivity gains and 90% customer service level improvements. Realized benefits within 6 months without substantial changes in technology
- Restructured back office operations alongside core systems replacement to reduce costs 30% and cycle times 80%
- Redesigned the credit card business operations to deliver over 100% increase in processing capacity

Associate Director, World Class Operations (Australia) Sydney 1997-2000

One of three leaders that built the business transformation group from 6 consultants to 35 over three years and created Australia's most profitable practice (exceeded revenue targets by over 65%). Client results include:

- Directed post-M&A integration of a mortgage business, leading over 85 consultants and client staff. In 9 months, realized 300% revenue increase, grew loan portfolio from \$1.8bn to \$3.2bn and replaced legacy core banking system
- Led finance function transformation of global insurance group from strategy to implementation. Improved productivity by 60%, saved \$8m/year in procurement costs and implemented SAP. Grew client fees from \$200k to \$7m in 2 years
- Reengineered major Australian bank's national network of 256 branches and realized \$10m savings in 5 months
- Developed KPMG methodologies for Rapid Reengineering, World Class Finance and M&A Integration

KPMG

Senior Manager, Business Performance Improvement (Taiwan) Taipei 1994-1997

Founded the BPI practice, which became the consulting division's most profitable within 18 months. Co-led the Information Risk Management practice, quadrupled revenue base over 2 years. Client results include:

- Achieved \$12m/year benefits for a major Taiwanese semiconductor company by improving finance practices
- Analyzed IT functions of 12 multinationals to identify and reduce operational risks
- Assessed control environment of 6 international bank treasury functions to enhance risk management effectiveness

Senior Consultant, Audit and Assurance / Information Risk Management (Australia) Melbourne 1991-1994

- Analyzed financial statements and performed controls based audits for financial services and manufacturing clients
- Assessed effectiveness of 8 major IT operations including security, development controls and business continuity

ADDITIONAL INFORMATION

- Chartered Accountant, Institute of Chartered Accountants in Australia (Qualified 1994)
- Fluent in Mandarin Chinese, basic Hokkien (Chinese dialect) and Indonesian
- Lecturer, Banking Institute of Taiwan on Business Process Reengineering and Treasury Risk Management
- Six-time Australian national black belt champion in Taekwondo. Competed in Taiwan, Korea and the U.S.

CATHY C. CHIANG

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cathy.c.chiang.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Dual Majors in Finance and Strategic Management

May 2003

- Selected as Leadership Fellow to mentor first-year MBA students in leadership development
- Selected for Global Consulting Practicum to develop sales acquisition strategy for a computer services firm in India
- Elected as House Manager for Christmas in April to organize the rebuilding of a home in West Philadelphia
- Participated in Global Immersion Program to China

UNIVERSITY OF CALIFORNIA, LOS ANGELES

Los Angeles, CA

MS in Computer Science, concentration in Computer Networks & Databases

March 1997

BS in Computer Science, specialization in Business & Administration

March 1997

- Selected as a Departmental Scholar for combined MS & BS program in Computer Science
- Graduated *Cum laude* (GPA: 3.67), Master Thesis - Secure Internet Payment Systems

EXPERIENCE

CITIGROUP

Long Island City, NY

Summer Associate

Summer 2002

- Recommended strategic partnership opportunities to eConsumer senior management based on analysis of online consumer trends and corporate strategies of existing alliances to maintain Citigroup's market leadership in online finance
- Recommended new international target market for Citigroup's money transfer service, projected to increase profit by 10%, based on analysis of current market penetration, worldwide money transfer volume and immigration trends
- Designed and led focus groups to gain understanding of international payment habits in order to devise market entry strategy

KONTIKI NETWORKS, *Software-based network infrastructure start-up*

Mountain View, CA

Product Manager

2001

- Managed vendor relationships with 15+ web-hosting and bandwidth providers; negotiated web-hosting and bandwidth procurement contracts resulting in a \$500,000 savings to Kontiki and enabling Engineering to deliver product on time
- Created revenue and cost financial models based on customer segmentation and bandwidth cost analysis
- Devised pricing structure and product bundling strategy resulting in winning Kontiki's first three corporate customers

RESPOND.COM, *Business-to-consumer Internet reverse auction start-up*

Palo Alto, CA

Marketing Manager

2000

- Developed and implemented strategies for increasing online traffic and customer experience quality through online promotions and competitive analysis resulting in 15% increase in traffic volume in six months
- Created sales tools and supported sales customer acquisition effort resulting in acquisition of eight key national accounts
- Led a high-profile pilot initiative that acquired Intel as a strategic partner resulting in 30% increase in revenue

ACCENTURE

San Francisco, CA

Consultant, Media & Entertainment Group at the Internet Center of Excellence

1997 – 2000

Leadership and Teamwork:

- Managed a 25 member cross-functional team of both Accenture and client personnel in developing, testing and rolling out a web-based billing system resulting in a one year client saving of \$4 million
- Supervised six analysts, authored performance evaluations and provided mentorship in career development plans
- Served on an international four-person teaching team to lead an initial training session for 36 analysts from global locations

Client Management:

- Functioned as primary liaison to client executives; project successes won Accenture follow-on work worth \$800,000
- Managed client team of seven to implement online strategies, resulting in 25% increase in hits to client website

Technology and Innovation:

- Designed Internet portal applications for a pioneering web-browser company resulting in 20% increase in client revenue
- Reengineered a user authentication scheme for a Fortune 500 router company leading to a 30% higher user satisfaction rating

ADDITIONAL INFORMATION

- Fluently speak, read and write Mandarin and Taiwanese
- Studied Art History and English Literature during summer 2000 at University of Cambridge, UK
- Interests: singing in weddings, playing piano, windsurfing, training for NYC marathon, backpacking, Chinese calligraphy

GUS CHRISTENSEN

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Major in Finance

May 2003

- 1st and 2nd Semester Director's List (Top 10% of Class), 1st Year Honors, 770 GMAT
- Teaching Assistant for both Advanced Corporate Finance and Accelerated Introductory Finance
- Elected Co-President of Finance Club, Cohort Athletic Rep, & Captain of Wharton Ski Team
- Member of Real Estate, Investment Management, and Latin American Students Clubs

YALE UNIVERSITY

New Haven, CT

BA with Distinction in Art History, Concentration in Architecture, 3.6 GPA

May 1994

- Elected MD of the Yale Student Investment Group, SAC Chair, and Captain of four intramural teams

PROFESSIONAL EXPERIENCE

BEAR STEARNS

New York, NY

Equities Summer Associate, Risk Arbitrage Group

August to September 2002

- Researched and analyzed quantitative equity trades, such as merger pair and capital structure arbitrages

UBS WARBURG

London, UK

Investment Banking Summer Associate, M&A and Transport Teams

May to July 2002

- Built LBO and DCF models for €800m public to private bid on Benelux household products manufacturer and DCF model for €3bn privatization of French aviation infrastructure assets
- Performed precedent and trading comp analysis for fairness opinion on \$2bn LBO of global restaurant chain

BLUE HARBOR CAPITAL

New Haven, CT

Partner of Start-up Early-Stage Venture Capital Firm

2000 to 2001

- Founded and structured a new venture capital firm backed by Village Ventures
- Responsible for raising funds, evaluating businesses and management teams, and making investment decisions

J.P. MORGAN

New York, NY

Associate

1994 to 2000

Investment Associate – LabMorgan

2000

- Evaluated business models, management teams, and prospective investments in e-finance

Client Banker – Debt Capital Markets

1999 to 2000

- Member of four banker team with an annual budget of \$25m in fee-based revenue
- Advised corporate treasurers on fund raising and markets issues; executed the issuance of corporate debt
- Ran \$200-500m deals for mid-sized industrial companies and co-managed larger transactions, such as a \$5bn global bond deal for a major auto company

Trader – Proprietary Trading Group

1998 to 1999

- Formulated and executed directional and arbitrage trading strategies across markets globally
- Responsible for managing and hedging JPM's firm-wide FX exposures for both capital and earnings
- Traded FX Forwards, Spot, and Options, US Bond and S&P Futures, Cash US Bonds, and Swaps
- Member of three person team that managed positions of up to \$8m of VaR and earned over \$30m in 1998

Trader – Emerging Markets / FX Interest Rates and Derivatives

1994 to 1998

- Led the expansion of JPM's New York FX Interest Rate Group into Emerging Markets
- Traded through the Asian Crisis, making money consistently under highly adverse market conditions
- Analyzed, valued, and traded FX Forwards, Swaps, Non-Deliverable Forwards, and Government Securities
- Ran positions of up to \$500k of VaR; regularly met or exceeded monthly P/L budget of \$1m

ADDITIONAL INFORMATION

- Captain of Yale BA Recruiting Team for Global Markets Division at JPM; mentor to junior traders
- Mentor, Project LIVE – tutored and mentored an 8th grader from an inner city school
- Competitive Ski Racer – Captain of Wharton Ski Team, Member of Yale and Union Club Ski Teams
- Speak, read, and write intermediate Spanish

ROSS CHRISTIE
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EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania **Philadelphia, PA**
MBA Candidate, Strategic Management and Finance **May 2003**

MA Candidate in International Studies, Latin America and Spanish concentration, Dean's List

- Selected for the Global Consulting Practicum, developed U.S. IT outsourcing strategy for Indian multinational
- Developed U.S. market entry strategy for Argentine organic herb producer, Field Application Project in Argentina
- Advised AstroPower, largest pure-play publicly traded solar power company, on financing of international strategy
- Leadership Role: Co-President, Wharton Net-Impact

DUKE UNIVERSITY **Durham, NC**
Bachelor of Arts, Cum Laude in International Studies, Soviet Bloc and South Asia concentration **May 1996**

- School for International Training Tibetan Studies Program, **India, Nepal, Tibet**
- Duke Study Abroad: Russian Culture & Language, merit scholarship, **Russia**
- Elected Director, Duke Outdoor Leadership Program, accredited semester course

EXPERIENCE

NEXTEL COMMUNICATIONS **Reston, VA**
Corporate Strategy Summer Intern **Summer 2002**

- Analyzed potential business structures for a new \$2.5 billion Public Safety initiative and led development of a financial model for a spin-off. Presented findings to senior executives.
- Performed competitive analysis of major system integrator partners for new Public Safety business venture.
- Participated in negotiations of spectrum-for-equity swap in new wireless startup.
- Provided advice on timing of final closure for a \$250 million acquisition by assessing new payment schedule.

AOL TIME WARNER **Mountain View, CA**
Associate Product Marketing Manager, iPlanet (an alliance with Sun Microsystems) **2000-2001**

- Coordinated team of five in development, production and marketing of streaming video Webcasts.
- Increased quarterly production and delivery of Webcasts from 8 to 19, training over 450 consultants, system engineers and developers through live, online archived and CD delivery.
- Streamlined production process, increased consistency and reduced time to market by 35%.
- Reduced Webcast cancellations from three per month average to zero.
- Designed and managed weekly bulletin for internal and external marketing of Webcasts.

FOUNDATION FOR INTEGRATED EDUCATION AND DEVELOPMENT (FUNEDESIN) **Quito, Ecuador**
Co-Founder & Managing Director, Yachana Gourmet **1997-2000**

- Led a manufacturer of natural rain forest consumer products from business plan to startup of operations and market entry. Directed strategy, operations and personnel, research and development, finance and marketing.
- Developed Yachana Gourmet brand, product packaging and positioning strategy. Created prototypes, managed three U.S. market studies and redesigned product formulations, branding and positioning based on analysis.
- Built a manufacturing operation in remote jungle location. Managed a production team of five and developed three initial product lines. Reduced production time by 40% and shipping costs by 55% through re-engineering.
- Ensured long-term supply chain quality from disparate producers: analyzed and designed successful proposal for a \$300,000 three-year coffee and cacao rural business development program.

CONSERVATION INTERNATIONAL (CI) **Washington, D.C.**
Project Manager / Marketing Manager **1997**

- Managed development, content and marketing of The Ecotourism Center website (www.ecotour.org).
- Recruited and managed participation of over 50 ecotourism industry leaders and coordinated international launch.

ADDITIONAL INFORMATION

Languages: Fluent Spanish (ACTFL rating Advanced). Working knowledge of Russian and Tibetan

Outward Bound Assistant Instructor, Minnesota Boundary Waters, 1997

Co-Founder, Spokesmen 4 the Jungle: solicited sponsorship (Patagonia, Schwinn), cycled 2500mi. in Europe for charity

Interests: Adventure Races, International Cycling Trips, Jazz Music, Salsa Dancing, International Development Issues.

SHANG-LIN CHUANG

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EDUCATION

The Wharton School, University of Pennsylvania

Philadelphia, PA

MBA candidate, dual major in Strategic Management, Marketing & Operations Management

May 2003

- Selected for marketing planning and research project for the Nature Conservancy as part of community service program.
- Chosen to prepare business case and marketing plans for Pitney Bowes' proposed solutions group for first-year field project.
- Publisher of *Wharton Journal*, responsible for operations and external relations. Member of Marketing Club. *GMAT: 750, 6.0.*

Massachusetts Institute of Technology

Cambridge, MA

Dual Bachelor of Science degrees in Chemical Engineering and Biology

June 1998

- Research assistant in chemical engineering department; completed genetic engineering projects and senior thesis.
- Chairman, editor of student newspaper. Recruited and managed 70-person staff. Responsible for \$250,000 budget, including major facilities upgrades. Successfully led staff through critical public relations situation. Resolved \$75,000 fraud crisis.
- Hospital volunteer and Alpha Chi Omega sorority officer. Organized charity events and managed internal awards program.

EXPERIENCE

Humana

Louisville, KY

Marketing Analyst

Summer 2002

- Evaluated new market for Fortune 200 health services firm with 7 million members. Analyzed policyholder economic demographics in order to build a sustainable business model for \$100+ billion market opportunity. Launched new products for health cost-sharing between companies and employees. Utilized research tools and databases, interviewed internal experts.
- Assisted in development of new campaign targeting minorities. Researched markets and competitors, formulated product plans.

Business Process Re-engineering Strategic Consultant

Summer 2002

- Launched \$1 million process improvement as pilot for \$7 million overhaul of Humana's products and compliance organization. Performed detailed financial analysis, estimated ROI of 1,000% over 5 years. Presented recommendations and success factors for streamlined document processing, improving product time-to-market, and reducing cost and risk of regulatory compliance.
- Developed plans to use "everyday" technologies to accelerate time-to-market, boost customer satisfaction, and improve compliance, resulting in a direct savings of \$100,000 per year. Interviewed users, evaluated vendor solutions.
- All recommendations endorsed by business and technical constituencies, implementation planned for late 2002.

MicroStrategy

San Francisco, CA

Project Manager and Senior Consultant

2000 – 2001

- Planned and led implementations of major marketing and business intelligence systems. Wrote detailed proposals, developed marketing plans, and formulated business strategies for Global 2000 customers. Served as primary liaison in all engagements.
- Supervised build-out of market-tracking system for a mutual fund company. Interviewed 20+ customers to develop product strategy and audit processes, resulting in detailed recommendations and \$2 million in new business for MicroStrategy.
- Managed deployment and testing of marketing analysis system for a loan service company. Organized internal focus groups to refine design. Provided training and documentation, presented to key executives. Influential in obtaining \$2 million contract.
- Youngest senior consultant in region. Mentored, supervised, and trained employees. Top of class in rigorous boot camp.

Consultant

1998 – 2000

- Launched a \$5 million marketing system overhaul for financial services firm. Improved sales efficiency two-fold by deploying new self-service system. Evangelized project internally and to customers. Managed cross-functional team for 10 months.
- Realized a 300% ROI in 6 weeks for a major film distributor by building a system to analyze partners' sales and compliance.
- Created a market analysis system to monitor sales effectiveness for a major supermarket chain. The system enabled the firm to produce targeted marketing initiatives and led to a \$7 million, 10-person contract for MicroStrategy.

ADDITIONAL INFORMATION

- Fluent written and spoken Chinese (Mandarin and Taiwanese), basic Spanish. Lived 10 years in Taiwan.
- Nationally certified Red Cross coordinator; managed deployment of 1,700 volunteers for disaster response in California.
- Interests include gourmet and fusion cooking, Broadway musicals, and translating children's literature.

JOHN B. CHUN

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate – Dual Major in Strategic Management and Finance

May 2003

- Asian American MBA Association (Co-President); Consulting Club (Director); Wharton Community Consultants; Entrepreneurship Club

UNIVERSITY OF VIRGINIA

Charlottesville, VA

Bachelor of Science in Commerce, with concentrations in Finance and Marketing

May 1995

- Echols Scholar; Lawn Resident; Intermediate Honors; Dean's List; Raven Society; William I. Storrs Scholarship
- Class Trustee; Asian Student Union-President; University Judiciary Committee-Judge; Chi Psi (Lodge) fraternity

EXPERIENCE

AOL TIME WARNER INC.

Dulles, VA

MBA Intern, AOL Business Strategy Group

2002

- Developed business model for entry into \$7 billion fixed-price e-commerce marketplace. Recommended pricing and positioning strategy to e-commerce division and CEO of partner company. Recommendations implemented by AOL.
- Formulated methodology to identify synergies between AOL Inc. and Time Inc. publications. Evaluated and recommended publications to pursue. Results presented to senior management of corporate-wide initiatives.

SHOP2U, INC.

Fairfax, VA

Product Manager

2000 to 2001

- Built start-up company's marketing "test lab," a platform for developing and implementing strategies that maximize clients' online sales.
- Increased email hit rates up to 100% through analysis of and changes to company's marketing strategies.
- Collaborated closely with senior company executives; selected to provide quarterly analysis/progress reports to company's Board of Directors, including members of venture capital firms Draper Atlantic and FBR.com.

PLEASERSVP.COM/LIFEMINDERS, INC.

Herndon, VA

Associate Director, Strategy/Marketing

2000

- Worked directly with President and CEO of PleaseRSVP.com to develop and implement firm's business strategy during four-month internship.
- Led, created and implemented new promotional strategy for company, increasing service membership by 300%.
- Built company's business/marketing models; oversaw firm's distribution strategy.

MCI WORLDCOM, INC.

Arlington, VA

Senior Business Analyst, Transactional Brands, Products and Pricing—Mass Markets

1998 to 2000

- Oversaw strategic positioning and pricing of MCI WorldCom's dial-around products, 10-10-321 and 10-10-220, that generated over \$1 billion in 1999 revenue.
- Recommendations helped increase dial-around revenue by 30% from 1998 to 1999 in mature telecommunications market; awarded *Circle of Excellence*, MCI's highest honor.
- Supervised 10-10-220's international launch; given additional responsibility for helping launch two new MCI-branded calling plans; coordinated product initiatives/changes with all aspects of company's telecom divisions.

LEHMAN BROTHERS INC.

Los Angeles, CA

Financial Analyst, Professional Services Investment Banking

1997 to 1998

- Worked with team to develop and build corporate finance franchise covering emerging growth sector.
- Ranked at top level of Lehman Brothers' analyst class; rewarded with responsibilities commensurate with associate position.
- Evaluated feasibility of various strategic alternatives including capital raising--thirteen transactions totaling over \$1.3 billion, and advisory--three transactions totaling over \$890 million.

OFFICE OF CAREER PLANNING & PLACEMENT/UNIVERSITY OF VIRGINIA

Charlottesville, VA

Mentoring Program Coordinator

1995 to 1996

- Pioneered pilot Minority Mentoring Program, which matches minority students with professionals in students' field of interest; responsible for strategic design and implementation of new program for University of Virginia.
- Surpassed targeted goal for minority and sponsorship participation by 15-20%.

ADDITIONAL INFORMATION

- Interests include outdoors, travel, scuba diving, skiing, rock climbing, golf, and movies.

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EDUCATION

**THE WHARTON SCHOOL and THE JOSEPH H. LAUDER INSTITUTE
UNIVERSITY OF PENNSYLVANIA**

Philadelphia, PA
May 2003

Master of Business Administration Candidate: Finance

Master of Arts Candidate: International Studies - Europe

- Elected Lauder Institute class External Affairs Representative
- Business, language and cultural immersion in Moscow, Russia (Summer 2001)
- Wharton Follies - Cast member of student musical written, produced and acted by students

CARLETON COLLEGE

Northfield, MN
June 1994

Bachelors of Arts Economics, *Cum Laude*

- **Kuban State University, Krasnodar, Russia.** Fall 1992
- **King's College, Cambridge, UK** Carleton economics seminar. Summer 1992

EXPERIENCE

NOMURA SECURITIES INTERNATIONAL

New York, NY
Summer 2002

Summer Associate – Fixed Income Sales and Trading

- Rotation through whole fixed income division with specific focus on real estate and mortgage finance
- Analyzed issuance patterns in the Collateralized Mortgage Obligation (CMO) market
- Developed sales strategies and presentations for the Asset Backed Finance group
- Developed sales database for ABS group including financial information on potential clients
- Performed due diligence on securitization warehouse facilities

IAN ALLIOTT CONSULTING (www.ianallriott.com)

Minneapolis, MN
1997-2000

President and Co-Founder

- Founded performance and process management consultancy
- Grew company to \$1.2 million in annual revenue in three years
- Sold \$500,000 of business within first six months of company operation
- Built a client list of over fifteen Fortune 1000 companies including: a baby bell telephone company, a national call center operator, a major medical device company and a national department store retailer
- Recruited and oversaw career development for over twenty employees
- Managed several project teams of five to fifteen people on key client engagements including: departmental organization redesign, Balanced Scorecard design and implementation and call center effectiveness assessment
- Successfully sold company in September 2000 for \$1.25 million

COMPUTER SCIENCES CORPORATION

Minneapolis, MN
1995-1997

Consultant

- Created technical and organizational solutions for Fortune 500 clients

PETER THE GREAT COAT COMPANY

Minneapolis, MN
1994

General Director and part owner: St. Petersburg, Russia Office

- Established textile exporting company and created network of suppliers in Russia
- Negotiated contracts and oversaw the production and export of Russian Street Sweeper jackets to the United States
- Produced documentary for the European Community on investment projects in St. Petersburg
- Produced corporate promotional video for emerging Russian distribution company

ADDITIONAL INFORMATION

- **Wharton Clubs** - Finance and Sales & Trading
- **Languages** - Fluent spoken and written Russian, basic Spanish, basic Mandarin Chinese
- **Off-Ramp Network** - Founded a monthly networking forum for the Minnesota tech community. Built a membership base of over 300 members and sold sponsorships for one calendar year in advance.
- **Avid runner** - completed five marathons

VASHAWN E. COOPER
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Phone: (215) 476-1143 Email: cooperv@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA Candidate: Finance, Entrepreneurial Management

Philadelphia, PA
Jul '01-May '03

- Goldman Sachs Fellowship (full tuition), Honors '01-'02 (top 20% of class)
- Finance Club, Private Equity Club, Entrepreneurship Club, African American MBA Assoc.

PRINCETON UNIVERSITY
BSE in Engineering and Management Systems

Princeton, NJ
Sep '93-May '97

- University and Merit-based scholarships (full tuition)
- Varsity Basketball, Minority Business Association (Vice-President)

EXPERIENCE

GOLDMAN, SACHS & CO.
Summer Associate, Asset Management Group

New York, NY
Jun '02-Aug '02

- Created risk decomposition model for Goldman Sachs hedge funds (totaling \$4+ bil) which analyzed the marginal and incremental contributions to risk of various fund strategies.
- Aggregated various indices and securities to create proxy portfolios for Goldman Sachs hedge funds. Stress tested proxy portfolios using historical periods of extreme market volatility. Used Monte Carlo analysis to calculate probable distributions of returns and draw down levels.
- Prepared earnings models and calculated target equity values using price to earnings, discounted cash flow, liquidation value and price to book analysis.
- Analyzed and assessed industry and product outlook, financial performance, and firm capital structure in formulating investment recommendations.

PUTNAM INVESTMENTS
Senior Investment Associate, Quantitative Research Group

Boston, MA
Jul '98-Jul '01

- Performed comprehensive valuation analysis of several companies by analyzing industry fundamentals, interviewing management, evaluating financial statements, and building detailed financial models with projected earnings and cash flows.
- Forecasted key economic indicators and industry trends and assessed their likely impact on company profits.
- Developed analysis and marketing materials highlighting Putnam's performance relative to various buy-and-hold strategies.
- Designed and implemented proprietary multi-factor risk decomposition model and performed related analysis for 30 portfolios (totaling \$20+ bil). Quantified risk for integration into portfolio management strategy.
- Analyzed the effects of changes in expected default frequencies and asset values on credit spreads. Created a proprietary credit spread forecasting model.
- Analyzed historical trends in shift and slope changes of both the Treasury and Municipal yield curves. Designed curve forecasting model using macroeconomic proxies and technical factors.
- Ran performance attribution which explained the active returns of Putnam portfolios relative to various indices and custom benchmarks across level duration, curve, rating, sector, and security.
- Designed analysis which estimated competitor positioning using recent competitor exposures, relative returns, and rolling volatilities.
- Formulated tax sensitive trade strategies given market discount exposure and performed scenario analysis used to determine dividend policy on closed-end funds.

REUTERS ANALYTICS
Analyst, Bond Valuation Model Group

Stamford, CT
Jun '97-Jun '98

- Maintained a database of theoretical prices for G-21 Govt bonds, U.S. Agencies and Investment Grade U.S. Corporate bonds using term structure model based on arbitrage free pricing algorithm.
- Computed relative valuation of securities using OAS framework for portfolio selection purposes.

INTERESTS

- Music, competitive sports, mentoring/coaching youth.

NEWELL JESSE COTTON
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Master of Business Administration candidate, Finance and Multinational Management
John A. Mayer Merit Scholarship recipient, 2001-2003 (awarded to 21 out of 800 incoming students)
Recruited prize-winning Field Application Project consulting team for project with software developer
Member of Private Equity, Consulting, Investment Management, and Finance Clubs. GMAT: 740

Philadelphia, PA
May 2003

HARVARD UNIVERSITY

Master of Arts, Middle Eastern Studies
GPA 3.9/4.0. Classes at Harvard Law School and Sloan School of Business

Cambridge, MA
1996-1998

BATES COLLEGE

Bachelor of Arts in Biology with minor in Mandarin Chinese
Phi Beta Kappa, Bates Scholarship, Dean's List, GPA 3.8/4.0

Lewiston, ME
1988-1992

EXPERIENCE

THE SCOWCROFT GROUP

International business advisory firm managed by former National Security Advisor Brent Scowcroft
Summer Associate

Washington, DC
2002

- Researched legal, regulatory, and competitive environment in China for Fortune 500 financial services firm seeking to establish online brokerage operations in the country. Discussed market entry strategies with client management.
- Prepared competitor and political risk reports on the Middle Eastern and Chinese energy sectors for presentation to divisional CEOs of a major power systems manufacturer.
- Represented the firm at institutional (AEI, Brookings, CSIS) conferences and Congressional hearings on topics in international finance and diplomacy of interest to clients. Summarized events for firm partners and clients.
- Created a financial model of the \$23 billion International Affairs Budget of the US Department of State.
- Analyzed Chinese regulations and government policies for leading media conglomerate refining the business scope of its existing Sino-foreign joint venture. Wrote overview of current US-China relations for senior management.
- Surveyed NGOs operating in Sub-Saharan Africa for global petroleum company developing a corporate social responsibility program. Presented findings on potential partners to client management.

THE CATHAY INVESTMENT FUND, LIMITED

US\$100 Million closed-end fund making direct investments in the People's Republic of China
Senior Analyst

Greenwich, CT
1998-2001

- Analyzed financial and operational results of fund's 6 listed (NYSE, HKSE, Shenzhen B Share, Singapore Stock Exchange) and 7 unlisted investments. Represented fund at board meetings of portfolio companies in US and China.
- Conducted financial and legal due diligence on potential investments in travel, advertising, internet, infrastructure, manufacturing, telecom, and software sectors. Presented investment proposals to fund's Board of Directors.
- Assisted CFO with cash management transactions including conversion and repatriation of investment sale proceeds, trade settlements, and Dutch auction share repurchase program. Coordinated annual audit while serving as acting CFO.
- Responsible for investor relations with sell-side analysts and fund's 15 institutional and 50 retail investors.

PALOMA PARTNERS MANAGEMENT COMPANY

Market-neutral hedge fund with approximately US\$2 Billion in assets under management
Tax Accountant

Greenwich, CT
1999-2001

- Prepared Connecticut State Sales and Use tax filings for Paloma's 40 internal accounting and trading groups.
- Managed Hong Kong stock loan reporting for Paloma Securities, LLC and its 70 lending counterparties.

HARVARD LAW SCHOOL, ISLAMIC LEGAL STUDIES PROGRAM

Research Assistant

Cambridge, MA
1996-1997

- Researched primary sources of Islamic financial law for book *Islamic Law and Finance: Religion, Risk, and Return*.

VANCOUVER ACADEMY OF INTERNATIONAL STUDIES

Co-Founder and English Language Instructor

Vancouver, BC
1994-1995

- Established a private school for Chinese-speaking students and increased enrollment to more than 100 students.

ADDITIONAL

- Proficient in oral and written Mandarin Chinese, Standard Arabic, and French; basic Spanish, Italian, and Vietnamese.
- Independent language study in Chengdu, China; Taichung, Taiwan (full-year 1993); Fez, Morocco (half-year 1996).

GREG COX

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(215) 888-5119; grcox@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL

Master of Business Administration, Finance and Strategic Management

**Philadelphia, PA
May 2003**

- Treasurer of the Toastmasters Club and Cohort C; Member of the Finance Club
- GMAT 770

DUKE UNIVERSITY

Bachelor of Science, Mechanical Engineering and Materials Science

**Durham, NC
May 1997**

- Engineering Co-op with General Motors; worked eleven months and graduated in four years
- Graduated Cum Laude

EXPERIENCE

FORD MOTOR COMPANY

Competitive Intelligence and Corporate Finance Analyst

**Dearborn, MI
Summer 2002**

- Published an executive review of a Korean competitor that recently increased U.S. market share at the expense of Ford. Identified drivers of success and risk through a thorough financial review of profitability, regional results, liquidity, exchange rate and warranty exposure, product and promotion strategies, and investments.
- Managed an extensive review and overhaul of internal competitive reporting currently performed by an international team of analysts. Led discussions on the feasibility and relative value of metrics for quarterly and annual reporting.
- Supported competitive reviews for executive leadership, including the Board of Directors. Performed and coordinated volume and product mix analyses, geographic and business mix profit allocations, and shareholder research on historical returns and institutional ownership.

DELOITTE CONSULTING

Consultant

**Detroit, MI
2000-2001**

Contributing member on a team leading a \$150+ billion automotive manufacturer's evolution to build-to-order production

Quantitative Analysis

- Improved analysis capabilities for forecasting \$50 billion of material by developing and implementing a tool to analyze vehicle model and option penetration trends, a prerequisite for building vehicles to order.
- Designed and deployed a quantitative model to calculate monthly targets for all assembly plants, enabling senior management to hold plant managers accountable to achievable processing times.

Strategy Development

- Defined processes for analyzing sales and inventory to understand local demand for complete vehicle configurations, enhancing dealers' ability to identify desirable option configurations.
- Introduced the marketing organization to the use of web traffic data to identify latent demand.

Client Management and Leadership

- Managed client relationships with senior leadership, controlled project scope, and negotiated deliverables.
- Led a nine-member taskforce for six months through the redesign of material forecasting.

FORD MOTOR CORPORATION (Controller's Office of the \$1.6 billion Saline Plant)

Product Profit and Material Cost Analyst

**Saline, MI
1997 - 2000**

- Addressed management's need for a strategic planning tool by developing a quantitative model producing monthly income statements for 30 products. With the Controller's assistance, convinced senior management to use the reporting tool as the primary means to drive profit improvement.
- Developed the \$1.2 billion material budget and achieved 6% annual material cost reductions.
- Coordinated the cost reduction efforts of a team of 15 engineers and realized \$12 million in annual savings.

Supervisor

- Managed a team of 75 diverse employees on the Explorer instrument panel assembly line. Achieved daily production quotas within quality and cost constraints.

Labor and Overhead Cost Analyst

- Led the identification of 10% labor efficiencies and developed the \$145 million labor budget.
- Reduced turnaround time by 50% for the daily labor reports by automating the analysis process.

GENERAL MOTORS CORPORATION

Engineering Co-op

**Wichita Falls, TX and Flint, MI
1995 - 1996**

- Communicated with NASCAR race teams. Designed and installed a bulk gas system, saving \$13,000 annually.

ADDITIONAL INFORMATION

- Interests include guitar, board games, Habitat for Humanity, and Duke basketball
- Valedictorian - Dunwoody High School, Atlanta, GA; Eagle Scout - Boy Scouts of America

ANGELA B. CROSSMAN
2019 Spruce Street, Apartment 3R • Philadelphia, Pennsylvania 19103
215.790.7887 • Angela.B.Crossman.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
Masters of Business Administration Candidate, Strategic Management major May 2003

- First year Director's List (top 10% of class); GMAT score: 770
- Wharton Merit Scholarship recipient
- Wharton Community Consultants executive committee, Summer Public Interest Fund executive committee, Out for Business co-president, Admissions Committee graduate assistant, Marketing Strategy and Accounting TA

UNIVERSITY OF WASHINGTON Seattle, WA
Bachelor of Arts in Economics, Certificate in Economic Theory and Quantitative Methods June 1996

- Graduated Summa Cum Laude
- Received George & Pearl Corkery Memorial Scholarship, Outstanding Scholar Award, Outstanding Paper Award

EXPERIENCE

BAIN & COMPANY New York, NY
Summer Associate Summer, 2002

Developed customer engagement strategy for large retail financial services company

- Evaluated scope of profitability and activity shortfalls within customer base of over 7 million
- Conducted primary client research to map current efforts to improve customer behaviors
- Analyzed customer data and identified drivers of engagement and profitability
- Developed and presented recommendations for future actions to improve business performance

PERSONNEL DECISIONS INTERNATIONAL Minneapolis, MN
Business Manager 2000-2001
Public Sector Associate 1999-2000

Strategic Analysis and Planning

- Analyzed business goal attainment, created financial reports, and presented results to General Manager and executive team for monthly business planning
- Designed individual, workgroup, and office performance analysis and forecast tools to link results to performance metrics and incentives

Project Management

- Managed selection and promotion projects accounting for approximately 35% of revenues and 55% of profits for Public Sector department
- Reengineered public sector consulting practice to align systems with new technology

Leadership and Teamwork

- Managed and coached a cross-functional team of four individual contributors and front-line supervisors
- Recruited and led company-wide Volunteer Initiative and corresponding volunteer and fundraising events

THE TRUST FOR PUBLIC LAND Seattle, WA; Minneapolis, MN
Project Associate 1997-1999

Project Management

- Researched, drafted, and submitted land transaction information and financial detail for Executive Committee approval; projects ranged in value from \$.4 to \$10 million
- Wrote successful grant proposal to acquire land on Minnesota's North Shore for public ownership

Public Affairs and Communications

- Served as regional public affairs lead and newsletter editor; activities included writing press releases, donor materials, and lobbying communications

ADDITIONAL INFORMATION

Founded Direct Action Tactics and Education (DATE) for AIDS Awareness • Traveled independently around the world on Bonderman Honors Travel Fellowship • Interests include foreign travel, camping, hiking, and bartending at MBA Pub

DANIÉLLE CROUSE
629 South 27th Street, Philadelphia, PA 19146
(215) 732-3383
Danielle.Crouse.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Philadelphia, PA**
Master of Business Administration Candidate: Major in Finance/General Management **2001-2003**

- Academic Service Advisory Board; Wharton African Students Association Board; Africa Conference Communications Officer.
- Shils-Zeidman Fellow (Entrepreneurial Management); Wharton winner: AT Kearney Global Case Competition; GMAT: 750.

UNIVERSITY OF SOUTH AFRICA **Pretoria, South Africa**
Bachelor of Arts Degree: Triple Major in English, French & Economics; BA Hons in English Literature **1996-2000**

- Fleming Martin full-tuition scholarship; University of South Africa academic achievement grant for academic excellence.

UNIVERSITY OF THE WITWATERSRAND **Johannesburg, South Africa**
Bachelor of Commerce Degree: Major in Mathematics **1992-1995**

- Fleming Martin full-tuition scholarship; University of the Witwatersrand awards (Top student: French, English, Math History).

EXPERIENCE

ZS ASSOCIATES (*Marketing and Sales Consultancy*) **Princeton, New Jersey**
Summer Associate **2002**

- Responsible for day-to-day management of internal project team, synthesized analysis and prepared presentations to client management for a call planning project aimed at optimizing the allocation of calls made by the client's 500-strong sales force.
- Conducted research on sales force effectiveness best practices, the findings of which were discussed in a company-wide summit.
- Developed a framework for maximizing organizational buy-in and behavioral change associated with change initiatives.

RESEARCH SURVEYS (*Leading South African market research company*) **Johannesburg, South Africa**
Senior Research Consultant **2001**

- Initiated and developed a partnership with Letsema Consulting; championed the creation of research products to measure performance of local government bodies and track effectiveness of corporate empowerment initiatives.
- Led a R1.5million (\$250,000) customer satisfaction study for Telkom, South Africa's largest telecommunications company.
- Managed a brand-audit and developed market positioning recommendations for a large South African insurance broker.

RDC INTERNET (*Multimedia production house*) **Southern Africa / Toronto, Ontario**
Managing Partner (Promoted from Project Manager) **1999-2000**

- Initiated, and directed the production and maintenance of, multimedia web-based African-oriented environmental content.
- Developed communications and marketing strategy, designed look and feel and edited content of www.africandiaries.com - attracted revenue-generating monthly traffic flow of 80,000+ page impressions within 6 months of the site's launch.
- Coordinated and managed a team of 18 writers and designers located in South Africa, Botswana, Mozambique and Antarctica.
- Developed a business plan for Ediary, an Internet-interactive software scheduling program.

LETSEMA CONSULTING (*Leading South African strategy consulting firm*) **Johannesburg/Durban, South Africa**
Senior Consultant (Promoted from Consultant) **1996-1998**

- Led an organization alignment / process redesign team of 8 operational heads and Mercer Management consultants as part of an internal improvement project that resulted in savings of US\$10 million for South Africa's national commuter rail operator.
- Led a team of academics, industry specialists, government representatives, Mercer Management, Monitor Company & Letsema consultants to develop an urban commuter transport subsidization policy for the South African National Government.
- Created a financial forecasting model for the Rail Commuter Corporation's US\$200 million budget.

ACTIVITIES

Performing arts / Sports

- Professional actress 1985-1999: Lead roles in internationally released television drama series and feature film.
- Trained opera singer and qualified ballet teacher.
- Wharton: Artistic Director - Follies, A cappella soloist - Whartones, Women's Rugby team member; Cultural show participant.

Volunteering

- Youth tutoring: Outreach (South Africa), Cecil Community Centre (Toronto).
- Reading for the blind and disabled: Canadian Abilities Foundation, PAL reading service (Toronto).
- Wharton: Christmas in April Fundraising Chair, Into The Streets Volunteer; International Volunteer Project (AFMIN – Abidjan).

Languages / Travel

- Researcher, translator, and interpreter for the South African Truth and Reconciliation Commission.
- Fluent French and Afrikaans (experienced translator/interpreter); functional Dutch; limited Spanish and German.
- Lived in Paris, London and Toronto and have traveled extensively in Southern Africa, Europe, Egypt and Canada.

KYLE N. CRUZ

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate

May 2003

Expected Dual Concentrations: Strategic Management and Finance

- Academic honors include First Year Honors and Directors List
- Co-Chair of the 2003 Private Equity Conference; Member of the Finance Club, Squash Club, and Wine Club
- Participant in the Milken Young Entrepreneurs Program as a mentor for west Philadelphia high school student

UNIVERSITY OF MICHIGAN, School of Business Administration

Ann Arbor, MI

Bachelor of Business Administration with High Distinction

May 1997

- Elected to Phi Beta Kappa with overall GPA of 3.9; Concentrations in Finance and Accounting with a GPA of 4.0
- Inducted into Beta Gamma Sigma, the Honor Society of Phi Kappa Phi, and Golden Key National Honor Society

WORK EXPERIENCE

CREDIT SUISSE FIRST BOSTON

New York, NY

Summer Associate

Summer 2002

- **Private Equity:** Participated on four transaction teams with DLJ Merchant Banking Partners to analyze potential investment opportunities across a variety of industries such as chemicals, consumer products, energy, and media. Coordinated information and workflow across Banking, Research, and Private Equity professionals to build financial models, author investment memos, and make recommendations to senior deal team members. Additionally, interacted with management teams during the due diligence process and worked independently to research the attractiveness of several industry verticals.
- **Financial Sponsors/Leverage Finance:** Transaction experience included providing acquisition finance for Clayton, Dubilier, & Rice's £600 million buyout of Brake Bros. plc, the largest food distributor in the United Kingdom. Conducted due diligence on Brake in order to help formulate the optimal capital structure. Assisted in designing the financial model, co-authoring the Credit Memo for Credit Committee, negotiating term sheets and commitment letters, and in syndicating the bank deal.

J.W. CHILDS ASSOCIATES, L.P.

Boston, MA

Associate, Middle Market Private Equity Fund with over \$3.0 billion in capital under management

1999-2001

- Held significant responsibilities throughout the entire investment process including reviewing new opportunities and industries, interacting extensively with senior management teams to develop operating forecasts, leading all financial analysis, evaluating financing terms, preparing bid proposals, and negotiating legal documentation.
- Coordinated and directed transaction teams of bankers, lawyers, accountants, and other advisors on the submission of six final bid proposals and authored internal investment memos on each.
- Worked extensively with the CEO and CFO of Pan Am International Flight Academy, a J.W. Childs portfolio company, over 24 months to complete 4 add on acquisitions including a strategically significant outsourcing agreement with Northwest Airlines. Also responsible for evaluating and developing annual budgets and forecasts, completing two amendments to the existing credit facility, and assisting in strategic planning and capital raising.
- Completed the acquisition of Equinox Holdings, Inc., an upscale operator of fitness clubs in the New York City metropolitan area. Assisted in the negotiation of all legal documentation including management stock option plans and had the primary responsibility in facilitating the negotiation of Subordinated Debt and Warrant Agreements.

GOLDMAN, SACHS & CO.

New York, NY

Financial Analyst, Mergers & Acquisitions Department

1997-1999

- Received a top score among analyst class during the annual performance review process.
- Completed eight transactions, split evenly between the buy-side and sell-side, in a variety of industries including automotive parts, chemicals, food retail, oil field services, wholesale distribution, and waste management.
- Responsibilities included modeling pro forma transactions, conducting due diligence, analyzing terms and transaction structures, participating in bidding strategies and contract negotiations, and assisting management teams in quantifying synergies.

ADDITIONAL INFORMATION

Enjoy squash, tennis, traveling, history, and politics. Avid NY sports fanatic. Serve as a campus tour guide for prospective MBA students. Currently a Level II Candidate in CFA Program to be taken in June 2003.

RAJEEV DADOO

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Phone: 215-523-9986; E-mail: dadoor@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Master of Business Administration candidate; emphasis in finance, health care, and private equity

2001 - present

GMAT: 760

- First Year Honors (awarded to top 20% of class)
- Selected to the Wharton Fellows Reverse Mentoring Program as a mentor to participating senior executives
- Elected International Representative by cohort; participated in the Global Immersion Program to South America
- Member of Health Care, Consulting, Private Equity, Finance, and Technology clubs

STANFORD UNIVERSITY

Stanford, CA

Doctor of Philosophy, Chemistry

1989 - 1994

GPA: 4.0/4.0

- Developed novel technology for biochemical analyses—granted six patents for inventions
- Research resulted in 14 scientific publications, 25 conference presentations, and recognized by international awards from the American Chemical Society, the Chromatographic Society of England, and Elsevier Science Ltd. (The Netherlands)
- Postdoctoral work (1995-1997) with Sandia National Laboratories resulted in new government-funded facility at Sandia

KNOX COLLEGE

Galesburg, IL

Bachelor of Arts (with Honors), Chemistry and Mathematics

1985 - 1988

GPA: 3.6/4.0

- Graduated from college in three years at age 18—rank top 10%
- Elected fraternity officer and student council member; varsity soccer player

PROFESSIONAL EXPERIENCE

GENOME THERAPEUTICS CORPORATION

Waltham, MA

Business Development Intern

Summer 2002

Strategic Planning and Finance Experience

- Developed financial valuation models and conducted market and due-diligence assessments for licensing opportunities
- Evaluated emerging trends in biotechnology industry and advised senior management on potential strategic partnerships
- Participated in term-sheet negotiations for \$90 M licensing and co-development deal—execution expected by late 2002

GENENTECH, INC.

South San Francisco, CA

Manager and Scientist, Department of Analytical Chemistry

1998 - 2001

Managerial and Teamwork Experience

- Led departmental efforts in Chemistry, Manufacture, and Controls (CMC) team through Phase III clinical development of a new drug for Psoriasis—filing of Biologics License Application (BLA) with U.S. FDA anticipated in 2002
- Managed cross-functional team of reports and peers to expedite CMC-related work to minimize time to BLA filing
- Co-authored Investigational New Drug (IND) application submitted to (and approved by) the FDA
- Advised senior management on product quality and manufacturing issues to enhance output and reduce costs

BIO-RAD LABORATORIES

Hercules, CA

Scientist, Life Science Group

1997 - 1998

Product Development Experience

- Co-led business evaluation of new product line for biomedical research applications
- Demonstrated economic viability of product line and developed initial design for prototype based on market research

UNIMICRO TECHNOLOGIES

Pleasanton, CA

Co-founder and Board Member

1995 - 1997

Leadership and Entrepreneurial Experience

- Wrote business plan to successfully secure first-round financing (\$600,000) for company
- Led initial product development efforts that resulted in launch of new product for chemical analysis that is currently in market (~ \$1 M in annual sales) and led to growth of company from four to 25 employees
- Negotiated partnership with Chinese government to establish low-cost manufacturing facility in China

ADDITIONAL INFORMATION

- Hobbies include soccer, rafting, hiking, skiing, hang gliding, and photography
- Lived in India, Zambia, Nigeria, and the United States and traveled throughout the Americas, Europe, Africa, and Asia

DAVID C. DAILY
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate, Finance Major

Philadelphia, PA
May 2003

- First Year Honors (Top 20% of Class)
- Leadership Venture Fellow
- Teaching Assistant for First Year MBA Marketing Class, Fall 2002
- Member of Energy Club (Vice President – Speaker Series), Veterans Club, Wharton Follies Band

UNIVERSITY OF NOTRE DAME
Bachelor of Science in Civil Engineering, Cum Laude

Notre Dame, IN
May 1996

- Dean's List, Chi Epsilon (Civil Engineering Honor Society)
- Navy ROTC Scholarship (full tuition)

EXPERIENCE

RELIANT RESOURCES
Summer Associate, Financial Structuring Group

Houston, TX
Summer 2002

- Assisted in the development of a comprehensive risk-based capital asset pricing methodology.
- Identified several implementation issues with the capital pricing methodology and developed solutions. Issues included the valuation of low return projects and the unbundling of project risk into component cash flow risk.
- Developed criteria to determine the debt capacity of an asset portfolio using simulation-based cash flow distributions.

UNITED STATES NAVY, Lieutenant
Naval Nuclear Propulsion Program Headquarters (Naval Reactors)

Washington, DC
1996-2001

Lead Engineer and Project Manager

1999-2001

- Managed and approved complex projects related to the design and construction of the Navy's newest submarine nuclear reactor plant.
- Led team of managers and engineers in year-long effort to analyze structural deficiency in multi-million dollar component. Developed and analyzed alternative strategies to correct deficiency and implemented final design change. Obtained concurrence from key stakeholders prior to final approval of proposed solution.
- Mentored, trained, and supervised work of four junior engineers.

Nuclear Engineer

1996-1999

- Reviewed technical analysis of major reactor plant structural and piping systems.
- Recommended improvements that led to more robust designs, increased manufacturing efficiency, and cost reductions.
- Received Nuclear Reactor Engineering Certificate following completion of rigorous six-month Westinghouse Bettis Reactor Engineering School located in Pittsburgh, PA.

ADDITIONAL INFORMATION

- Volunteer coach for youth basketball team in Arlington County, VA (four years).
- Hobbies and Interests: Bass guitar, drums, basketball, history, Notre Dame Football

MICHAEL E. DARER

201 South 18th Street #2517, Philadelphia, PA 19103. (215) 875-2517

mdarer@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate in Finance and Operations Management

May 2003

- Director's List, Fall 2001 and Spring 2002 (top 10% of class). First Year Honors.
- Co-Chair of Christmas in April Homeowner Selection Committee. Teaching Assistant in Decision Models and Uncertainty.
- Consulting Club Relationship Management Committee. Member of Finance and Technology Clubs.
- GMAT 760 (99th percentile).

UNIVERSITY OF VIRGINIA, McIntire School of Commerce

Charlottesville, VA

Bachelor of Science with Distinction in Commerce

May 1997

- Echols Scholar Honors Program, Beta Gamma Sigma, Philip Morris Scholarship recipient.
- Concentrated in Business Management and Management Information Systems. GPA 3.7/4.0.
- Consulting Chair of the On Target Leadership Committee, University Guide, Honor Investigator and Advisor.

EXPERIENCE

BOOZ ALLEN & HAMILTON

New York, NY

Summer Associate

Summer 2002

- Developed growth strategy for a leading refining company looking to expand into related businesses.
- Conducted a downstream value chain analysis and a benchmarking study of the industry players, outlook, and trends.
- Created producer segmentation model, assessed competitor positions in each segment, and recommended attractive opportunities to the client.

ACCENTURE

New York, NY

Consultant, Telecommunications and Consumer Products Industry Practices

1997-2001

Analytical and Quantitative Skills

- Developed traffic model for a leading online retailer's call center. Reorganized the call center to more adequately handle customer inquiries, allowing for a 24-hour turnaround on all issues.
- Analyzed date logic for a telecommunication company's residential products and recommended improvements to ensure that customers receive the products they request and are billed correctly for those products.
- Investigated source of website problems of the top toy online retailer based on traffic.

Strategy Development and Implementation

- Developed the launch strategy for the Playstation 2 Bundle and served as product manager overseeing its sales and distribution strategy. This product accounted for 35% of sales during the 2 months preceding the 2000 holiday shopping season.
- Initiated the development of an application for client executives to report on call center created billing adjustments. Reports covered 12 offices and 4200 customer service representatives. Findings led to new revenue management policies.

Management and Leadership

- Led a 10-person Accenture and client team responsible for the Babiesrus.com site transition to Amazon.com. Coordinated the Toysrus.com site transition to Amazon.com. Completed five weeks after the alliance was publicly announced.
- Served as project manager of the Technical Launch Team responsible for the initial Internet launch of a brick-and-mortar retailer. Within one week, new registries created totaled 10 times the largest brick-and-mortar store.
- Member of the Community Service Action Team, responsible for organizing community service events.

Communication Skills

- Advised major toy retailer on multiple process improvements following the 1999 holiday shopping season. Reduced customer email complaints by 55%. Improved the daily price refresh and synchronization of the 75,000 product image files.
- Member of a client SWAT team, composed of key members from different business areas organized to manage client expectations by providing root cause analysis, redesigning the process to prevent reoccurrence, and guaranteeing release dates.
- Client relationship manager and lead developer for the Global Training application targeted for 7500 call center representatives.

ADDITIONAL INFORMATION

- Extensively involved with Habitat for Humanity. Worked on community rebuilding projects in PA, NJ, GA, NC, and FL.
- Member of Wharton Wildmen Hockey. Enjoy golf, skiing, scuba, and photography. Proud sous chef for my wife.

AARON P. DAVIS

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania ***Master of Business Administration Candidate in Strategic Management***

Philadelphia, PA
May 2003

- Director's List (top 10% of class). First-Year Honors.
- Music Director and Pianist, Wharton Follies.
- VP Alumni Relations, Media & Entertainment Club. Music Industry Panel Manager for 2002 M&E Conference.
- Developed strategic business plan for WXPB, a leading non-commercial triple-A radio station in Philadelphia, to increase distribution and sales of live World Café compilation albums.

HARVARD UNIVERSITY ***Bachelor of Arts in Economics, cum laude***

Cambridge, MA
June 1997

- John Harvard Scholarship for academic achievement. Dean's List all semesters.
- Music Director, Orchestra Manager, and Piano Accompanist for several productions by the Harvard-Radcliffe Dramatic Club, the Gilbert & Sullivan Players, and the Noteables.
- Pianist, Hasty Pudding Theatricals Band.

EXPERIENCE

ARISTA RECORDS, INC. ***Marketing Intern***

New York, NY
Summer 2002

- Worked closely with senior marketing managers to develop marketing plan documents, marketing timelines, and agendas for weekly planning meetings for new albums by Whitney Houston and Kenny G.
- Participated in staff meetings and brainstorming sessions to develop innovative marketing campaigns for artists.
- Assisted in preparation of marketing budgets and break-even analyses for several new releases.

WARNER MUSIC GROUP INC. ***Analyst, Strategic Planning and Business Development***

New York, NY
1999 – 2001

- Investigated the transforming role and business model of a music company in the Internet era as a member of a 10-person taskforce commissioned by the Chairman of WMG.
- Valued high-profile artist contracts under negotiation (including Madonna, Metallica, and Alanis Morissette), working extensively with Business Affairs executives and CFOs at Warner Bros., Elektra, Atlantic, and Maverick.
- Analyzed the financial viability of new music distribution business models such as digital downloads, online music subscriptions, online music storage lockers, kiosks, and custom compilations.
- Reviewed business plans of Internet music companies (including Listen.com, ARTISTdirect, and Liquid Audio) and interacted with their senior management to evaluate licensing, partnership and investment opportunities.
- Conducted due diligence and built financial models to analyze potential record label and publishing catalog acquisitions and joint ventures.

BEAR, STEARNS & CO. INC. ***Financial Analyst, Investment Banking – Media and Entertainment Group***

New York, NY
1997 – 1999

- Evaluated the competitive landscape, challenges and growth opportunities in the global music industry. Advised The Seagram Company Ltd. in its \$10.4 billion acquisition of PolyGram N.V.
- Performed valuations of public and private entities through comparable company, comparable transaction, discounted cash flow, and trading valuation analyses.
- Created financial models to analyze mergers, acquisitions, high yield and equity offerings.
- Interacted with clients and senior bankers through active participation in all stages of deal execution, including client presentations, due diligence, S.E.C. document drafting and marketing of securities offerings.

PERSONAL

- Piano performance, improvisation, and composition. Avid concertgoer. '70s music enthusiast.
- Other interests include travel, gourmet food, photography, and running.

RODOLFO DE ANGELE, CFA
1520 Spruce St, Apt. 308 -- Philadelphia, PA, 19102
(215) 546 8168 -- rodolfo.angele.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University Of Pennsylvania

Philadelphia, PA, USA

Master of Business Administration Candidate, Major in Finance

May 2003

- Admissions Committee Volunteer and Alumni Representative of Brazilian team to the Wharton Graduate Association.
- Member of Finance, Investment Management and Squash clubs.
- Participant in Wharton Greater China Global Immersion Program, May 2002.

EAESP – FUNDAÇÃO GETÚLIO VARGAS

São Paulo, Brazil

Bachelor of Arts in Business Administration, Major in Finance and General Management

1994

- Elected to the college's Administrative Council, member of AIESEC (International Students Association).

EXPERIENCE

GOLDMAN SACHS & CO.

New York, NY, USA

Summer Associate, GMS - Global Manager Strategies, Investment Management Division

Summer 2002

- Developed a thorough analysis of Goldman Sachs' equity funds of funds portfolio construction methodology. Reconstructed the performance of four funds according to various portfolio construction methodologies and compared portfolio characteristics such as excess return, information ratio, consistency and drawdown.
- Performed due diligence on portfolio managers being selected to participate in Goldman Sachs' open architecture platform. Analyzed a broad range of asset classes, including US Equities, Emerging Markets Equities and Fixed Income.
- Acquired strong knowledge of the firm's strategy, product offerings and investment platform through extensive internal training and meetings with Investment Management professionals.

JP MORGAN CHASE (formerly CHASE MANHATTAN BANK)

São Paulo, Brazil

Senior Latin America Steel and Mining Equity Research Analyst

1999 – 2001

- Ranked #3 Steel Analyst in Latin America by Latin Finance Magazine, September 2000, #3 Brazilian Steel Analyst by Institutional Investor do Brasil, July 2000, and Runner Up Steel Analyst by Institutional Investor do Brasil, July 1999.
- Organized the first JP Morgan Chase Brazilian Steel Conference in May, 2001 with CEOs and CFOs from the 6 most important steel companies in Brazil. Over 70 domestic and international clients attended the conference.
- Participated in M&A and Capital Markets transactions, including a 2% common stock block sale in Siderca and a US\$280 million buy-side M&A project in the mining industry. Contributed in generating investment banking ideas.
- Supervised, instructed and mentored junior analysts and interns.

BANCO PATRIMONIO (50% Joint-Venture with SALOMON BROTHERS)

São Paulo, Brazil

Latin America Steel and Mining Equity Research Analyst

1997 – 1998

- Member of Latin American Steel and Mining team ranked #3 by Institutional Investor Magazine in 1998.
- Had an active role in a US\$130 million M&A project in the Brazilian Real Estate Industry. Also pitched for transactions in the steel, mining and natural gas industries.
- Worked closely with senior analyst to develop earnings and valuation models. Responsible for marketing with Brazilian clients through road shows and daily contacts.

BANCO VOTORANTIM

São Paulo, Brazil

Brazilian Equity Research Analyst

1995 – 1997

- Covered and recommended stocks of Steel and Mining, Pulp & Paper, Oil, Fuel Distribution and Petrochemical industries.

ALCOA ALUMINIO

São Paulo, Brazil

Treasury Department Internship

1993 – 1995

- Assisted in cash flow management and control of Alcoa and its subsidiaries in Latin America.

ADDITIONAL INFORMATION

- CFA charter awarded in 2001.
- Successfully climbed Mount Kilimanjaro, Africa's highest peak with 19,350 feet (5,985 meters), in March 2002.
- Hobbies: music (piano, guitar and drums player), Brazilian history, squash, skiing and traveling.
- Speaker in career seminars on the subjects of Valuation and Banking.
- Director of a daycare institution for underprivileged children in Campinas, Brazil.
- Languages: native Portuguese, fluent English, conversational Spanish.

STEVEN JEFFREY DECHERRIE

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Philadelphia, PA 19103
617-513-0252
sdecherr@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA
May, 2003

Master of Business Administration Candidate, Finance

- Awarded John A. Mayer Merit Scholarship, GMAT: 760
- Member: Sales and Trading Club, Finance Club, Investment Management Club, Consulting Club, Wine Club
- Appointed Wharton Journal Perspectives Editor, Staff Writer
- Volunteer: Admissions Committee, Wharton Finance Conference

INDIANA UNIVERSITY, DEPARTMENT OF COMPUTER SCIENCE

Bloomington, IN
December, 1996

Master of Science, Computer Science

- Awarded U.S. Dept. of Education Fellowship, Associate Instructorship, School of the Arts and Sciences Fellowship
- Elected Graduate Judicial Council Representative, CS Graduate Association Secretary, Intramural Football
- Attended American Institute of Foreign Study Program, University of Paris, Sorbonne, Summer 1996

UNIVERSITY OF CHICAGO

Chicago, IL
June, 1992

Bachelor of Arts, Economics

- Awarded College Honors Scholarship, Robert C. Byrd Honors Scholarship, Dean's List
- Elected Student Government Assembly Representative, Chicago Maroon writer, Intramural Football
- Graduated in three years, worked part-time to pay 50% of tuition and expenses

EXPERIENCE

GOLDMAN, SACHS & CO.

New York, NY
2002

Summer Associate – Fixed Income, Currency & Commodities Division

- Completed an intensive twelve week rotational program in institutional sales, trading, marketing, and structuring.
- Worked with various product desks, including commodities, foreign exchange, swaps, government bonds, agency bonds, investment grade bonds, money markets, credit derivatives.
- Identified, analyzed, and presented trade ideas. Delivered presentations and sales pitches to Goldman professionals.

DELOITTE CONSULTING, LLC

Boston, MA
1997 – 2001

Manager (Industry: Financial Services)

- Analyzed and quantified project risk, performed ROI and cost-benefit calculations, and advised clients on IT strategy.
- Developed forecasting models to analyze growth in various client product lines and services.
- Performed financial data analysis and made recommendations to improve client financial processes.
- Managed multi-team technology initiatives for Fortune 500 clients, developed senior client relationships, created work plans, oversaw staffing, monitored budgets, and maintained project metrics.
- Developed proposals for IT strategy, process reengineering, and system integration engagements.
- Appointed founding officer of Analyst Action Council, MBA Recruiting Task Force lead, analyst recruiting lead.
- Achieved rapid promotion: Analyst (1997-8), Consultant (1998-9), Senior Consultant (1999-2001), Manager (2001).

UNIVERSITY OF CHICAGO, DEPARTMENT OF COMPUTER SCIENCE

Chicago, IL
1998

Lecturer

- Designed information systems course for ongoing use in new professional master's program in computer science.
- Developed database laboratory for ongoing use by department.
- Primary instructor for class of 40 students.

NATIONAL HOUSEWARES MANUFACTURERS ASSOCIATION

Chicago, IL
1993 - 1994

Information Technology Manager

- Led technology initiatives for this non-profit industry advocacy and trade organization.
- Assisted in negotiations for electronic data interchange group-buy program for member firms worth \$10+ million.
- Developed online strategy with CEO and CFO, resulting in industry's first business-to-business internet site.

ADDITIONAL INFORMATION

- Interests include snowboarding, racquetball, mountain and road biking, running, weight training
- Competitor in Waves to Wine Ride for Multiple Sclerosis, L.A. Marathon
- Volunteer for City on a Hill Youth Scholar Program, Robert Taylor Email Pen-pal Program, Chicago Museum of Contemporary Art, Steppenwolf Theater
- Intermediate French

DAVID DENNISON

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(610) 279-9977 / davidcd@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA
2001-2003

Master of Business Administration Candidate
Major in Marketing and Operations Management
GMAT entrance exam: 770; Earned 1st Year Honors
Founding Member of Operations Management Club and Member of Marketing Club

TEXAS A&M UNIVERSITY

College Station, TX
1994-1996

Bachelor of Science in Chemical Engineering
GPA 4.0/4.0

UNIVERSITY OF NORTH TEXAS

Denton, TX
1992-1994

Texas Academy of Mathematics and Science
GPA 3.96/4.0

EXPERIENCE

CROWN CORK & SEAL

Philadelphia, PA
Summer, 2002

Manufacturing Intern

- Developed a comprehensive manufacturing 3-year strategic plan for the U.S. Beverage Division.
- Analyzed market forecasts, capital improvement projects, and facility downsizing scenarios to optimize capacity utilization and balance regional demand.
- Created a flexible financial model to evaluate production and distribution cost-saving opportunities identified within the strategic plan.

ELI LILLY AND COMPANY

Lafayette, IN
2000-2001

Operations Associate

- Managed a building of four production units and sixty personnel, and supervised a team of operation technicians.
- Interacted with supply chain team and scheduled manufacturing resources to meet product demand.
- Realigned departmental automation, safety, and quality groups to more effectively support manufacturing.
- Coordinated the organization of departmental quality systems, and served on a joint site team to improve and align GMP compliance throughout the plant.

Process Engineer

1999-2000

- Led a team of operators and technical staff in the process transfer of a high-profile cancer drug.
- Managed a \$4 million construction project to upgrade building facilities.
- Designed a new piping transfer method to improve equipment cleaning and operator safety during process changeovers.
- Provided troubleshooting and optimization to bulk pharmaceutical manufacturing facility.

ALBEMARLE CORPORATION

Baton Rouge, LA
1996-1999

Research and Development Engineer

- Supervised teams of engineers and operators on five production campaigns, and supported additional campaigns as a shift engineer.
- Created a new separation procedure for a critical metallocene catalyst that saved \$7 million.
- Developed polymer catalyst processes on the laboratory, pilot plant, and semi-commercial scales.
- Led eight process safety management reviews, and wrote four technical post-production reports.

ADDITIONAL INFORMATION

- Served on the board of directors for Habitat for Humanity of Lafayette.
- Interests include movies, college football, tennis, and golf.

STEPHEN DERKASH

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EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania **Philadelphia, PA**
Dual Degree: MBA (Finance) and MA (International Studies, Latin America and Portuguese concentration) **May 2003**

- 1 of 6 Wharton / Lauder students to participate in 2-month Brazilian Business Immersion Program.
- Provided consulting services to Embraer, a Brazilian airline manufacturer, regarding company's international expansion.
- Selected for *Global Consulting Practicum* (GCP) to assist an Israeli technology company in U.S. expansion.
- Active in Soccer, Wildmen Hockey, Tennis and Private Equity clubs and Latin American Students' Association (Whalasa).
- Awarded 2001 Procter & Gamble Scholarship for studies in international management.

GEORGETOWN UNIVERSITY

Bachelor of Arts: Magna Cum Laude (GPA: 3.74/4.0); Double major (Spanish / English) **Washington, DC**
May 1994

- Awarded 1994 Spanish Department Award for academic excellence presented to top Spanish student out of 24.
- Played intercollegiate rugby and club soccer and tennis; studied one year at Madrid's Universidad Autonoma.
- Selected as 1 of 30 Georgetown Writing Center tutors to help develop writing skills for 6,000 undergraduates.

EXPERIENCE

F&C (FOREIGN AND COLONIAL) MANAGEMENT LTD. **London, UK and Bucharest, Romania**
In-Country Advisor - Romanian Private Equity and Micro-Cap Fund **Summer 2002**

F&C manages over \$100bn of assets worldwide and Romania's second largest foreign private equity and micro-cap fund (\$60m)

- Initiated exit strategies for seven companies in F&C's Romanian portfolio as sole in-country representative.
- Renegotiated portfolio companies' management structures and incentive plans to reduce costs and drive revenues.
- Monitored portfolio companies actively: Advised senior management on strategic issues, including the impact of acquisitions and subsequent equity and debt financings. Attended board meetings.

NETENVIOS.COM

Chief Financial Officer **Buenos Aires, Argentina**
2000

NetEnvios.com was a U.S. funded Latin American company providing logistics solutions to e-commerce retailers

- Raised \$5 million in first-round private equity funding from Merrill Lynch and Citicorp Venture Capital.
- Launched Brazil office. Prepared corporate operating budget and established financial measurement standards.
- Developed and executed expansion strategy for Brazil, Chile, Colombia, and Mexico with CEO, COO and investors.

ABN AMRO BANK INC.

Vice President – Latin American Equity Research **São Paulo, Brazil**
1997 – 2000

- **Investment Analysis:** Directed equity research investment strategy for Latin American retail and e-commerce sector. Performed extensive financial and strategic analysis, valuation and due diligence of companies in inflationary environments and using foreign currencies. Maintained equity coverage on nine companies in Argentina, Brazil, Chile and Mexico. Offered long and short investment ideas and buy / sell recommendations to hedge and institutional fund managers.
- **Leadership:** Youngest of 11 ABN AMRO senior Latin American equity analysts and youngest vice president in 200-person Latin American corporate banking department. Appointed interim Head of Brazilian Equity Research from 11/98-5/99. Worked with Head of Latin American Equity Research in New York to expand Brazilian team from one senior analyst to 13 analysts and traders.
- **Business Development and Execution:** Increased core client penetration from 4 to 45 accounts while managing relationships with sales force, traders, and clients in U.S., Europe and Latin America. Sourced and helped execute \$60m Chilean equity issuance. Marketed analysis and equity reports to U.S., European, and Latin American institutional investors during "one-on-one" roadshow meetings. The youngest Wall Street retail analyst invited by *Latin Finance* magazine to present equity picks to over 100 investors and journalists during the annual New York "Predictor" conference.

LEHMAN BROTHERS INC.

Financial Analyst – Latin American Corporate Finance Group **New York, NY**
1995-1997

- **Execution:** Managed all phases of Latin American investment banking transactions including conception, structuring, financial analysis, modeling, due diligence and documentation. Developed relationships with and hosted private and public sector clients, lawyers, consultants and accountants from Argentina, Mexico, Brazil and Guatemala.
- **Analysis:** Evaluated proposed privatizations, mergers, acquisitions, and capital financing transactions using discounted cash flow, comparable company and comparable transaction analyses and models.
- **Transaction Experience:** Completed \$1.2bn Unibanco global equity offering; \$200m Euro/144A transaction for Trikem, a petrochemical producer, and \$600m European Medium Term Notes (EMTN) Program for the State of Minas Gerais.

ADDITIONAL INFORMATION

- Fluent in Spanish and Portuguese (ACTFL Level 3 - Superior). Lived in Argentina, Brazil, Colombia, Mexico, Romania and Spain.
- Founded and directed 11-person Vida Jovem mentor program for at-risk children in São Paulo. Elected to Vida Jovem Board.
- Motorcycled solo throughout India, Vietnam, Thailand and Nepal. Completed 1996 New York City Marathon.

EDUCATION

THE WHARTON SCHOOL - THE LAUDER INSTITUTE

Philadelphia, PA, U.S.A.

MBA Candidate - Strategic Management and Finance Major

May 2003

MA Candidate - International Studies; Mandarin Chinese program with focus on Asian business

- Awarded merit scholarship from the Long-Term Credit Bank of Japan
- Provided consulting services to Beijing cooking oil manufacturer, studying implication of WTO on value chain and recommending a new distribution strategy for the Chinese market

UNIVERSITY OF PARIS VI-VII - UNIVERSITY OF BAYREUTH

Paris, France - Bayreuth, Germany

MS (*Magistère*) in Fundamental Physics, *cum laude* - Molecular Biophysics Major

June 1996

- Participated in a one-year exchange program to Germany and interned at German Macromolecule Research Center
- Awarded academic excellence fellowship. Selected by Atomic Energy Institute for PhD fellowship in Biophysics

EXPERIENCE

GOLDMAN SACHS INTERNATIONAL

Paris, France

Summer Associate - Investment Banking Division

2002

- Used LBO valuation to propose a US\$ 500m debt-refinancing scheme to a major French manufacturer
- Explored feasibility of a US\$ 4bn IPO to fund Asian growth for a leading construction company
- Investigated for a US\$ 8bn private equity fund the divestiture options of a multi-million dollar manufacturing asset
- Performed valuation analysis on a US\$ 1.5bn chemical asset to advise a public conglomerate on divestiture process
- Analyzed acquisition alternatives of a US\$ 2.0bn asset as an advisor to a Media & Technology company

RHODIA GROUP (*Industrial Specialties Chemical Corporation; Revenues of US\$ 6B; 30,000 employees*)

Lyon, France

Senior Development Manager

1998-2001

Developed and patented new products and led worldwide market development team for a US\$ 10M division

- Prioritized business development plan and repositioned existing products, growing revenues by US\$ 6M
- Supervised laboratory of 5 technicians and coordinated client service worldwide (Asia, US, EU)
- Performed competitive analysis and published extensive risk analysis report on the airbag market
- Identified alternative market for company's main technology, resulting in potential revenues of US\$ 5M
- Designed, patented and launched 5 products
- Led Airbag project team of 10 people increasing revenue to US\$ 6M (+100%); received innovation award (top 5%)
- Carried out extensive field operations in Europe (Germany, England, Sweden) and Asia (Korea, Japan, China)

RHODIA SILICONES SHANGHAI CO, LTD.

Shanghai, China

Quality Manager

1996-1998

Co-managed in China the launch of a 25-people production site dedicated to the Asian Pacific market

- Co-led the start of two production lines, increasing revenue from 0 to US\$ 4M within a year
- Set up enterprise's first world-class quality control laboratories in Asia-Pacific, operational in 8 months
- Improved customer complaints treatment process within Asia-Pacific, decreasing processing time from 30 to 14 days
- Hired, trained and managed 4 local technicians and Chinese successor, working in Chinese

C.E.A. - ATOMIC ENERGY INSTITUTE (*Top French Military Research Institute*)

Paris, France

Research Engineer

1996

- Determined a toxin structure for pharmaceutical research program targeting a cure for brain diseases

ADDITIONAL INFORMATION

PARIS-BEIJING ASSOCIATION (*Non-profit organization*)

Paris, France / China

General Secretary

1990-1998

- Managed group of 40 students for 8-week immersion programs in China; total of four trips
- Created sponsoring activities, including initiating and managing fund raising projects totaling US\$ 25K

Languages: Native in **French**, fluent in **English**, **German** and **Mandarin Chinese**

Activities: **Kung-fu black belt**. Paris cup Silver medalist 1991. Instructor

Hiking: Backpacking *Tiger Leaping Gorges* (China), *Yellow Mountains* (China) and *Sarek National Park* (Sweden)

MARCO DI GIACOMO

4247 Locust Street Apt. 925 Philadelphia PA 19104

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia PA

Master of Business Administration Candidate, DoubleMajor in Finance and Strategic Management

May 2003

- First Year Honors (top 20% of class) GMAT: 760 GRE: Analytical 800/800. Quantitative: 800/800
- Wharton Consulting Club Officer, active member of Finance and European Club, volunteer with "Into the streets". Selected as teaching assistant for Operational Management 621

UNIVERSITÀ DI ROMA "La Sapienza"

Rome (Italy) Freiburg (Germany)

Master of Science Electrical Engineering Summa Cum Laude (top 1% of class)

December 1997

- Fulbright Scholarship Award in 1998 as one of the top 25 Italian graduate students
- Deutscher Akademischer Austauschdienst (German Academic Exchange Service) scholarship in 1996 as one of the top 25 Italian college students. Attended courses at Albert-Ludwigs-Universität Freiburg July-September 1996
- Top 0.05% in the 1991 Mathematic Olympics in Rome (40,000 participants, analytical and quantitative abilities)
- Founder and President of Π Club, a student-run club to address dysfunctional logistics in academic services

EXPERIENCE

BAIN&COMPANY

Rome (Italy)

Summer Consultant

2002

Awarded end of summer performance bonus for his business results

- Proposed innovative business model to generate new consulting engagement by major transportation company (3B\$ revenue). Wrote the Letter of Proposal (LOP) and initiated the contact process
- Developed benchmarking project for leading Information Communication Technologies Operator (10 B\$ revenue) performed marketing research and intelligence activities, presented to client's senior management

IBM SOFTWARE GROUP

Raleigh, NC

Staff Engineer

1999 – 2001

Recognized as top 1% IBM employee in USA for his Personal Business Commitment in year 2000

Strategic Development and Financial Analysis

- Conducted market analysis and developed innovative business model to generate potential 350M\$ annual revenue increase for IBM Software Group
- Designed the business plan and presented recommendations to IBM's VP of Finance for Software Group. Strategic recommendations adopted for entire IBM Software Group and business plan approved

Client Management and Leadership

- Acted as internal consultant to IBM Global Services on innovative IT services offering. Identified market opportunity, conducted market size and competitive analysis, designed implementation framework to leverage off of existing technology
- Presented the plan to senior management of IBM Global Services, persuaded them of the strategic benefits of the proposed solution, obtained commitment and full funding for the project
- Negotiated with senior management as leader of the team responsible for branding of IBM and Isogon Co. license management software as an open standard supported by The Open Group

TIVOLI (IBM)

Rome (Italy) Austin, TX

Software Engineer

March 1999 - September 1999

Chosen for prestigious international assignment to USA Project Office as top 1% IBM employee in Italy.

- Negotiated and designed the cross-divisional cross-functional requirement process for multinational 50M\$ project. Received recognition for his results from IBM's VP of Fulfillment Development and was appointed manager of the process
- Led the National Language Support team in Austin Texas. Obtained 34% reduction of project costs from previous year

SOPRINTENDENZA ARCHEOLOGICA DI ROMA

Rome (Italy)

Software Engineer (Italian Civil Service)

April 1998- March 1999

- Led intranet deployment team of 6 responsible for education and technical daily support of about 500 new intranet users

HELSINKI UNIVERSITY OF TECHNOLOGY

Helsinki (Finland)

Member Of Advanced Mathematics Research Team

January-April 1998

- Researcher on Principal Components Analysis applications to Self Organizing Neural Networks

ADDITIONAL INFORMATION

Native Italian, fluent English. Karate brown belt. Soccer, kart and horseback riding. Passionate about strategy games and history

JOHN S. DILLON

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, Pennsylvania

Masters of Business Administration Candidate, Major in Finance and Strategic Management

2003

Investment Management Club, Private Equity Club, Real Estate Club, Elected Cohort Social Chair, Wharton Ice Hockey

DUKE UNIVERSITY

Durham, North Carolina

Bachelor of Arts in Economics and History, *cum laude*

1992-1996

Awards: Dean's List with Distinction, Renwick Washington Hurry Fund Scholar, Huguenot Society Scholar, Freshman Honors Program Activities: Worked 15 hrs/wk as student manager of the Central Campus Housing Office and as a Student Public Safety Officer, Duke Club Lacrosse Squad, Elected Social Chair of Sigma Alpha Epsilon Fraternity

EXPERIENCE

CENDANT CORPORATION

New York, New York

Summer Associate, Strategic Development Group

Summer, 2002

Member of 7 person team reporting to CEO Henry Silverman charged with executing Cendant's strategic direction through M&A related transactions. In 2001, team evaluated 150 transactions and completed \$4.7 billion in acquisitions.

Responsibilities: Evaluated acquisition, investment and partnership opportunities both additive and expansive to Cendant's portfolio of companies as well as divestitures. Industry focus included travel, hospitality, and real estate.

Key Accomplishments: Presented valuation and strategic analyses. Helped negotiate several potential acquisitions and performed extensive due diligence. Conducted on-site due diligence of an upstart company in Asia.

ARES MANAGEMENT, L.P., an Apollo Advisors Fund

Los Angeles, California

Associate, Special Situations Investment Team

1999-2001

\$3.3 billion investment fund manager. Team invests in mezzanine debt, private equity, venture capital, distressed debt.

Responsibilities: Evaluated investment opportunities in companies at all stages of the business lifecycle. Transaction responsibilities included: performing financial, operational, and strategic due diligence; presenting investment opportunities to the investment committee; and assisting in negotiation of terms and structure of securities.

Key Accomplishments: Transactions: Conducted due diligence for over 75 potential investments or strategic opportunities representing a total value of over \$2 billion. Efforts resulted in 15 investments with current value of \$300 million. Portfolio Management: Helped realize the exit for several investments generating substantial returns.

GOLDMAN, SACHS & CO.

New York, New York / Los Angeles, California

3rd Year Analyst, The Credit Partners Group

1998-1999

Principal investing group focused on distressed and capital constrained companies.

Responsibilities: Evaluated companies for potential investments. One of two professionals responsible for managing portfolio. Transaction responsibilities included: performing financial, operational, and strategic due diligence; presenting investment opportunities to the Goldman Sachs credit committee; and structuring transactions.

Key Accomplishments: Transactions: Conducted due diligence for over 40 investment or strategic opportunities representing a total value of over \$1.5 billion. Efforts led to 12 investments or \$200 million. Portfolio Management: Helped realize the exit for two investments earning 30% and 23%. Operational: Co-authored group's business plan.

GOLDMAN, SACHS & CO.

New York, New York

Analyst, Municipal Finance Department

1996-1998

Responsibilities: Key team member for all components of our investment banking services. Developed project finance and restructuring analyses. Prepared financial presentations and reviews.

Key Accomplishments: Transactions: Structured 17 debt financings totaling \$2.5 billion. Other: Led team that designed and implemented training program for new analysts and associates.

OTHER ACTIVITIES AND INTERESTS

Organize and participate in annual volunteer mission and raise funds for Medi-Mex, Inc., an organization that brings medical supplies and support to the San Quintin region of Baja, Mexico.

Enjoy international travel, surfing, ice hockey and hiking

MATTHEW DILMAGHANI

4111 Walnut St. Apt 210, Philadelphia, PA 19104
(917) 225 4646 madilmag@wharton.upenn.edu

EDUCATION

The Wharton School, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Marketing and Operations Major

May 2003

- Submatriculated into Graduate Division after two and a half years in Undergraduate Program, GMAT 740
- Entrepreneurship Conference – VP Technology, play for Wharton Wildmen ice hockey club
- Guest lecturer in Wharton's introductory database course, topic: Use of OLAP in Data Warehousing

University of Pennsylvania

Philadelphia, PA

Dual Degree - Jerome Fisher Program in Management and Technology

May 2003

The Wharton School, Bachelor of Science in Economics Candidate, Quantitative Marketing Major

The School of Engineering and Applied Science, Bachelor of Science in Engineering Candidate, Telecommunications Major

- Dean's List Wharton School, Dean's List School of Engineering and Applied Science
- Joseph Wharton Scholar, Benjamin Franklin Scholar, M&T Scholarship Award (2001), TBPI Honors Society, Golden Key Honors Society
- Granted three semester leave of absence to start an Internet company with Wharton alumni in New York City

Choate Rosemary Hall

Wallingford, CT

Cum Laude

Sep 1995-May 1997

- AP Scholar with Honors, National Merit "Commended Scholar", Deans List all terms, James A. Spencer Award in Science

EXPERIENCE

Comet Skateboards

Oakland, CA

Business Intern

Jun-Aug 2002

- Assisted COO in securing Series A financing for an early-stage skateboard manufacturing company
- Developed financial models including breakeven, cash flow, and P/L statements for chief officers from scratch
- Created a custom factory simulation model to forecast production scenarios during the company's aggressive growth phase

Miracle Corners of Tanzania, Inc.

Arusha, Tanzania

Director of Computer Center Development

Jan-Aug 2001

- Lead the initiative of student run 501(c)(3) organization to create a computer center in an impoverished African community
- Procured donations totaling over \$20,000 from Microsoft, University of Pennsylvania, and others
- Established the center during a three-week trip to Tanzania

CN Solutions

New York, NY

Business Intern

May-Jul 2001

- Partnered with CEO (Ph.D.) and COO of a start-up hardware/software phone systems integrator to create a business development strategy for entering a multi-billion dollar market
- Company currently has secured several multi-million dollar contracts and is negotiating others

Urbanfetch, Inc.

New York, NY

Director of Technology

May-Nov 2000

- Managed a team of software developers and IT specialists
- Member of select internal team assembled to migrate the strategy of the company in an effort to achieve profitability quickly
- Created proprietary decision support tools for financial, business development, and product management departments
- Recommendations led to a 30-40% reduction in per delivery cost and doubled average revenue per order within three months

Senior Software Developer

May 1999-Apr 2000

- Managed development and successful launch of first international business unit, Urbanfetch UK, in London, England
- Designed and developed on-line real-time inventory management system from scratch
- Authored website that allowed customers to order products and have them delivered in under an hour

ADDITIONAL INFORMATION

- Private Pilot
- Play Guitar, Trumpet, and Piano
- Proficient in Spanish
- Design and construction projects include an electric guitar, an R/C airplane, and an R/C helicopter

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
May 2003
MBA Candidate, Finance / Operations and Information Management

- Member of Finance and European Clubs; VP of the Wharton Music Exchange Club
- Mentor, Milken Young Entrepreneurs Program; tutor, Say YES to Education Program

SCHOOL OF ADVANCED INTERNATIONAL STUDIES, Johns Hopkins University Washington, DC/Bologna, Italy
May 2003
MA Candidate, International Relations and European Studies

MOSCOW STATE UNIVERSITY Moscow, Russia
May 1998
B.S. in Biochemistry

- Simultaneously studied and worked full-time
- Graduated in top 20% of the class
- Volunteer orderly at the department of traumatic surgery, Central Children's Clinical Hospital

EXPERIENCE

SALOMON SMITH BARNEY New York, NY
June - August 2002
Summer Associate, Equity Research

- Authored a comprehensive report on the operations support systems software industry, including industry's competitive landscape, attractiveness, critical success factors, product offerings, trends, risks, and growth projections.
- Contacted senior executives of more than 40 companies to discuss their products and strategies.
- Presented investment theses to the Salomon Smith Barney senior management

ZS ASSOCIATES Princeton, NJ
June - August 2001
Management Consulting firm specializing in marketing and sales force strategy
Summer Associate

- Conducted extensive sales force and advertising message effectiveness analysis for a major US pharmacological company. Developed an action plan for improvement of client's sales and marketing initiatives.
- Evaluated alternatives for geographic deployment of sales force and implemented final territory alignment strategy for a leading US pharmaceutical firm.

NEW MEDICAL TECHNOLOGY-RS, LLC (NMT) Moscow, Russia
Paris, France
1998-2000
Medical device start-up, R&D, manufacturing of devices for early breast cancer diagnostics
Deputy Director

- Established and maintained business relations with prospective strategic partners, negotiated and signed strategic partnerships (countries involved: Czech Republic, Egypt, Israel, France, Switzerland, Mexico, Russia and South Korea), including \$1M licensing agreement and sales deals totaling \$3.5M.
- Supervised and coordinated the work of 10 professionals.
- Raised \$1M first-stage funding (one of few cases of start-up investment in post-crisis Russia).
- Developed and managed a diagnostic services department of NMT.
- Collaborated with a major Russian insurance company in the design of a complex health insurance scheme including NMT's diagnostic services.
- Organized and supervised joint research projects with leading Russian and European Cancer Research centers.

NUTRA SOURCE, LLC Moscow, Russia
1995-1998
Pharmaceuticals
Head Sales Manager / Sales Manager

- Coordinated and supervised work of six sales managers; conducted hiring and training
- Managed annual sales of \$20M.
- Developed client base, determined and maintained relationships with key customers.
- Set up and supervised a regional secondary distribution network, involving more than 20 new distributors in 1997-98.
- Introduced additional distribution methods resulting in a 25% sales increase.
- Delivered numerous presentations of the company's product line at international pharmaceutical/medical exhibitions.

ADDITIONAL INFORMATION

- Languages: Russian native speaker, fluent French, advanced Spanish, Italian, German (SAIS language proficiency certificates)
- GMAT – top one percentile
- Interests include meeting people from different cultures, jazz and ethnic music, literature
- Organized and supervised the implementation of free diagnostics of the teachers of Moscow state schools; received official gratitude letter from the Moscow Government
- Publications: Biochemistry Journal (Russian)

EVAN J. EASON
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Master of Business Administration Candidate. Major: Finance**

Philadelphia, PA
May 2003

Director's List (top 10% of class) Fall 2001 and Spring 2002; First Year Honors
Teaching Assistant for Finance 750: Venture Capital and Private Equity
Wharton Fellows Fund Analyst; Member of Investment Management and Private Equity clubs

HARVARD UNIVERSITY

A.B. magna cum laude in Economics

Cambridge, MA
June 1996

Harvard College Scholarship for academic achievement; Dean's List all semesters

EXPERIENCE

THE BOSTON CONSULTING GROUP

Summer Consultant

Boston, MA
Summer 2002

- Evaluated maritime markets for Fortune 500 Company contemplating growth strategies.
- Analyzed market data and internal product and customer profitability information for major steel company to determine the optimal production strategy and sales organization focus.

FdG ASSOCIATES

Associate

New York, NY
1999-2001

- One of six investment professionals at a \$205 million private equity fund focused on middle-market recapitalizations, leveraged buy-outs and growth equity transactions. Targeted transactions in the consumer products and services, retail, distribution, business services and light manufacturing industries.
- Built financial models and performed business due diligence to analyze, value and structure prospective investments and determine bidding strategies.
- Structured and negotiated acquisition, financing and corporate governance documents.
- Provided financial and strategic advice to senior management of portfolio companies.
- Selected transaction experience includes:
 - **Implus Footcare, LLC.** \$50 million leveraged recapitalization of leading shoe insole and shoe care company. Key due diligence points included relationships with significant customers, viability of entrance into the shoe care market and strategies of competitors owned by large pharmaceutical companies.
 - **McGinnis Farms, Inc.** \$80 million leveraged recapitalization and simultaneous merger of two leading horticultural distribution companies.

BANC OF AMERICA SECURITIES

Associate, Equity Research

San Francisco, CA
1997-1999

- Provided research coverage of more than 15 lodging companies and lodging real estate investment trusts.
- Established investment recommendations, developed financial models, and performed equity valuations.
- Communicated with company executives, equity investors, and sales & trading and investment banking divisions.
- Initiated coverage of three companies after their IPOs. Drafted, edited and published company and industry research reports.

Analyst, Corporate Finance

1996-1997

- Performed financial analysis and participated in all steps of execution for M&A transactions as well as equity and debt offerings for restaurant and other consumer companies.
- Selected transaction experience includes:
 - **Friendly Ice Cream Corporation.** Performed financial analysis and due diligence for \$400 million recapitalization, including IPO, high yield offering and credit facility, of northeast restaurant chain.
 - **Bojangles', Inc.** Constructed financial valuation models and managed auction process for sale of privately held restaurant company to an investor group.

ADDITIONAL INFORMATION

- Associate Managing Editor, *The Harvard Crimson* (daily newspaper)
- Undergraduate honors thesis: Pay and Performance in Major League Baseball
- Interests: golf, cooking, and wine

ELIZABETH MARY EDWARDS

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Philadelphia, PA 19104

e-mail: edwardse@wharton.upenn.edu

phone: 267-254-7029

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Marketing and Strategic Management

May 2003

- Marketing Club – elected as VP Day on the Job
- Health Care Club, Penn Biotech Group - Consultant
- Teaching Assistant for Graduate Marketing Course – selected by professor

HARVARD UNIVERSITY

Cambridge, MA

Bachelor of Arts in Philosophy, Cum Laude

May 1995

- Dean's List, Phi Eta Sigma, Director of Group Sales - Hasty Pudding Theatricals, Varsity Crew

EXPERIENCE

JOHNSON & JOHNSON

New Brunswick, NJ

Summer Intern, Pharmaceutical Global Strategic Marketing (PGSM)

Summer 2002

- Conducted a commercial assessment of a new potential indication for Topamax (anti-epileptic)
- Analysis included patient-based market sizing, competitive pipeline, preliminary disease modeling and future sales. Presented findings to PGSM Senior Management and Global Product Leaders
- Researched follow-on or new generation product launches and assessed the ability to “switch the market” for the Strategic Lifecycle Management (SCLM) group
- Analyzed the effect of the introduction of controlled release products and generic competition on sales and units of branded pharmaceuticals. Presented findings to senior management and SCLM work groups

OUTPOST.COM

Kent, CT

Associate, Business Development

August 1999 - April 2001

- Negotiated contracts and managed relationships with multiple partners to secure high-margin product offerings
- Developed marketing strategies and collateral to position bricks and mortar services to clients
- Coordinated launch of first-ever holiday boutique with Marketing, Design, and Product Management
- Sourced, evaluated, and researched international expansion plans and M&A opportunities

TTC VENTURES

Cambridge, MA

Analyst, Corporate Venture Capital

March 1998 – July 1999

- Initiated investment in Neoforma.com - builds private custom marketplaces for the healthcare industry
- Created valuation models, conducted due diligence and management reference calls for multiple investments
- Conducted competitive and market analyses for portfolio companies

FORRESTER RESEARCH

Cambridge, MA

Research Associate, Computing, Leadership Strategy Services

March 1996 – March 1998

- Consolidated monthly market research findings for IT industry topics and created extensive models of interview, market sizing, vendor, and user company data
- Conducted primary research interviews with over 600 technology executives and vendors
- Created surveys regarding specific technology issues and identified appropriate survey targets
- Wrote briefs, journals, and assisted in writing 12 research reports

PLANETALL, INC.

Cambridge, MA

Business Development Consultant

August 1996 – December 1996

- Completed competitive analysis and market sizing for web-based contact manager – brainstormed about product positioning, branding, and logo strategy. Assisted CEO in writing business plan

ADDITIONAL ACTIVITIES

- Ironman Triathlete (Ironman USA - 2000, 2001, 2002) and avid marathoner (5), Member - Boston Triathlon Team, Penn Cycling Team, and Hash House Harriers running club
- Passionate Volunteer – wish grantor for the Make-A-Wish foundation, mentor/coach – Leukemia & Lymphoma Society's Team in Training, Rosalie C. Edwards Scholarship – Trustee
- Enjoy whitewater rafting, Caribbean travel, Beethoven's 9th Symphony, yoga, and philosophical literature

FABIANA S. EGGERS

2400 Chestnut St., Apt. 3101 - Philadelphia, PA 19103

Phone: (215) 761-9193 - **E-mail:** fabiana.eggers.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA Candidate, Dual Major in Multinational and Strategic Management

Philadelphia, PA
2003

- Selected to participate in the Wharton Leadership Development Program. European Conference Panel Manager.
- Elected by classmates as Cohort Social Representative. Organized WIVP Brazil. Community Consultant. Admissions Volunteer.

FUNDAÇÃO GETULIO VARGAS (#1 ranked Business School in Brazil)
Bachelor in Business Administration, Major in Finance

São Paulo, Brazil
1997

- Graduated in the top 15% of the class.
- Ranked second in college-wide selection for exchange program. Awarded one of two New York University Scholarships.

LEONARD N. STERN SCHOOL OF BUSINESS, New York University
International Business Exchange Program, Emphasis in Finance and International Business

New York, NY
Spring 1997

- Fundação Estudar Scholarship Recipient. Carried 5-course load at the MBA and Undergraduate levels.

EXPERIENCE

DIAGEO PLC (former GuinnessUDV)
Summer Associate – Decision Support Group

São Paulo, Brazil
Summer 2002

Member of 5-person internal consulting team which analyzed and provided support for major Company decisions.

- Developed framework and econometric model to evaluate effectiveness of media investments in Johnnie Walker, Smirnoff Ice and Smirnoff. Researched evaluation methodologies and best practices from Diageo worldwide and outside parties.
- Evaluated and revised Diageo's inventory policy for finished goods. Developed a model for real-time inventory planning.

DARBY OVERSEAS INVESTMENTS LTD. (Private Equity firm)
Associate – Mezzanine Fund

Washington, DC
1999 – 2001

Member of 4-person team that successfully launched the first mezzanine fund in Latin America (\$225 million).

- Recommended and presented three investments (\$45 million) in the energy, transportation and water industries to the investment committee, all of which were approved.
- Analyzed eight investments in companies to provide cable TV, voice over IP and broadband internet access services through fiber, satellite, LMDS, and digital MMDS technologies.
- Originated 18 investment opportunities in the telecommunications, media, technology and infrastructure industries.
- Elaborated quantitative and qualitative monthly monitoring reports on portfolio investments totaling \$35 million.

MERRILL LYNCH & CO.
Analyst – Mergers and Acquisitions

New York & São Paulo
1997 – 1999

Worked in 4-member teams executing \$12 billion Latin American investments for international and regional corporate clients. First Brazilian analyst offered relocation to New York office based on professional excellence, after one year at the firm.

Quantitative Analysis

- Conducted valuation of Esval, a Chilean water company, for a privatization bid for French client Vivendi.
- Prepared financial model with hyper-inflation scenario for \$80 million Term Loan B of Brazilian toll-road operator AutoBan.

Strategic Analysis

- Identified and analyzed potential M&A opportunities in the retail, food, petrochemical, airlines and cable industries.
- Performed in-depth study on the food retail industry and prepared information memorandum for the \$240 million sale of Brazilian supermarket chain Barateiro to competitor Grupo Pão de Açúcar.

Leadership and Teamwork

- Coordinated teams in Australia, United Kingdom, United States and Brazil in writing successful proposal to advise Brazilian Government in \$8 billion sale of its stake in Petrobras, Brazil's largest oil & gas' company.
- Co-managed multinational and cross-functional team in \$3.2bn third phase privatization of CVRD, Brazil's leading mining co.

Communication and Client Relationship

- Created over 50 in-depth presentations with recommendations to clients. Prepared prospectuses and road-show materials.

ADDITIONAL INFORMATION

- Fluent in English, German, French, Spanish and Portuguese.
- Water polo Olympic Year Tournament athlete (National Team); Pinheiros' Team Captain and UMD's Assistant Coach.
- Completed quarter-long study abroad program in Germany. Studied at the Swiss School in Brazil.
- Other interests include international travel, scuba diving, horse riding and tennis.

CHARLES L. ELLIOTT

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Phone: (215) 545-5681 – Email: elliottc@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Dual Major in Real Estate and Finance

2001-2003

- Director's List (Top 10% of class), First Year Honors (Top 20% of class)
- Recipient of Brodie Real Estate Mortgage Banking Prize
- Co-President of the Wharton Real Estate Club
- Real Estate Finance Teaching Assistant
- Field Application Project: Determine if an industrial REIT can earn a superior return on its new development projects by incorporating building features that provide efficiencies to tenants

CARNEGIE MELLON UNIVERSITY

Pittsburgh, PA

Bachelor of Architecture, Graduated with University and College Honors

1991-1996

Minor in Management, Concentration in Corporate Real Estate

- Graduated 3rd in class, 3.62 out of 4.0 in major, 4.0 out of 4.0 in minor
- Andrew Carnegie Scholar, Received Luther Lashmit Travel Fellowship, Edwin S. Wiegand Scholarship
- 9 of 10 possible Semester Letters of Academic and Design Excellence (*Dean's List, Semester Honors*)

PROFESSIONAL EXPERIENCE

Senior Strategist, *Gensler Architecture, Design & Planning Worldwide*

Washington, DC

- Special projects for the Managing Principal of the Mid-Atlantic and Southeast Region, including organizational restructuring, marketing, and business development Summer 2002
- Developed pro-forma financial model to enable comparison of sustainable and traditional office development

Architect & Senior Strategist, *Gensler Architecture, Design & Planning Worldwide*

Washington, DC

- Responsibilities & Expertise: Project management, coordination, portfolio strategy and financial analysis, definition of tenant requirements and programming, site and building selection, corporate real estate decision-making and leasing policy, RFP development and offer review, construction documentation, and real estate-related consulting services July 1996-June 2001
- Project Types: Build-to-suit, large-scale commercial, and portfolio projects for federal government and major corporations
- Promoted to Titled Staff (Office leadership team); Director of Team Dynamics (Taskforce to increase team performance)
- Leader, Core Member & Co-Founder of Real Estate Consulting Practice Area (New line of business for the firm)

Consultant, *Construct, Inc.*

Portland, OR

- Key Project: Developed an intrapreneurial venture for PacifiCorp Part-time, 1996

Teaching Assistant, *Design Economics, Carnegie Mellon University*

Pittsburgh, PA

- Taught architecture students in understanding pro-forma analysis for development feasibility and comprehending the economic impacts of design Part-time, 1995

REPRESENTATIVE PROJECT EXPERIENCE

Office of the Comptroller of the Currency, Real Estate Strategy and Policy, *850,000 S.F.*

- Led team to deliver real estate assessment and strategic plan for 78 locations, policy document for future real estate actions

Armstrong World Industries, Strategic Real Estate Plan and Collocation Strategy, *950,000 S.F.*

- Developed highest & best-use plan for headquarters campus, worked with executive management to develop programmatic requirements, and strategy to collocate headquarters functions to support operational strategy

US Patent & Trademark Office / General Services Administration, Portfolio Decision-Making, *2,500,000 S.F.*

- Developed consensus-building, interactive scenario planning methodology to determine portfolio strategy for 2.5 M square feet
- Led team to develop web interface and information system to manage 33 leases with a value of \$60 million annually
- Developed landlord negotiation and exit strategy estimated to save the federal government approximately \$80 million

RESEARCH WORKS

Corporate Real Estate 2000, *The Business of Workplace Performance*, International Development Research Council (IDRC)

- Developed a process for measuring the business value of real estate decisions

ASSOCIATIONS & ADDITIONAL INFORMATION

- Associate Member, International Development Research Council
- Member, National Eagle Scout Association; Member, Andrew Carnegie Society
- Studied architecture at the Academie Van Bouwkunst in Amsterdam, Holland

OVO EMORHOKPOR
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Philadelphia, PA, 19103
(215)-205-3042; ovo.emorhokpor.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate
Major: Finance

Philadelphia, PA
May 2003

- Elected Class International Representative. Duties include hosting and coordinating events that celebrate and foster the cultural and international diversity in my class
- Member of Sales & Trading and Finance Clubs, Wharton African Student Association and Wharton African-American MBA Association – Chief Information Officer
- Coordinating member, Wharton International Food Festival, responsible for Africa, Australia and Middle East

RUTGERS UNIVERSITY, Newark College of Arts and Sciences
Bachelor of Arts
Major: Computer Science

Newark, NJ
January 1997

- Dean's Honor List
- Member of Computer Science, Technology and Finance Clubs, Rutgers-African Association
- Self-financed 70% of cost of education

PROFESSIONAL EXPERIENCE

UBS WARBURG LLC

Stamford, CT
Summer 2002

Summer Associate, Fixed Income, Interest Rates and FX

- Completed an intensive twelve-week rotational program through Corporate Research, Fixed Income Syndicates, Loan Syndicates, Interest Rates and Foreign Exchange. Also had daily rotations through Structured Products, Debt Capital Markets, Mortgages and Credit Derivatives
- Performed credit analysis on high grade companies in the utilities industry
- Created and presented a presentation on increasing role of liquidity to UBS managers and employees

GOLDMAN, SACHS & CO.

New York, NY

Project Manager, Fixed Income Currencies & Commodities Division, Derivative Processing Group

12/98-07/01

- Led a team to re-engineer the division's legacy foreign exchange derivative payment system in New York and Tokyo which saved the firm over \$750,000 in the first year
- Led and managed a team of employees in the analysis, design and development of mission critical global systems used in processing the division's \$480 million/year in foreign exchange derivative business
- Managed a team in providing daily on site and off site global systems support and projects for the division's \$1.2 billion daily foreign exchange forward and derivative transactions in New York, London, Tokyo and Hong Kong
- Coordinated the analysis and design of a global system to trade and process foreign exchange interest rate swaps

Programmer Analyst, Currencies & Commodities Division, Books & Records Group

03/97-12/98

- Developed a foreign exchange processing system to enable straight-through processing of cash-settled forward contracts, resulting in a reduction of over \$1.5 million in processing errors, better customer service and reduced risk to the business
- Designed and developed a web-based foreign exchange end-of-day processing system, resulting in 60% reduction in personnel hours
- Re-engineered and implemented a foreign exchange forward processing system to allow trading of the Euro currency
- Coordinated the design, development and implementation of a global foreign exchange forward and derivative Books & Records trade processing application to process transactions in real-time and provide risk assessment

JOHNSON & JOHNSON PHARMACEUTICAL COMPANY

Raritan, NJ

Applications Developer

08/96– 01/97

- Led the development of a Tracking System to abstract and catalogue research data from major online medical journals which led to time savings of 25%
- Implemented the Scifinder Database Application Program that improved the scientists' abilities to explore research topics and access more than 19 million abstracts

ADDITIONAL INFORMATION

- Enjoy ping-pong, soccer, salsa dancing and experiencing different cultures

BRIAN J. ERSKINE

3650 Spruce Street, Box 1191

Philadelphia, Pa. 19104

Phone/Fax (215) 417-6562, Mobile (859) 816-5858

Brian.Erskine.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Candidate for Master of Business Administration, Finance, May 2003.

Philadelphia, Pa.

2001-present

- GMAT 730.
- Selected by faculty as paid Teaching Fellow for honors sections, Management 101.
- Selected by faculty as paid Graduate Assistant in Entrepreneurship, Ware College House.

HARVARD UNIVERSITY

A. B., *cum laude*, Social Studies, June 1996.

Cambridge, Mass.

1992-1996

- Varsity lightweight rowing, four years. Twice medalist at Eastern Sprints (national championships).
- Selected by faculty as paid teaching assistant in Quantitative Reasoning.
- Published, *International Review* and *Salient*. Editor, *Let's Go*. Supervised staff of six, \$12,000 budget.
- Volunteer intern, Cambridgeport Problem Center, women's legal resource center.

EXPERIENCE

DOWNTOWN ASSOCIATES

Summer Associate at hedge fund with 30-year record of managing concentrated, \$500m portfolio.

Kennett Square, Pa.

Summer 2002

- Created accurate sales forecast for firm's largest equity holding, a major used car retailer.
- Compared business models of firm's holdings to those of competitors. Tied results to financial analysis.
- Chose, researched equity with investment potential as final project. Presented to managing partners.

GENERAL ELECTRIC AIRCRAFT ENGINES

Risk Management. Applied Six Sigma to performance of multibillion-dollar aircraft engine service contracts.

Cincinnati, Ohio

2000-2001

- Modeled risk and return of long-term engine maintenance contract portfolio, including Southwest and US Airways.
- Recognized with cash bonus for successful work after three months.

INDIGO

Director, Business Development. Co-founder of ticketed business jet operator, from concept to operational rollout.

Chicago, Ill.

1999-2000

- Closed \$8 million investment from Fortune 100 strategic partner, over 75% of total capital raised by firm.
- Negotiated \$78 million post-money DCF valuation for firm at concept stage, more than doubling previous valuation.
- Built financial model and business case to support negotiations.
- Developed and enabled crucial technology, distribution, and operations relationships, including American Express, Radixx, Boston Coach, Envoy Worldwide, and NetEdge Solutions.
- Established and trained call center. Implemented e-commerce transaction platform, enabling full-service electronic ticketing.
- Published co-author, article on business jet airline concept for *Journal of Private Equity*, Winter 2000.

US AIRWAYS

Project Manager, Consumer CRS / Internet. Managed Web travel agency strategy and relationships.

Arlington, Va.

1998-1999

- Promoted within seven months of initial hire.
- Saved \$260,000 by initiating audit of Internet travel agency commissions.
- Modeled and implemented strategy for targeting key Internet agency relationships to maximize reduction of distribution costs while maintaining marketplace leverage for the airline.
- Built account relationships with three leading agencies, including Microsoft Expedia.

MERCER MANAGEMENT CONSULTING

Research Analyst. Strategic, financial, and operations consultant to clients in multiple industries.

Lexington, Mass.

1996-1998

- Spent three months on assignment in Hong Kong to model, document, and implement process for improving international retailing forecasts for major East Asian petrochemical company. Included full cashflow analysis and income statement.
- Examined logistics and economics of cross-border commodity flows for major Canadian railroad. Findings contributed to major strategic shift and \$2.4 billion acquisition.

ADDITIONAL INFORMATION

Languages: French, highly proficient. Head coach, Xavier University Rowing Team, 2001. Board of directors, Arlington Street People's Assistance Network, Arlington, Va. 1998-1999. Extensive domestic and foreign travel. Enjoy cross-country skiing, golf, squash, chess, bridge. Male leads in stage productions of Shakespeare's *Love's Labours Lost* and Moliere's *Tartuffe*.

DIEGO GARCIA ETCHETO

250 South 13th Street Apt 13D Philadelphia, Pennsylvania, USA 19107

Phone: 215-545-2639 (Home) 617-306-9992 (Cell) E-mail: Diego.Etcheto.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL OF BUSINESS, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, *Finance and Strategic Management*

May, 2003

- Honors: Mitchell Fellowship recipient of full academic scholarship; named National Society of Hispanic MBAs/Hispanic Scholarship Fund Scholar and recipient of \$2,500 scholarship.
- Active Member of Veterans Club and Wharton Hispanic MBA Association

CORNELL UNIVERSITY

Ithaca, NY

Bachelor of Science in Mathematics, Bachelor of Arts in Economics

May, 1995

- Cleaned and repaired playgrounds and volunteered at local art gallery in Ithaca, NY.

EXPERIENCE

THE BOSTON CONSULTING GROUP

Boston, MA

Summer Consultant

June 2002 – August 2002

- Worked in a team responsible for developing a detailed recruiting strategy for a top music conservatory to improve its ability to attract, enroll and retain higher caliber students.
- Conducted primary research and analysis resulting in a comprehensive market segmentation and competitor analysis, identification of decision drivers, and evaluation of brand strength. Analyses were used to identify opportunities to improve recruiting performance.
- Developed process-specific implementation plan for the Admissions Office.
- Presented results to management team and members of the board of trustees.

INOVATECH, INC.

Abbotsford, B.C., Canada

Latin America Business Manager

March 2000 – July 2001

- Responsible for all aspects of Inovatech's business interests in Latin America including management of the internal sales organization as well as external channel relationships in five countries.
- Designed and implemented plan to deepen sales penetration in Argentina, Chile, Costa Rica, Guatemala, Mexico, Panama, Peru and Venezuela. Annual sales volume doubled to \$10 million in less than 12 months.
- Integral part of company-wide executive team responsible for worldwide strategic and operations planning. Made recommendations on topics ranging from product marketing, to research and development investment, to corporate development opportunities.

UNITED STATES MARINE CORPS

Camp Pendleton, CA; Persian Gulf; Jordan; East Timor

Captain, Infantry Officer

1995 - 2000

Special Operations Officer

January 1999 – February 2000

- Led, structured, and task-organized planning group responsible for developing and analyzing intelligence- gathering operations for Reconnaissance & Surveillance (R&S) assets of 150 Marines and Navy Seals in four different units.
- Promoted to a position normally reserved for officers with 3-5 years more experience
- Executed deployment to the Persian Gulf and to East Timor in support of U.N. Operation "Restore Hope."
- Coordinated air, ground and reconnaissance units to ensure unity of action in the execution of complex missions by 2,500 person unit.
- Presented operational briefs to senior commanders.

Rifle-Platoon Commander

December 1996 – December 1998

- Assumed ultimate responsibility for the welfare, training and morale of a 32 person Marine infantry platoon.
- Led platoon in counter-drug operations near the Mexican border; responsible for directing and coordinating platoon's activities with Border Patrol Agents. Achieved highest success of any military unit, resulting in the company being awarded a Unit Letter of Commendation.
- Successfully completed deployment to the Persian Gulf, which included numerous live fire exercises in Kuwait and Jordan as well as extensive cross-training with local military forces.

ADDITIONAL INFORMATION

- Native Spanish speaker
- Enjoy weight training and martial arts and have traveled to over 25 countries around the world.

ERIC C. EWALD
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Telephone: (215) 546-5489, Email: ewalde@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate, Finance and Entrepreneurial Management

May 2003
Philadelphia, PA

- Private Equity Club, Private Equity Conference panel coordinator
- Member Finance and Investment Management clubs, GUIDE undergraduate student mentor

NORTHWESTERN UNIVERSITY

Dual-Degree: B.S. Industrial Engineering & Management Science, B.A. Economics

June 1996
Evanston, IL

- Completed highly selective dual-degree program
- Volunteer Chairman and Judicial Board Member – Sigma Nu Fraternity, Ski Club

EXPERIENCE

J.P. Morgan Chase, Financial Sponsor Group (Leveraged Acquisition Finance & Advisory)
Summer Associate

Summer 2002
New York, NY

- Advised leading financial sponsors on leveraged buyout, recapitalization and portfolio company exit opportunities. Helped coordinate origination and structuring of high yield, mezzanine, senior and subordinated financings.
- Prepared Underwriting Committee memoranda, constructed LBO models with capital structure, debt pay down and equity returns analysis and conducted target company due diligence.
- Specific assignments: Advised sponsors on auctions in the directories, diversified manufacturing and golf industries, conducted due diligence and modeling for the leveraged acquisition of a distressed plastics manufacturer, advised sponsor on portfolio company recapitalization and follow-on acquisition opportunities.

MICROSOFT, Private Equity and M&A Group
Manager

1999-2001
Redmond, WA

Group holds responsibility for executing all equity transactions for Microsoft. Team executed thirty acquisitions and 122 investments/joint ventures totaling \$10 billion.

- Completed six investments requiring \$90 million in equity. Transactions included Digex (DIGX), venture round investments in Improvenet, First World and Corio. Developed business case and secured \$100 million from strategic investors for real-estate technology joint venture, Home Advisor.
- Managed three acquisitions totaling \$165 million including a digital media technology firm and a mortgage transaction processor. Independently negotiated and closed acquisition of a European software firm. Identified and addressed transaction risks with input from Venture Integration and business unit management.
- Identified investment and acquisition candidates and screened deal proposals from financial community. Authored and presented internal memoranda to Investment Committee chaired by Bill Gates.
- Managed end-to-end deal process, including strategic and financial due diligence, drafting of term sheets, financial modeling, negotiating deal structure and valuation, and coordinating with legal, HR and treasury staff on definitive documentation/deal closing. Worked with division finance and marketing to build economic models and forecasts.
- Created valuation models utilizing DCF, IRR, option pricing, sensitivity analysis and market and transaction comparables. Developed internal model templates for buy vs. build acquisition decisions and multi-stage investments.

PRICEWATERHOUSECOOPERS, Business Strategy Consulting Group
Associate

1996-1999
Chicago, IL

First Analyst in firm history promoted to the post-MBA position, Associate, within two years. Offered MBA sponsorship.

- Formulated telecommunications entry strategy for an electric utility. Forecast pricing, cost structure and competitive forces in the cable, ISP and wireless industries. Segmented customer base and identified potential partners.
- Defined corporate positioning for global professional services firm. Evaluated competitive operating models and service line profitability. Valued impact of alternative strategy options on partner equity and prioritized investments.
- Developed the business plan for an encryption security technology. Advised on \$30 million VC investment and developed economic model for a global retail bank's Internet strategy.
- Collaborated on an engagement team that reorganized one of the world's leading railroads along P&L lines of responsibility. Developed a new business planning process that maximizes utilization of the railroad's assets.

ADDITIONAL INFORMATION

- Community: Junior Achievement Instructor, Horizons for Youth Big Brother Volunteer
- Interests: Competitive downhill skiing, swimming; folk, bluegrass and jazz guitar; travel

IKE O. EZE

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Masters of Business Administration Candidate, Major in Finance and Strategic Management

May 2003

- Team Leader, strategic and marketing analysis for Whitney & Co. portfolio company
- Milken Young Entrepreneurs Program mentor; member of the Finance, Private Equity and Entrepreneurs clubs

SAN FRANCISCO STATE UNIVERSITY, School of Engineering

San Francisco, CA

Bachelor of Science, Mechanical Engineering

May 1992

- Osberg Scholar (faculty-elected #1 mechanical engineering student), Dean's List
- President, National Society of Black Engineers (NSBE); Finance Chair, American Society of Mech. Engineers
- Hitachi National Scholarship, Pacific Telesis Scholarship, NSBE National Scholarship

EXPERIENCE

THE BOSTON CONSULTING GROUP, INC.

New York, NY

Consultant

Summer 2002

- Explored restructuring a major bank's sales force to enable a \$5 BN increase in annuity sales
- Suggested channels for organically growing a private bank's trust business
- Re-designed an economic model to assess the impact of recommendations on private bank's P&L

IPLACE, INC. (Information infrastructure provider, acquired by Experian, Inc.)

San Francisco, CA

Executive Vice President, Business Development

2000-2001

- Managed the development of \$30 million of revenue through strategic relationships
- Performed industry due diligence and market multiple analysis on potential acquisition targets
- Structured deals with key companies – Microsoft, Yahoo, Intuit, CBS – to extend alliances and inject new services into existing channels

QSPACE, INC. (e-finance startup, acquired by iPlace, Inc.)

San Francisco, CA

President & Co-Founder

1997-2000

- Built company from concept to a profitable, \$10 million-revenue, 35-person e-finance company in less than 3 years, with under \$3 million invested capital.
- Led the successful sourcing of a \$2.5 million Series A VC financing, a \$17 million Series B financing effort and a strategic merger, as Chairman of the Board
- Structured strategic relationships with 300+ partners creating the largest e-finance distribution

BECHTEL GROUP, INC.

San Francisco, CA

Business Development Specialist (Bechtel National – Space, Defense & Telecom Systems Group)

1994-1997

- Assisted in the financial modeling of logistically complex international projects
- Prepared presentations and proposals for nuclear missile silo dismantlement and elimination in Ukraine and Kazakhstan and nuclear warhead management services in Russia

Site Manager/Engineer (Bechtel Environmental – Waste Management Group)

1993-1994

- Managed ground crews in the cleanup of industrially contaminated sites

PACIFIC BELL CORP (now SBC Communications, Inc.)

San Ramon, CA

Special Projects Engineer

1992

- Developed a novel process to aid financial budgeting by predicting failure risk to Central Offices through evaluation of their critical building systems

ADDITIONAL INFORMATION

- Lived in 6 different countries including India, Nigeria and UK
- Fluent in Igbo (Nigerian language) and English; elementary French
- Interests: Formula 1 & exotic sports cars, human psychology and soccer
- Two patents pending for e-finance innovations in the delivery mechanism of consumer loans

MARIA-LISA FARMAKIDIS

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maria-lisa.farmakidis.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Finance and Marketing

2003

- Member of Wharton Admissions Committee (reader and interviewer). Active member of various clubs.
- Omnicom Fellow: Teaching Assistant for MBA core Communications class.

UNIVERSITY OF CALIFORNIA AT BERKELEY

Berkeley, CA

BA in History, GPA 3.87 / 4.00

1995

- US House of Representatives: Congressional Intern, Office of Representative Lee Hamilton (IN).
- Vienna University of Economics: Studied Law & Economics, and Eastern European History in German for Junior year.

EXPERIENCE

MORGAN STANLEY

London, UK

Summer Associate, Fixed Income Division

Summer 2002

- Credit Research Group: Analyzed 5 global media companies (WPP, Pearson, VNU, Vivendi Universal, Carlton). Presented findings to Head Credit Strategist. Recommendations were applied to fixed income model portfolios.
- Credit Sales Group: Participated in the execution of flow and derivative transactions. Identified capital markets and structured product marketing opportunities for corporate conglomerates.

BOOK2EAT.COM (Online restaurant reservations and operations software provider)

London, UK

Co-Head, Business Development

2000- 2001

- Business Development: Negotiated deals, strategic and commercial agreements with media companies; Financial Times, Virgin, and Orange Telecommunications.
- Product Development: Launched Europe's first WAP restaurant service with Orange. Roll-out increased WAP user subscription by 2000 and promotion revenues by 25% within 1st month.
- Marketing and Sales: Led software marketing effort to global leisure conglomerates and restaurant groups. Grew member restaurants and user base by 400% in six months.
- Management and Training: Hired, trained, and managed 10-member sales force, and developed team incentive structure.

J.P. MORGAN & CO., Private Banking

New York, Geneva, London, 1995-2000

- Completed the JPM Global Markets and JPM Private Banking Training Programs.
- Promoted from Analyst to Associate within 18 months, half the average time for promotion.
- Captain of the UC Berkeley recruiting team and member of the Harvard recruiting team.

Associate & Analyst

- International Client Group: Managed portfolio performance for 150 European accounts (\$750MM Portfolio). Grew assets by 30% in one year. Recommended asset allocation strategies, cross sold products, and evaluated client portfolio structure using J.P. Morgan proprietary software.
- Product Development Group: Defined communications strategy for the J.P. Morgan Multi-Manager Strategies Fund of Hedge Funds. Created global marketing materials throughout the August 1998 financial crisis. Led 5-member team conducting legal due diligence to assess eligibility of J.P. Morgan's investment in 50 hedge funds.

ADDITIONAL INFORMATION

- International. Dual US/Greek citizen. Bilingual in English and Greek, fluent in French and German.
- Mystery Shopper. Interned at Bank of America and American Express Corporation Traveler Check Marketing departments.
- Interests. Adventure travel, 20th century history, film, and basketball.

BRIAN D. FIELDS
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate, Finance Major

Philadelphia, PA
May 2003

- Elected Cohort Treasurer, member of Finance and Consulting Clubs, participant in China Global Immersion Program
- Volunteer for Wharton Young Entrepreneurs Program, Admissions Committee, GUIDE (mentoring undergraduate students)

NORTHWESTERN UNIVERSITY
Bachelor of Arts in Economics; Minor in Business Institutions

Evanston, IL
June 1998

- Multiple semesters of Dean's List Honors
- Executive Board member of Sigma Phi Epsilon Fraternity, Legal Aid Office Treasurer, Student Government Senator

EXPERIENCE

BOOZ ALLEN & HAMILTON, INC.
Summer Associate

New York, NY
Summer 2002

- Developed brand extension strategy for major cable television network. Conducted media buyer interviews and analyzed advertising spending to develop recommendations on positioning of extension as a stand-alone network
- Created account planning strategy for information services subsidiary of global publishing company. Conducted customer interviews and analyzed customer data to develop segmentation and identify trends in content needs and the purchasing process

ARTHUR D. LITTLE, INC. (ADL)
Office of the Chief Executive Officer
Executive Business Analyst

Cambridge, MA
2000 - 2001

Promoted to one-year assignment reporting directly to ADL's CEO for work on high-priority projects throughout the company

- Member of team leading negotiations with potential strategic partners. Managed development of offering memorandum, led due diligence teams and prepared critical rationale for potential partners
- Member of core team responsible for filing \$90 million initial public offering for Nuvera, a fuel cell company owned by ADL. Developed 10-year financial projections and coordinated S-1 registration document drafting process
- Recommended divestiture of patent licensing subsidiary to CEO after analyzing profit contribution of all subsidiaries. Prepared due diligence materials, developed discounted cash flow valuation model and assisted with structure of \$12 million deal
- Created business plan and cash flow forecasting model for the formation of ADL Capital, a commercialization subsidiary for intellectual property developed by ADL's technology division
- Developed presentations for and attended ADL's quarterly Board of Director meetings

Strategy Consulting Practice
Senior Analyst
Analyst

Chicago, IL
1999 - 2000
1998 - 1999

- Created distributed energy generation business plan for Big Three automotive manufacturer. Led project team to develop financial model quantifying value chain decisions and financial projections
- Completed turnaround strategy and implementation plan for commercial fuels unit of global oil company. Analyzed market dynamics, customer base and competitor positioning to develop recommendations
- Developed strategic plan and competitive intelligence assessment for start-up company with a proprietary data migration technology. Led to \$35 million round of venture capital financing
- Created corporate e-business strategy for Fortune 50 chemicals company. Evaluated current industry initiatives and emerging business models. Developed corporate governance framework for client's new ventures
- Evaluated option for transformation of global chemicals company to a venture capital organization. Developed discounted cash flow valuation model and assessed entry strategies
- Selected to help launch ADL's e-Business practice; included both client work and methodology development

ADDITIONAL INFORMATION

- Prior internships with The Federal Reserve Bank, Price Waterhouse and The New York Stock Exchange
- Interests include golf, travel and personal investing; avid college sports and baseball fan

SEAN T. FITZPATRICK

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
Master of Business Administration candidate, Entrepreneurial Management and Finance 2003
Co-President, Out For Business. Co-President, Hospitality & Tourism Club. Mentor, Young Entrepreneurs Program.
Writer, Wharton Follies. Pro bono consultant for Mongolian national park. Consultant for Israeli software startup.

HARVARD UNIVERSITY Cambridge, MA
Bachelor of Arts in Social Studies 1996
Board member, Harvard Student Agencies. Director, Prisoner Education Project. Adams House athletics coordinator.

WORK EXPERIENCE

MERCER MANAGEMENT CONSULTING New York, NY
Summer Associate Summer 2002

- Conducted the licensing auction for a newly patented medical device. Developed an information memorandum for potential licensees which included a market forecast and business model for the invention.
- For a private equity client, evaluated the business plans for a chemicals company as part of a multinational, French-language work team. Assessed two business units and profiled competitors.
- Analyzed key dynamics shaping the emerging market for pervasive computing. Aggregated information on a set of key competitors and mapped their activities to a business design framework.

EPINIONS, INC. Brisbane, CA
Category Manager, Travel and Restaurants 1999-2001

- Responsible for the general management of the Travel and Restaurants categories, including content and business development, marketing, and profit and loss, allowing consumers to share reviews of products and services.
- From September 1999 launch, helped to grow site-wide traffic to 3.5 million users monthly by February 2001. Awards include Industry Standard's "Top 10 Hot Startups" of 2000 and Webby winner for "Best Service."
- Negotiated revenue sharing structure with travel suppliers and content partnerships with web sites and publishers.

MENLO CONSULTING GROUP Los Altos, CA
Research Analyst 1998-1999

- Responsible for e-commerce client work and market research for boutique consulting firm specializing in strategy consulting and market research for the global travel industry.
- Evaluated online reservations systems and drafted business plan for \$20 million software firm seeking entry into the online hotel booking market.
- Conducted a quantitative analysis of the US, UK, and Canadian leisure travel markets. Summarized findings in market research reports and presented to clients including airlines, hotel chains, and national tourist boards.

LOOKOUT MEDIA Boston, MA
Cofounder 1996-1998

- Established a publishing company in a team of founders to develop a series of reference guides for college students on topics such as health, money, and careers. First title, *Nice Job!*, published April 1999 by Ten Speed Press.
- Wrote business plan and presented to investors to secure angel investments. Developed book proposals and pitched them to publishers and agents.

LET'S GO, INC. Cambridge, MA
CEO and Editor in Chief / Editor / Researcher-Writer 1993-1995

- Grew student-run business into a 200 employee, \$2 million travel publishing company. Negotiated \$12 million book contract and increased print run by 50%, to 1.1 million copies annually.
- Conducted first-ever financial performance analysis of each title. Restructured Let's Go's management team and created new departments (finance, cartography, marketing) to develop stand-alone publishing capabilities.
- Created new product line (Let's Go Map Guides) and developed Let's Go TV series on CNN.

ADDITIONAL INFORMATION

Business fluent French, proficient Spanish. Interests include hiking, cycling, photography, writing.
Served on Finance Committee of Stop AIDS Project, a nonprofit with \$2 million budget (1998-2000).

SETH R. FLIEGLER
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EDUCATION

THE WHARTON SCHOOL and THE JOSEPH H. LAUDER INSTITUTE
University of Pennsylvania

Philadelphia, PA
May 2003

MBA Candidate, Finance and Strategy

MA Candidate, International Studies—Western Europe and French

- Member, Wharton and Lauder Institute Admissions Committees
- Member, Finance Club, Christmas in April; Leadership Fellow
- Intensive French language, culture and business program at La Chambre de Commerce, Paris, France

UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA
May 1997

Bachelor of Arts in Economics and French

- Graduated Magna Cum Laude, Dean's List 1993-1994, 1995-1997
- International Marketing and French Economic Studies at L'Ecole Supérieure de Commerce de Lyon, France
- Member, Golden Key National Honor Society, Mortar Board Senior Honor Society, Admissions Lead Tour Guide

EXPERIENCE

FEDERAL RESERVE BANK OF NEW YORK

New York, NY
Summer 2002

Summer Analyst, Policy & Analysis

- Conducted a comparative study for senior management on credit risk methodologies and level of readiness for implementation of the New Basel Accord by banking institutions in G-13 nations
- Analyzed the current strategic position of the US banking industry on capital risk and presented areas for future improvements
- Performed an extensive accounting study on the financial statements, asset valuation methods and capital adequacy policies practiced by Malaysian banking groups

NERA ECONOMIC CONSULTING

White Plains, NY

Division of Mercer Consulting Group

Senior Analyst

2000-2001

- Analyzed complex economic issues and coordinated research staff in connection with principals' expert testimony in intellectual property litigation and antitrust matters
- Supervised a team of three analysts and managed a quantitative statistical analysis leading to the acquittal of a large US bookseller who was alleged to have received larger vendor discounts than independent bookstores
- Developed and presented a strategy to senior management to assess the competitive effects of a potential acquisition of a tugboat service provider

Analyst

1997-2000

- Conducted a market analysis of the Philadelphia apartment locator industry, including defining the market, competitors and substitutes, which cleared a Philadelphia locator company from being deemed a monopolist
- Performed a unit pricing trend study that resulted in the successful acquittal of a large computer software manufacturer of antitrust violations
- Researched and drafted a lost profits report based on regression analysis on behalf of franchisees of an international fast food chain who claimed the parent company sold them products at monopoly prices

U.S. EMBASSY-COMMERCIAL DELEGATION

Lyon, France
Summer 1996

Assistant to Commercial Delegate

- Researched and drafted an industry subsector analysis on French automotive electronic components industry which is included in the National Trade Data Bank

ADDITIONAL INFORMATION

- Fluent in French; extensive travel in Europe
- Founded office-wide NERA Holiday Food Drive which raised over 231 lbs. of food for local community
- Avid New York Yankees fan

MELISSA K. FORD

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Master of Business Administration Candidate

Philadelphia, PA

May 2003

- Intended major: Finance. CFA Candidate, Level II. GMAT: Top 1%.
- Finance, Investment Management and Private Equity Clubs. Christmas in April Club.

HARVARD UNIVERSITY

Bachelor of Arts in Economics, Cum Laude

Cambridge, MA

June 1997

- Harvard College Scholarship. Dean's List. Women in Economics and Government Society.
- Harvard Varsity Water Polo: 1993-1997. Team Captain: 1996, 1997. Awarded First Team All-America Honors. New England's Most Valuable Player.

WORK EXPERIENCE

CREDIT SUISSE FIRST BOSTON

Summer Associate, Investment Banking Division- Media and Telecom

New York, NY

Summer 2002

- Evaluated strategic alternatives for two global telecommunication clients. Conducted merger consequences and financial restructuring analyses as well as prepared comparable company and DCF valuations.
- Conducted independent research and authored investment memorandums for two private placements in the media industry.
- Prepared pitch for potential client in the newspaper and broadcasting sector. Completed valuation analysis, industry research and due diligence.

SONY ENTERTAINMENT

Manager, Digital Media Ventures

New York, NY

Jan 2000-June 2001

- Managed corporate and strategic development efforts for Sony's largest entertainment and digital media venture, Indimi.
- Evaluated merger and acquisition opportunities. Specifically, performed analyses that assisted senior management in the acquisition of DailyRating in September 2000 and the sale of InfoBeat for \$10 million in July 2001.
- Built financial projections for various ventures to assess competitive performance and capital-raising strategies.
- Negotiated strategic alliances with online and off-line partners that increased subscribers and revenue by 400%.
- Analyzed operational statistics and product performance to assist senior management in strategic decision-making.

ARTONEXHIBIT.com

Manager, Business Development

New York, NY

July 1999-Jan 2000

- Joined founders in launching early stage, business-to-business e-commerce company focused on the fine art market.
- Assisted in formulating the business plan and profitability models. Helped procure \$1 million private placement round.
- Drafted functional design specifications for web site as well as preliminary marketing materials.

SALOMON SMITH BARNEY

Analyst, Corporate Bond Research/Strategy

New York, NY

June 1997-July 1999

- Developed analytical models that calculate performance attribution and sector covariance matrices to enhance valuation techniques. Built 100-year corporate bond stripping model for trading desk that evaluated arbitrage opportunities associated with the issuance of corporate amortizers and zero-to-full coupon bonds.
- Co-authored *Corporate Bond Market Monthly* and assisted in writing *Bond Market Roundup: Strategy*, a weekly publication highlighting global events, market activity and relative value opportunities in the bond market.
- Provided quantitative and market research on corporate bonds to investors, sales force and trading desk.

INTERESTS

- Phipps Houses/Community Development Corp., New York, NY. Initiated SAT Prep Course for High School students.
- Enjoy music, film, sports and travel.

GREGORY T. FRASER

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Marketing and Strategic Management

May 2003

- *Elected:* Vice President of Career Development, Marketing Club
- *Selected:* Co-Editor, Wharton Inside Guide; Vice President, Wine Club; Panel Manager, Wharton Technology Conference; Public Relations Representative

TUFTS UNIVERSITY

Medford, MA

Bachelor of Arts, English. Concentration in Philosophy

May 1996

- Magna Cum Laude. High Honors every semester
- Selected to study abroad in Cambridge University tutorial system
- Guest student at Pomona College, Claremont, CA

EXPERIENCE

MERCK & CO, INC.

West Point, PA

U.S. Human Health, Marketing Intern

Summer 2002

Identified opportunity and recommended process to bridge a critical gap between physicians' prescribing habits and consumer needs, representing \$55MM in profit for Fosamax drug.

- Created a diagnostic report to make patients active, informed participants in the decision making process.
- Demonstrated validity of the new process by designing and managing primary research with target consumers.
- Presented recommendations and gained senior management buy-in.

FITZGERALD COMMUNICATIONS

San Francisco, CA

Account Manager

1999-2001

Business Development and Client Management

- Led corporate communications programs for clients, including consumer technology and software companies.
- Managed the agency's third largest account and doubled the revenues of an account.
- Identified and presented plans to prospective clients, bringing in four new long-term client engagements for the firm.

Strategic Marketing and Communications

- Developed strategic positioning, messaging, and actionable communications strategies to increase clients' revenues and market share or launch new products and services.
- Conducted market research and presented findings to clients to monitor the effectiveness of communications efforts.
- Generated feature client profiles in *Fortune*, *USA Today* and The Associated Press, and on CNN, MSNBC and FOX.
- Created a video news release seen by over four million professionals.

Leadership and Management

- Led three account teams, totaling 19 team members and \$1.2MM in annual billable revenue.
- Served on management council to direct strategy for West coast offices, which helped double revenues in one year.
- Selected to provide mentoring, career development guidance and training programs to office staff.
- Delivered quarterly performance reviews to ten team members.

OGILVY PUBLIC RELATIONS WORLDWIDE

Washington, DC

Account Executive

1996-1999

- Managed corporate communications and strategic marketing programs for clients, such as MySoftware Company.
- Developed the blueprints for "Impact," Ogilvy's Web site evaluation service used by Fortune 500 clients.
- Played instrumental role in developing Ogilvy's technology practice by pursuing new business opportunities.
- Generated client profiles in *USA Today*, *Investor's Business Daily*, *San Francisco Examiner* and *Entrepreneur*.

ADDITIONAL INFORMATION

- Authored book chapter in *A Guide to Guaranteeing Your Business Success*. Segal, Edward. John Wiley & Sons, 2000.
- Finalist for SABRE Award (Superior Achievement in Branding and Reputation) for fusionOne "Sync Big" campaign.
- *Interests:* travel enthusiast, aspiring digital photographer, West African music fanatic and wine lover.

ROSS W. FRISBIE

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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

MBA Candidate in Strategic Management and in Operations and Information Management

May 2003

- First Year Academic Honors. Director's List (top 10% of class), fall 2001. GMAT: 780.
- News editor, *The Wharton Journal*. Appointed to the 12-member Academic Services Advisory Board.
- Will serve as teaching assistant for OPIM 621: Management Science. Cohort historian. Admissions committee volunteer.

HARVARD UNIVERSITY

Cambridge, MA

Bachelor of Arts in Chemistry

June 1996

- *Magna cum laude with Highest Honors*; top 10% of class.
- Coauthor of paper published by the Materials Research Society. Executive editor, copy editor of two campus journals.

EXPERIENCE

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Research Assistant to Professor G. Richard Shell

2002

- Worked with Professor Shell on his upcoming book (title in flux), concerning how corporations use legal and lobby strategies to maintain competitive advantage over competitors and would-be competitors, and the history of business law.
- First MBA student to work with him; his last book, *Bargaining for Advantage*, was translated into six languages.

FIRST MANHATTAN CONSULTING GROUP

New York, Singapore, Johannesburg

Associate (1999-2001); Senior Analyst (1999); Analyst (1997-1999)

1997-2001

In a 1997 survey by *The Economist*, FMCG had the greatest per-professional revenue in the consulting industry worldwide. Received two promotions at earliest possible times. Representative engagements, covering half of my time, include:

At a top-3 Southeast Asian bank:

- Worked with Chairman, CEO and CFO to develop corporate-level strategic and financial objectives at US \$50B bank.
- Developed and implemented line-of-business strategies with EVPs, and managed 10-30 member client teams.
- Dissuaded client from pursuing two value-destroying mergers. Identified strategically important merger and quantified \$250mm of annual benefits; convinced board to begin negotiations. Recommended balance sheet restructuring.

At a top-3 South African retail bank:

- Determined the individual profitability of over 5 million accounts to facilitate a reorganization around customer segments.
- Overhauled profitability measurement methodologies across US \$30B holding company.

At a top-3 US bank:

- Led client teams that identified and evaluated all strategic options for underperforming \$5B Texas operations.
- Convinced board to sell to realize \$300mm of shareholder value after valuing each scenario.

HARVARD UNIVERSITY

Cambridge, MA

Head Teaching Assistant (1996-1997); Teaching Assistant (1994-1996)

1994-1997

- Taught in four introductory and intermediate chemistry classes, including that of Nobel laureate Dudley Herschbach.
- Awarded Harvard University Certificate of Distinction in Teaching, received by 10-20% of all teaching assistants.
- Developed teaching materials, conducted recitations and reviews, handled course administration and grades, webmaster.

ADDITIONAL INFORMATION

- Conversational French; lived with French host family for a summer. One semester of college Japanese.
- Visited the 50 states and 40 countries on 6 continents; particularly interested in ancient stone ruins.
- Hobbies include golf (hit hole-in-one with a witness present), tennis, photography, art history.
- Twice a top-20 high school chemistry student in the U.S. Valedictorian. Eagle Scout.

KEIKO FUTAGI
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futagik@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration, Candidate, Dual Major in Entrepreneurship and Finance

- Elected International Representative for Cohort.
- Active member of Finance, Wharton Women in Business and Wine Clubs.

Philadelphia, PA
May, 2003

THE UNIVERSITY OF TOKYO
Bachelor of Arts, Major in Economics

- Member of AIESEC. Participated in a one month internship at Polish Air Travel in Poland.

Tokyo, Japan
March, 1992

WORK EXPERIENCE

MORGAN STANLEY
SUMMER ASSOCIATE
Investment Banking Division

- Created company analysis and conducted M&A analysis for a major Japanese retailer
- Negotiated and developed M&A structure for major Japanese beer manufacture
- Developed proposal in issuance of convertible bonds to a major construction tool manufacture

Tokyo, Japan
1999 - 2000

eSAMPO.COM INC, Internet portal site,
VICE PRESIDENT

Financial Planning and Business Development

- Developed business plan and raised ¥500Million through the Singapore Government and Japanese Venture Capitals.
- Aggressively sought and closed alliance deals with companies like Yahoo.
- Led and managed both sales and marketing division, supervising over 10 people.

Tokyo, Japan
1999 - 2000

REMY JAPON K.K. , Distributor of Remy Cointreau fine wine and spirits.
MANAGER, MARKETING DIVISION
BRAND MANAGER

Strategic Management

- Led project to reform overall company strategy and structure during company down turn.
- Led 12 person team to initiate worldwide product launches and developed country strategies

Quantitative Analysis

- Integrated Marketing team to maximize Financial Capability of the company.
- Developed company product and brand portfolio strategy within Japan.

Leadership

- Responsible for Profit and Liability as well as all other aspects for Core Brands.
- Managed new product launch team of internal and external with 20 people and gained 10% market share..
- Created new initiatives to revive and grow Core Product Segments.

Tokyo, Japan
1998 - 1999
1997 - 1998

THE BOSTON CONSULTING GROUP
CONSULTANT
ASSOCIATE

Quantitative Analysis

- Managed international client team for a Thai Bank to revise transaction reconciliation and financial data reporting.
- Analyzed new investment opportunities and current business portfolio to develop 5-year business plan and financial plan for an Indonesian conglomerate in Jakarta.
- Developed financial and business plan for entry strategy of a leading foreign beer manufacture into Japan.

Strategic Management

- Evaluated business viability and opportunities for a Fortune 500 American Company in Asia.
- Developed expansion strategy of a multi national newspaper company into the Hong Kong market
- Evaluated risks and opportunities of five new businesses for a local constructions material company. Identified most attractive business and created detailed plan for new business, which has become one of their most successful businesses.
- Redesigned product development process for a leading cosmetics manufacture in Japan by identifying the criteria and methodology that needs to be followed by the project managers to develop products that are commercially viable.
- Reviewed back off system for a foreign securities company based on ABA (Activity Based Analysis).

Hong Kong, Tokyo, Japan
1995 - 1997
1992 - 1995

ADDITIONAL INFORMATION

Languages: Native speaker of both Japanese and English.

Volunteer: Bloomington Chamber of Commerce in Indiana State, Big Brother Big Sister.

Also: Assisted Prof.Andrews, Indiana University, Kelley School of Business, on New Product Development research.

SYLVIE GALLOU
216 Bainbridge Street, Philadelphia PA 19147
gallous@wharton.upenn.edu
215-238-1929

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Master of Business Administration Candidate, Finance Major <ul style="list-style-type: none">▪ Director's list (Top 10%) for the Fall and Spring Semesters of 2001-2002, First Year Honors▪ Member of Wharton Women in Business, Technology Conference, Finance and European Clubs	Philadelphia, PA 2001 – 2003
SUPELEC, Ecole Supérieure d'Electricité <ul style="list-style-type: none">▪ Electrical Engineering Degree (Telecommunications Major)▪ Member of Theater and Photography Clubs, Basket-Ball Team, Gala Organization Team	Paris, France 1992 – 1995
Lycée Louis le Grand <ul style="list-style-type: none">▪ Undergraduate - Mathematics Major	Paris, France 1989 – 1992

EXPERIENCE

GOLDMAN SACHS INTERNATIONAL Summer Associate Investment Banking Division <ul style="list-style-type: none">▪ Analyzed an investment opportunity in the building materials sector (EV>€1bn) for LBO sponsors: prepared strategic analysis, analyzed and benchmarked company financials, performed common stock/deal comparisons, LBO and discounted cash-flows analyses▪ Performed full valuation analysis of a Wireless operator in the context of the exercise of a put option by a strategic shareholder▪ Prepared IPO pitch books for a private pharmaceutical company (EV>€1bn)▪ Contributed to answering Requests for Proposals to become advisor for the privatization of French state-owned companies	Paris, France Summer 2002
NORTEL NETWORKS, Nortel Matra Cellular Senior Account Manager, Vivendi Telecom International <ul style="list-style-type: none">▪ Managed customer relationship and pitched new business opportunities▪ Built task forces to work with the customer on specific technical and business issues (Mobile Virtual Network Operator, 3G Business Case, New Generation Applications, Technology comparisons, Technology evolutions)▪ Organized and coordinated Nortel support for Vivendi new Telecoms projects internationally: mainly Ireland, Belgium, Portugal, Tunisia	Paris, France Nov 2000 – June 2001
Senior Manager, UMTS Asia Pacific Market Development <ul style="list-style-type: none">▪ Introduced and promoted the new cellular technology in the region: organized expertise transfer to the regional offices, coordinated resources (Europe, U.S., Canada, Asia Pacific) to meet region needs in terms of Request For Proposal answers, 3G Business Cases, Customer Workshops and interactions with local Telecoms Regulatory Authorities▪ Spoke at several International Telecoms Conferences in the region (Singapore, Japan, Indonesia) on the 3G Business Case and the 3G Wireless Data Applications	Oct 1999 – Oct 2000
Manager, Market Development <ul style="list-style-type: none">▪ Engaged customers on new GSM opportunities such as Turkey and South Africa (\$1bn/\$600m potential revenues)▪ Led cross-functional teams to develop business cases, launched pre-sales field operations, led license application support▪ Managed cellular license application support activities as a consultant within a consortium bidding for the 3rd cellular license in South Africa (3 months)	Sept 1998 – Sept 1999
Team Leader, Technical Sales Support, Africa <ul style="list-style-type: none">▪ Managed a team of 4 Technical Sales Support engineers, negotiated contracts with customers▪ Contracts signed: Democratic Republic of Congo, Zanzibar, CAR (\$20m revenues)	Jan 1998 – Aug 1998
Technical Sales Support Engineer (Award Of Excellence 97) <ul style="list-style-type: none">▪ Prepared bid answers for GSM contracts, performed customer presentations, participated in contracts negotiations▪ Contracts signed: Slovakia, Ukraine, Papua New Guinea (\$110m revenues)▪ Started business development activities in Africa	Oct 1995 – Dec 1997

ADDITIONAL INFORMATION

Languages: French (native), English (fluent), Russian (basic – 8 years of study), Spanish (basic – 2 years of study)
Leisure: Literature, Cinema, Art, Design
Sports: Alpine skiing, Fitness
Traveled in above 30 countries (work and holidays)

AMIT GANDHI
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate in Finance

Philadelphia, PA
2001-2003

- Member: Sales & Trading Club and Investment Management Club.
- Involved with Wharton International Volunteer Project, Say 'Yes' to Education, Christmas in April and India Club.

WILLIAMS COLLEGE
Bachelor of Arts in Mathematics and with honors in Economics

Williamstown, MA
1993-1997

- **Honors Thesis Topic:** The Integration of India into the World Economy. Worked under Prof. Peter Montiel to test for financial integration using a regression model for uncovered interest parity and a structural method to estimate the 'offset coefficient'.
- President of South Asian Students Association, Mathematics Tutor, Dormitory President, Youth Mentor, Disc Jockey.

WORK EXPERIENCE

MERRILL LYNCH & CO.
Global Markets Associate

New York, NY
Summer 2002

- Rotated through **Convertible Bond Trading, Equity Derivatives, Listed Trading, Equity Arbitrage and Distressed Debt.**
- Enhanced understanding of delta-neutral hedging, gamma trading, convertible arbitrage, risk arbitrage and pair trading.
- Performed credit research and analysis to identify potential distressed debt investment opportunities.
- Researched, analyzed and pitched relative value trade and high-yield bond trade to Merrill Lynch Global Markets professionals.

TD CAPITAL COMMUNICATIONS PARTNERS
Private Equity Analyst- \$1 billion Media/Telecommunications Fund

New York, NY
1999-2001

- Screened incoming business plans, attended due diligence meetings and made appropriate recommendations to senior partners.
- Initiated and lead company and industry research in the media, telecommunications, web hosting and CLEC industry segments.
- Performed extensive financial analyses including:
 - Public equity valuation and comparable transaction analyses to determine appropriate pre-money investment valuations.
 - Built financial models to test operating assumptions and determine business drivers of prospective portfolio companies. Used these models to run IRR scenarios on various investment instruments including common equity, redeemable, convertible, exchangeable and accreting preferred stock.

Notable Completed Investments / Transactions

- \$22 million senior redeemable exchangeable PIK preferred stock with warrants for Medical Logistics, Inc.
 - After initial investment, worked with management team to restructure the Company's 'roll-out' strategy, reduce cash burn and reorganize its capital structure to entice additional venture capital funding.
- \$25 million joint acquisition (with CurtCo Media Labs) of Robb Report and Showcase magazines from Luxury Media Corp.
 - Prior to acquisition, worked closely with management team to trim costs and reorganize business operations for potential Company sale; met with management teams of several large publishing companies to discuss potential acquisition.
 - Negotiated with senior debt lenders to restructure debt obligations to keep the Company solvent through sale process.

THE ARGOSY GROUP (The High Yield Group at CIBC World Markets)
Financial Analyst

New York, NY
1997-1999

- Performed extensive quantitative analyses including:
 - Financing/refinancing, merger, leveraged buyout and discounted cash flow models.
 - Valuation and pricing analyses including high yield debt, equity and acquisition comparables.
 - Equity, debt, and preferred stock IRR analyses.
- Created and produced offering memoranda, rating agency presentations, roadshow presentations and new business pitches.
- Drafted prospectus and produced presentation materials to market Caravelle Investment Fund, a \$1.4 billion high yield CBO.
- Worked closely with management team of Mikohn Gaming, Inc. (MIKN) to reposition Company and produce private placement memorandum to secure \$86 million in senior debt funding after failed high yield offering.

ADDITIONAL INFORMATION

- Other interests include traveling, country music, barbecuing, personal investing, Dallas Cowboys football and community service.

ONNE GANEL
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EDUCATION

The Wharton School, University of Pennsylvania
Master of Business Administration Candidate

Philadelphia, PA
May 2003

- Dual Major in Real Estate and Finance.
- Active member: Real Estate Club, Private Equity Club, Outdoor Club; Treasurer: Net Impact.
- Winner 1st Prize: Wharton Business Plan Competition; Finalist: Northeast Venture Capital Investment Competition.

Tel-Aviv University
Bachelor of Laws
Bachelor of Arts, Economics (*Magna Cum Laude*)

Tel-Aviv, Israel
Mar 1997
Aug 1996

PROFESSIONAL EXPERIENCE

Liberties Realty
A local real estate brokerage firm.
Junior Broker

Philadelphia, PA
Summer 2002

- Leased more than fifteen residential homes in an up-and-coming Philadelphia neighborhood, after receiving Broker License.
- Brokered the long-term lease of a restaurant. Initiated financing and construction mechanisms to enable the tenant to meet the landlord's demands on budget.
- Conducted demographic research in affiliation with Urban Partners to attract prospective tenants to storefront properties on N. 2nd St. in Northern Liberties. Approached prospective customers and secured two commercial leases.

West-Invest Group
A \$40M angel private equity fund and incubator for early stage companies.

Tel-Aviv, Israel
2000 - 2001

Marketing Strategies Consultant, Hi-Tech department

- Conducted road shows to raise funds and drafted a business plan for the U.S. market for a medical technologies startup. Based on implementation strategy, the company raised over \$12MM in first round financing from private U.S. investors.
- Drafted and executed an action-plan for a telecom infrastructure company that resulted in 14% market penetration in the U.S.
- Restructured, accompanied and transformed a fashion accessories firm from a local retail business with \$1MM in revenues to a nationwide wholesale distribution network with \$6MM in revenues.

SHL Telemedicine International Ltd.

Tel-Aviv, Israel
1998 - 2000

A pioneer in proprietary telemedicine systems, operates in global markets with over 400 employees

Regional Manager, Business Development

Strategic Analysis and Problem Solving

- Presented business plan before the board of directors of Philips Electronics N.V. Played key role in subsequent negotiations that led Philips to acquire 25% of the company.
- Initiated, negotiated and implemented a franchise agreement with Nestor Health, the largest healthcare PLC in the UK, for a business evaluated at \$300MM.

Leadership and Teamwork

- Planned the Company's road show together with company executives and presented before American VCs prior to the Company's \$300MM IPO in the SWX Newmarket Stock Exchange (SWX NM: SHLTN). Coordinated pre-IPO activities with UBS Warburg.
- Coordinated a third party distribution network in Holland and Germany for the company's medical devices.

Quantitative Analysis

- Prepared a \$350MM Pan European franchise business model with financial forecasts conjointly with a major Swiss investment bank.
- Conducted large-scale market research in U.S. in affiliation with a major player in the American healthcare market, conjointly with leading consulting firms, before a U.S. launch of a \$500MM business.

Yigal Arnon & Co.

Tel-Aviv, Israel
1997 - 1998

Israel's leading corporate law firm with over 300 employees.

Intern / Attorney

Israel Defense Forces

Field Intelligence Analyst

1990 - 1993

- Analyzed real-time critical data in battlefield settings and provided intelligence input for high-ranking decision makers.
- Participated in Gulf War.

ADDITIONAL INFORMATION

- Joined a volunteer project in the jungles of North Vietnam, conducting feasibility studies to balance the region's economic growth with environmental sustainability (Summer 2000).
- Traveled extensively in the Far East, including a three-month motorcycle trip across India.

KENT GARNEAU

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EDUCATION

THE WHARTON SCHOOL and THE JOSEPH H. LAUDER INSTITUTE, University of Pennsylvania

MBA candidate, concentration in Finance

May 2003

MA candidate in International Studies, concentration in East Asia and Japanese language

May 2003

- Member of 2003 Wharton and Lauder Admissions Committees (interviewing candidates, reading applications, participating in admit/reject decisions); Japan Club, Finance Club, President of Scuba Club; Undergraduate Mentor

RICE UNIVERSITY

BA in History and Asian Studies

May 1996

- Maintained 3.6 / 4.0 grade-point average while funding education through 30-hour-per-week job
- Received Japanese government scholarship for full-year study abroad at Kyushu University, Fukuoka, Japan

EXPERIENCE

Goldman Sachs (Japan), Ltd., Tokyo, Japan

Finance & Administration Resource Group

SUMMER INTERNSHIP

- Implemented an Operational Risk measurement and management program in response to new FSA (Japanese regulatory agency) reporting requirements.
- Performed cost-benefit analysis of moving an Equity Derivatives trading portfolio offshore, including productivity gains, tax and regulatory impact, and hedging efficiency benefits.

VALUATION AND FINANCIAL MODELING EXPERIENCE

- Performed financial valuation of a Brazilian Internet access business prior to acquisition by client; presented findings to boards of both buyer and seller of business, as well as other strategic investors. Sale closed at nearly US\$50MM.
- After generating concept for a pure-play B2B startup in the pharmaceutical R&D industry, tested concept with senior industry executives and researched opportunity to size potential market. Created financial valuation model and presented venture to potential “angel” investors, securing commitments for £500,000 in funding.
- Analyzed the implementation costs, timing and resource requirements of a major Internet-based strategic initiative in the European private wealth management market. Worked with client to model the venture and present findings to senior leadership of firm (one of world’s leading investment banks and securities firms).
- After conducting bilingual (English / Chinese) brand equity study for a Hong Kong telecommunications provider, used discrete choice modeling techniques to quantify consumer response to brand change and market deregulation. Recommended profit-maximizing portfolio of product and service enhancements.

PROJECT MANAGEMENT EXPERIENCE

- As an external consultant, managed multiple back-office projects for the Tokyo branch of one of world’s leading investment banks and securities firms. Projects included: pre-merger integration preparation for Japan component of a \$530MM acquisition; introduction of a new Internet-traded equity derivative product; introduction of a new corporate debt product by the firm’s Fixed Income division; Y2K contingency planning for firm’s Financial Control division. Also helped run firm’s Y2K command center over date transition.
- Led a scoping exercise to determine the technical and implementation requirements and costs for a Portuguese-language voice portal to serve the Brazilian market; incorporated findings into overall business plan and presented to client.

EMPLOYMENT HISTORY

DiamondCluster International (formerly Diamond Technology Partners)

Senior Associate

Analyst

Mercer Management Consulting

Analyst

Strategy and e-commerce consulting

October 1999 – April 2001

January 1999 – October 1999

Strategy consulting

May 1997 – November 1998

ADDITIONAL INFORMATION

- Conversational fluency in Japanese (advanced reading and writing)
- Computer skills: MS-Office (frequent instructor for Excel and Access), JMP statistical package, VBA, HTML

NICOLAI S. GERARD

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Major in Finance

May 2003

- Director's List, First Year Honors
- Selected as Graduate Assistant – MBA Admissions Reviewer and Interviewer
- Selected as Fellow of Wharton-Omnicom Communication Program
- Elected Director of the European club

THE PARIS SCHOOL OF MANAGEMENT - Ecole Supérieure de Commerce de Paris

Paris

Bachelor in Business Administration, Major in General Management & Strategy

June 1997

- University Honors (top 5% of the class)
- Elected Director of the Junior Consulting club (Junior Entreprise)

EXPERIENCE

EQUINOX FITNESS CLUBS – Bain & Company Summer Sponsor Program

New York

Bain summer sponsor intern with the North Castle Partners portfolio company

June – August 2002

- Under supervision of CEO and CFO, elaborated strategic action plans for five new corporate clubs
- With executive committee and fifteen club managers, designed growth strategy for the personal training business unit

BAIN & COMPANY

Paris, London, San Francisco

Senior associate consultant

Jan 1999 – July 2001

Led teams of consultants on projects in private equity, strategic and operational improvement for major companies in Western Europe and the US ; was awarded sponsorship to business school based on individual performance

Projects

- Re-organized brand portfolio of the UK subsidiary of a worldwide leader in consumer goods
- Developed the entry strategy in the mobile internet portal industry of a major European telco
- Assessed private equity investment opportunities in the European retail, pharmaceutical and equipment industries

Activities

- Supervised work of associates in the Paris, Munich, Madrid, London and San Francisco offices
- Led working sessions with senior management and presented recommendations to executive committee
- Conducted income statement and marketing resource spending projections with a team of 12 brand managers
- Modelized market size and income statement impact on several growth strategy and private equity projects

Other activities

- Managed recruitment campaigns and campus presentations with the Paris School of Management (ESCP)

AUTOMOBILES PEUGEOT

Jakarta, Kuala Lumpur, Manila

Marketing Manager

Sept 1997 – Jan 1999

Managed relationships with market research, advertising agency and salesforce to implement new marketing tools and campaigns in the Indonesian and Malaysian subsidiaries :

- Developed and implemented the new local reporting / market study tools and marketing program; organized communication events and managed relationships with officials in Indonesia and the Philippines
- Built business plan for a new vehicle launch

CREDIT LYONNAIS AMERICAS

New York

Analyst, Credit Portfolio Management department

Apr – Sept 1996

ARTHUR ANDERSEN

Paris

Analyst, Finance and Auditing department

Sept 1995 – Apr 1996

ADDITIONAL INFORMATION

- Native French and English, conversational German and Indonesian Bahasa ; course in Italian at Upenn
- Community experiences include internships in a clinic in Mauritius (1994) and in a French hospital (1992 ; 1993)
- Active member of the Wharton Soccer, Tennis and Arts Enthusiasts clubs
- Other personal interests include modern art, movies, and windsurf

Rami Ghandour

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Philadelphia, PA**
MBA Candidate, Finance and Entrepreneurial Management **2001-2003**

- Coordinated Carrot Capital Business Plan Competition, ensuring the highest MBA submission nationwide
- Hosted Wharton Entrepreneurship Conference Energy Panel, bringing eight experts to an audience of 90 students
- Chaired Wharton Winter Ball, raising funds for ten Wharton International Volunteer Projects

LONDON BUSINESS SCHOOL, University of London **London, UK**
Finance Executive Programme (Part time) **1998-1999**

TRINITY COLLEGE, University of Cambridge **Cambridge, UK**
MEng, MA & BA, Chemical Engineering (First Class Honours, Senior Scholar) **1993-1997**

- Presided over Cambridge University Middle East Society, increasing membership by 150 students
- Chaired European Youth Parliament, producing environmental recommendations to the European Parliament

EXPERIENCE

McKINSEY & CO **London, UK**
Summer Associate **2002**

- Spearheaded effort to benchmark health, safety and environment activities of a major oil company; developed research and contacts from within the client organisation, the oil industry at large, other heavy industries and external stakeholders including NGOs, industry groups, government bodies and general public
- Analysed assurance and accountability management systems to ensure consistency throughout the organisation
- Led ideas generation workshops to reach next step improvement in environmental performance

NEXANT (a Bechtel technology strategy consultancy) **London, UK**
Energy Sector Consultant **2000-2001**

- Devised strategic master plan for development of Algeria's oil fields, doubling national production; modelled processing capacity, pipeline, safety, security, infrastructure and environmental management options
- Led two teams of six in developing proposals to privatise Egyptian oil and chemicals industries
- Forecasted gas market in Togo and Benin to evaluate profitability of transporting gas from Nigeria

BECHTEL **London, UK**
Project Developer **1997-2000**

- Performed project valuations through extensive cash flow analysis of \$2bn oil processing facilities proposals
- Conducted profitability assessment on three UK power station projects, resulting in changes to proposal process
- Monitored risk on construction of two European Internet Business Exchanges
- Negotiated construction sub-contract agreements with seven contractors, total value \$400mm

Process Engineer
• Designed utility systems on \$4bn Kazakh oil field development; Managed procurement of \$3mm power systems

SHELL **Stanlow, UK & Singapore**
Summer Intern **1995-1996**

- Produced cost benefit analysis of emission reduction technologies; Improved chemicals loading practice

METITO (pollution control engineers) **Riyadh, Abu Dhabi, Nicosia & Cairo**
Summer Intern **1993-1995**

- Designed water and waste treatment facilities; prepared marketing documentation; partook in sales negotiations

INTERESTS

- Languages (fluent in English, French, Spanish & Arabic, fair in Italian)
- Conservation projects (International Scientific Support Trust, Indonesia; Coral Cay Conservation, Belize)
- Polo (Hurtwood Park), Ski (White Peaks Challenge), Trekking (Mount Kilimanjaro)

RYAN S. GIFFORD

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

2003

MBA Candidate, Dual Majors in Strategic Management and Finance (GMAT 770)

Philadelphia, PA

- Director's List (top 10% of class)
- Completed a Global Consulting Practicum (GCP) project by creating a US market-entry strategy for an Indian conglomerate to provide engineering services in the automotive industry
- Selected to be a Teacher's Assistant for another GCP project with an Indian client

BRIGHAM YOUNG UNIVERSITY

1998

Bachelor of Science, Accounting, Summa Cum Laude (top 1% of class, GPA 3.98)

Provo, UT

- Awarded creative research scholarship for thesis on foreign direct investment in Southeast Asia
- Taught weekly review sessions covering macroeconomic analysis
- Minor in Asian Studies

EXPERIENCE

BATTERIES&BANDS

2002

Project Manager, Corporate Strategy

Salt Lake City, UT

Batteries&Bands is a rapidly expanding retail startup specializing in watches, watch repairs and accessories

- Designed and launched a new compensation and bonus structure for store and regional managers
- Created and executed targeted experiments to test the impact of changes to pricing, inventory levels, and training on store performance
- Developed recommendations and approaches for improving store sales growth and managing costs
- Built a multiple-regression forecasting model to predict the sales potential of possible new store locations
- Systematized the company training program to support a growth plan of 4 new stores per month

GETTHERE, A SABRE COMPANY

2000 – 2001

Business Development Manager

Las Vegas, NV

GetThere is the industry leader in online corporate travel booking and meeting planning

- Created and launched meeting services directory to connect corporate meeting planners and nationwide vendors with a potential for \$2 million in annual revenues
- Evaluated complementary businesses and negotiated three new strategic partnerships that increased product functionality and positioned GetThere to earn an estimated \$3 million in incremental revenues
- Created new business model and marketing plan enabling GetThere to introduce its meeting planning product to the corporate travel agency channel

ACCENTURE

1998 – 2000

Consultant

San Francisco, CA

Consulted for a range of high-tech clients, including Cisco Systems, Intel, Oracle, and Sun Microsystems

- Managed a team of 10-15 business analysts and developers in designing and executing system testing for the creation and launch of an online insurance company
- Devised and implemented methodology for selecting a third-party software application to manage growth of Cisco Systems' service contracts operation from \$1B to \$5B
- Redesigned Intel's system development processes for their Internet Marketing and eBusiness division's customer communication portal, reducing product release cycles by 8 weeks
- Managed outsourcing of an online insurance company's customer service and policy fulfillment functions to a customer interaction center
- Designed and implemented business processes for back-end operations of an online insurance company, including application processing, interaction with third-party insurance providers, data validation, and customer support

ADDITIONAL INFORMATION

- Speak and write Thai and Laotian
- Co-Founder and Member of the Board of Entrepreneurs Global Alliance, a nonprofit dedicated to enabling entrepreneurship in developing countries
- Representative of the Church of Jesus Christ of Latter-day Saints in Washington D.C. (1993 – 1995)
- Eagle Scout with seven palms
- Enjoy literature, trumpet, cooking Thai food, backpacking, and playing with my two sons

VANESSA V. GIL
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EDUCATION

THE WHARTON SCHOOL, University Of Pennsylvania

Philadelphia, PA

Masters of Business Administration Candidate, Marketing and Entrepreneurial Management

Expected 2003

- Recipient of Howard E. Mitchell Fellowship, National Society of Hispanic MBAs Fellowship
- Wharton Hispanic MBA Association (VP Alumni Relations), Media & Entertainment, Marketing, Finance Clubs
- Mentor, Milken Young Entrepreneurs Program

HARVARD UNIVERSITY

Cambridge, MA

Bachelor of Arts cum laude, Art History Major

1993-1997

- Elizabeth Cary Agassiz Scholarship for academic achievement of high distinction. Dean's List all semesters
- Co-chair of Elderly Affairs Committee
- Member of the Charles River Growth Fund, a student-run investment club

WORK EXPERIENCE

JEAN-PIERRE RAMOS ENTERPRISES

New York, NY

Consultant

2002-2002

Provided financial/marketing expertise to a New York-based mens' wear fashion designer

- Conducted market research on current style and pricing trends in urban fashion markets (focus on mens' apparel)
- Formulated preliminary budgets and financial model outlining feasible two- and five- year goals for the enterprise
- Wrote business plan, which will be used as the primary marketing tool of the fundraising process
- Actively collaborated on the negotiation process with buyers and showrooms to carry the designers' line
- Assisted designer in formulating the marketing and public relations strategy for his business

COMMUNICATIONS EQUITY ASSOCIATES, LLC (CEA)

New York, NY

Financial Analyst, TV/Radio Division

2000-2001

Functioned as sole financial analyst supporting five senior bankers in NY division of a global media, entertainment and telecommunications investment-banking firm

Financial Analysis and Industry Research

- Designed financial models including operating forecasts, merger pro-forma financials and discounted cash flow analysis
- Created financial statement ratio and trend analysis template to facilitate quarterly reviews
- Compiled and analyzed industry and peer information for clients' financing efforts and internal firm briefings

Marketing and Relationship Management

- Actively collaborated with clients' senior management to address issues that would impact clients' ability to attract financing
- Assisted Senior VP in marketing investment opportunities to institutional lenders and high net worth clients
- Created Memoranda of Information, the main marketing document used in the financing process

Sample Transactions include:

Created financial models for a cable satellite operator exploring investment opportunities with various new cable networks

VIOLY, BYORUM & PARTNERS, LLC (VB&P)

New York, NY

Financial Analyst

1998-1999

VB&P, founded in 1996, is a Mergers & Acquisitions boutique of approximately 30 bankers specializing in Latin America

Financial Statement Valuation and Industry Research

- Conducted analysis of players in various industries in order to determine core competencies and industry structure: included financial analysis and market research (primary and secondary)
- Developed financial forecasts and comparable company analysis in order to determine feasible strategic alternatives

Sample Transactions include:

Constructed in-depth industry analysis for the 3rd-largest Mexican retailer (sales of \$4 billion)

ADDITIONAL INFORMATION

Spanish (fluent), French (conversational)

Volunteer work for a NYC welfare-to-work program, ESL instruction for Latin American immigrants

Interests—Film, Pilates, Classical dance

KUSH GOEL

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kush.goel.wg03@wharton.upenn.edu

EDUCATION

The Wharton School, University of Pennsylvania Master of Business Administration Candidate

**Philadelphia, PA
May 2003**

- Major in Finance and Strategic Management
- First Year Academic Honors – GPA in Top 20% of Class
- Member: Investment Management Club and Finance Club

Indian Institute of Management Post Graduate Diploma in Management

**Bangalore, India
1996**

- Major in Finance

Delhi University BA (Honors) in Economics

**New Delhi, India
1994**

- Graduated in the Top 1% (3,000 students) of Class

EXPERIENCE

MORGAN STANLEY INVESTMENT MANAGEMENT Equity Analyst, Investment Research

**Philadelphia, PA
Summer 2002**

Fundamental Project:

- Analyzed equity investment opportunities within the appliances industry.
- Performed detailed analysis of companies by evaluating industry and company fundamentals, interviewing management, interacting with sellside analysts, analyzing financial statements and preparing earnings models.
- Delivered a comprehensive written report on the appliances industry with my recommendations on individual stocks.
- Presented my investment thesis and recommendations to MSIM's portfolio managers.

Quantitative Project:

- Backtested the effectiveness of various valuation strategies in generating excess returns over the last 25 years across industry sectors. Made oral and written presentations on my analysis and recommendations.

HSBC GROUP

Manager, Corporate Credit

**Dubai, UAE
2000-2001**

- Managed a corporate asset portfolio of more than US\$100 million. Headed a team of 2 credit analysts.
- Invested in companies based on rigorous financial statement analysis, financial forecasting, knowledge of client operations and interaction with senior company management.
- Advised clients on balance sheet management, cost reduction, working capital/term finance, project finance, trade finance and currency risk hedging strategies.
- Actively managed strategic and operational aspects of HSBC's participation in India's largest ever retail deposit raising issue. HSBC raised US\$600 million in 15 days.

Credit Analyst and Relationship Manager, Corporate Banking

**New Delhi, India
1998-2000**

- Managed a corporate asset portfolio of US\$150 million and 40 corporate clients (including MNCs as well as domestic corporates) across various industries.

Product Manager, Global Cash Management

**New Delhi, India
1996-1998**

- Conceptualized, developed and launched HSBC's global cash management product in India.

ADDITIONAL INFORMATION

- CFA Level I applicant
- GMAT 770 (top 1%)
- Interests include swimming, squash and traveling.

AUDREY C. GORMAN
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Dual Major in Strategic Management and Finance

May 2003

- Recipient of Wharton Academic Scholarship
- Executive board member of the Wharton Consulting Club and President of GUIDE, an undergraduate mentor program
- Global Consulting Practicum and Marketing 622 Teaching Assistant

NORTHWESTERN UNIVERSITY

Evanston, IL

Bachelor of Arts, *Cum Laude*, Dual Major in Economics and Mathematical Methods in the Social Sciences

June 1997

- 3.7/4.0 Overall Grade Point Average; graduated in three years
- Honors Thesis: *Issue Attitudes and Ideology*, analyzed issue attitudes and political party affiliation in democratic societies

EXPERIENCE

MCKINSEY, INC.

Chicago, IL

Summer Associate

May – August 2002

Designed marketing strategy for a \$200 million medical device business of a leading health care manufacturer

- Assessed market and competitive positioning and identified approximately \$900 million revenue opportunity over five years
- Recommended ideal product portfolio and winning value proposition based on customer segmentation analysis

SCIENT, INC.

Chicago, IL

Leader, eBusiness Strategy

2000 – 2001

Responsible for crafting eBusiness strategies, developing financial projections, leading organizational design efforts, and defining operational processes and system functionality

- Created an eBusiness strategy to transform a global chemicals company into a total solutions provider by partnering with its distributors to offer products and related services directly to end users
- Led a team of senior executives in devising an action plan to develop disease management systems that electronically link key stakeholders for a multinational medical device company
- Refined the business model for a regional utility's online retail strategy, generating estimated 2003 revenues of \$1.7 million

UBID.COM, INC.

Chicago, IL

Manager, Auction Community

1999 – 2000

Sole P&L accountability for a fledgling business unit with 2000 sales of \$8.8M

- Increased unit's monthly revenue more than 250% in seven months
- Developed the overall strategy for the Auction Community business unit using internal and competitive analyses
- Negotiated several strategic partnerships with value-added interactive service providers
- Managed four direct reports in daily business activities including marketing management, financial reporting, vendor and customer relations, and accounts receivable
- Identified and implemented operational improvements including systems enhancements, customer care training and policies, shipping rates, and order processing within Auction Community and cross-functionally throughout uBid

A.T. KEARNEY

Chicago, IL

Business Analyst, Strategic Services

1997 – 1999

- Facilitated a client team in the reorganization of home office and field network management and operating structures for a leading life insurance provider, reducing *annual* expenditures by over \$40 million
- Assessed a major U.S. airline's relationship with its affiliated regional partners in terms of ownership alternatives, organization, management and information infrastructure, and effective relationship management
- Analyzed the U.S. telecommunications market and identified opportunities for improvement in working capital management for a national telecom service provider
- Directed a global team in structuring an arm's length transfer pricing analysis for a manufacturer of consumer, commercial and industrial electronics

ADDITIONAL INFORMATION

- Interests include tennis, team sports, musical theatre, wine tasting, and traveling
- College positions include actuarial intern at Towers Perrin and accounting assistant at Newman/Haas Racing

MICHAEL S. GORMAN
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Majors in Finance and Strategic Management

May 2003

- Vice-President of the Wharton Wine Club, Marketing 622 Teaching Assistant
- Wharton Community Consultants, Finance Club, admissions office volunteer, GUIDE undergraduate mentor

COLUMBIA COLLEGE, Columbia University

New York, NY

Bachelor of Arts, Major in Economics and Minor in Political Science

June 1997

- Earned King's Crown Award for Outstanding Service to the University
- Columbia University Alumni Club of Chicago – Board of Directors (2000-2001)
- Zeta Psi Fraternity – Alumni President (2001), Undergraduate Vice-President (1996-1997), Executive Council (1995-1997)

EXPERIENCE

MEDTRONIC, INC.

Los Angeles, CA

Summer Associate, Medtronic Minimed

May-August 2002

Assessed strategic alternatives and recommended large-scale initiatives for Medtronic's market leading diabetes business

- Developed business justification and corresponding financial models for the introduction of a product line extension in untapped foreign markets with revenue potential exceeding \$220 million over the next five years
- Evaluated benefits and risks associated with a change in distribution channel for a group of core products
- Identified business process improvement opportunities through budget variance analysis and functional interviews

CALYPSO SYSTEMS, INC. – startup eBusiness application development firm

Chicago, IL

Project Manager

2000-2001

- Prepared financial projections and an internal valuation study using DCF, market comparables, and comparable M&A transaction methodologies for use in negotiations with venture capitalists and angel investors to raise \$15 million
- Created a framework for the selection and recruitment of a board of advisors for the firm
- Co-developed the business plan and overall growth strategy used to focus the firm's business development activities
- Initiated a direct marketing campaign targeting information executives at Fortune 500 firms in the Chicagoland area
- Articulated the company's software development platform for attracting potential strategic partners and clients
- Wrote the functional requirements specification for a new internal billing, reporting, and time tracking system

PRICEWATERHOUSECOOPERS LLP

New York, NY; Chicago, IL

Senior Associate, Transfer Pricing Economics Group

1997-2000

Responsible for designing innovative intangible asset migration and valuation models, formulating financial projections in collaboration with client executives, and leading comparable company and industry analysis efforts

- Developed a strategic profit and intangible asset migration model that will result in a \$115 million net benefit over the next 10 years for a major adhesives manufacturer
- Assessed the legal and pricing structures of a \$500 million acquisition target for a top five contact lens manufacturer
- Evaluated industry benchmarks and developed functional profiles detailing the operations of several Fortune 500 firms
- Managed a team of consultants to establish intercompany pricing policies for a \$20 million start-up technology firm
- Designed and implemented standardized intangible asset valuation tools, and developed the corresponding training program for the worldwide transfer pricing practice
- Collaborated with colleagues worldwide to establish the best practices, economic theories, and technologies to maintain after Price Waterhouse merged with Coopers & Lybrand
- Prepared and led financial analysis and Microsoft Excel training courses for the North American transfer pricing practice

ADDITIONAL INFORMATION

- Research Analyst, Wharton Fellows Fund (\$300,000 small-cap value fund run by students)
- Enjoy managing my personal investment portfolio, acting, musical performance, golf, football, and wine

TOMMY G. GRACE
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate

Philadelphia, Pennsylvania
2003

- Director's List
- Career Management Cohort Representative and Career Advisory Board member
- Member of Private Equity, Finance, and Energy clubs

TEXAS A&M UNIVERSITY
Bachelor of Science in Petroleum Engineering

College Station, Texas
1994

- Graduated Magna Cum Laude (3.87/4.00)
- Received Lechner Scholarship, Hess Foundation Scholarship, Petroleum Engineering Department Scholarship
- Tau Beta Pi, Pi Epsilon Tau, Lambda Sigma, Phi Eta Sigma, and Golden Key National Honor Societies

EXPERIENCE

MERRILL LYNCH
Investment Banking Summer Associate

Houston, Texas / New York, New York
2002

- Merger and acquisition valuation and analysis for multi-national oil company in attempt to purchase peer
- Valuation analysis of local distribution company, pipeline, and power assets in acquisition discussions
- Issuance of First Mortgage Bonds and Trust Preferred Securities for clients in the electric power industry

McKINSEY & COMPANY, INC.
Energy Fellow

Houston, Texas
1999-2001

- Designed and implemented an economic evaluation methodology and support system as part of a financial planning reorganization for a national oil company in Latin America
- Conducted strategy review and valuation of an international acquisition candidate for a U.S. electric utility
- Performed country assessment and portfolio analysis for a foreign multi-national oil producer in Venezuela
- Performed corporate management reorganization for national oil company in the Middle East
- Developed performance management system to capture \$1B cost savings for the drilling functional group of a major petroleum company
- Prepared growth strategies for Alaska and Trinidad business units for a major petroleum company

AMOCO EXPLORATION AND PRODUCTION CORPORATION
Deepwater Drilling Engineer

Houston, Texas
1997-1999

- Developed well plans for 6 exploration wells in the Gulf of Mexico in water depths greater than 6,100 feet with average budget of \$30MM per well
- Provided design, supervision, and technical support for Discoverer 534 operations and promoted teamwork in day-to-day decision making processes

AMERADA HESS CORPORATION
Petroleum Engineer

Houston, Texas
1994-1997

- Responsible for operations and production engineering in seven fields with total production of 29.5 MMCFD and 1230 BOPD and annual revenue of \$47MM
- Designed and supervised 31 well work projects with total NPV15% of \$880K

ADDITIONAL INFORMATION

- Interests include working out, running, hockey (Wharton Wildmen), soccer, golf, travel, and Wine Tasting Club
- International experience in Mexico, Venezuela, Trinidad, United Kingdom, and Saudi Arabia

JON S. GREENWOOD

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Candidate for Masters of Business Administration; Majors: Strategic Management and Finance.

May 2003

Co-Editor-in-Chief, *The Wharton Journal*; Executive Board Member, Wharton Law & Business Club.

Teaching Assistantships: Legal Aspects of Entrepreneurship (2002-03); Marketing Management (Fall 2002).

GEORGE WASHINGTON UNIVERSITY SCHOOL OF LAW

Washington, D.C.

Juris Doctor; Notes Editor, *The George Washington Journal of Int'l Law & Economics*.

May 1996

TUFTS UNIVERSITY

Medford, MA

B.A., History. Graduated *cum laude* with Highest Thesis Honors.

May 1993

Tufts-in-London program, University of London. Intern to Member of British Parliament (1991-1992).

WORK EXPERIENCE

24/7 REAL MEDIA, INC.

New York, NY

Summer Associate – Corporate Development and Legal Departments

Summer 2002

24/7 Real Media (NASDAQ: TFSM), a pioneer in the Digital Marketing Industry, provides marketing and technology solutions to online marketers and publishers to maximize customer relationships and revenues.

- *Corporate Development*: Assistant to SVP, Global Corporate Development. Activities included: (i) preparation of global strategic plan; (ii) preparation of company profiles and financial analyses; (iii) due diligence and financial analysis on three buy-side M&A assignments; and (iv) discussions with PIPE venture capital investors.
- *Legal*: Assistant to General Counsel. Activities included: (i) drafting corporate legal documents, including shareholder proxy statement for reverse stock split; (ii) formulating corporate patent strategy for presentation to CEO and senior management; and (iii) drafting and reviewing non-disclosure, vendor and other agreements.

PHILLIPS NIZER BENJAMIN KRIM & BALLON, LLP

New York, NY

Senior Associate – Commercial Litigation Department

1999-2001

- Led numerous litigation teams representing corporate and individual clients in intellectual property, commercial contracts, employment law, creditor/debtor rights, securities, insurance and bankruptcy litigation actions.
- Managed cases from commencement through disposition, including trials, depositions, document drafting, research, client contact, oral advocacy, negotiations and settlements in federal, state and U.S. bankruptcy courts.
- Performed extensive review of public Internet portal's SEC filings and stock option plan in representation of sales director who was terminated and denied stock options; obtained multi-million dollar result in employee's favor.
- Analyzed financial documents during course of accounting partnership's dissolution; procured multi-million dollar arbitration verdict and negotiated client's \$2 million commercial lease buy-out.
- Reviewed financial reports, contracts and licenses in copyright/trademark litigations for fashion industry clientele.

OHRENSTEIN & BROWN

New York, NY

Associate – Commercial Litigation Department

1998-1999

- Litigated corporate actions requiring the coordination of communications with the Court, counsel and clients; led litigation team in case which established N.Y. rule of law for "vanishing premium" life insurance policies.

ADDITIONAL INFORMATION

Coordinator, Phillips Nizer Mentorship Program: Educated students about U.S. legal system and prepared students for presentations of "Moot Court" legal arguments. Coordinated attorney schedules for student visits to firm.

Publications: What Major League Baseball Can Learn from Its International Counterparts: Building a Model Collective Bargaining Agreement for Major League Baseball, *G.W. Journal of Int'l Law and Economics*, Vol. 29, No. 2, 1996.

Interests: Baseball and baseball literature, writing, travel, theater, history.

Bar Admissions: New York; New Jersey; U.S. District Court, N.J.; U.S. District Court, Southern District of N.Y.

ERIC W. GRIMES

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EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Strategic Management and Finance

May 2003

MA Candidate, International Studies and Management – Russia and Eastern Europe

- President, Wharton Entrepreneurship Club
- Awarded 2001-2002 Citigroup Fellowship
- Director of Policies, Procedures and Operations, 2001-2002 Wharton Business Plan Competition

HARVARD COLLEGE

Cambridge, MA

AB *cum laude* in Social Studies

June 1996

EXPERIENCE

CFAR – Center for Applied Research

Philadelphia, PA

Project Consultant

June 2002 – present

- Developed seminar on change management for Fortune 500 reinsurance company
- Analyzed finances and developed business strategy for a family-owned real estate development company
- Researched Fortune 500 property and casualty insurance company
- Adapted business simulation computer program for Wharton executive education program and client use

US PEACE CORPS

Mykolayiv, UKRAINE

Business Volunteer

Feb. 1999 – April 2001

- Taught 6 classes per semester on financial analysis and international business at the Mykolayiv Branch of the National University, “Kyiv Mohyla” Academy
- Taught 3-month seminar on international lending to 15 employees at First Ukrainian International Bank
- Appointed Peace Corps Ukraine Representative to International Safety and Security Conference in Ashgabad, Turkmenistan; presented conference findings throughout Ukraine; active in Peace Corps Ukraine organizational restructuring
- Authored and managed \$1,500 Small Projects Assistance Grant for 1999 & 2000 Mykolayiv Summer School, which enrolled 60 students per year from throughout Ukraine
- Founded inter-university policy debate league and managed regional competition for 50 students
- Managed 1999 “New Millennium” conference on American business principles for 200 students

GOLDMAN, SACHS & CO

New York, NY

Financial Analyst, Fixed Income Long-Term Taxable Sales

July 1996 – Jan. 1999

- Primary corporate bond sales coverage on 4 institutional accounts
- Secondary coverage on 16 separate accounts, which comprised the largest account base in the division with 1998 sales credits of \$67 million
- Responsibilities included selling new-issue and secondary debt, providing market color, executing trades, and managing client relationships
- Product coverage included Investment-Grade Corporate, U.S. Government, Mortgage-Backed, High-Yield, and Emerging Market Securities
- Only undergraduate-hire in 1996 fixed income class to pass MBA-level bond math course
- Led bi-monthly “Explorer Post” classes on financial markets for 100 under-privileged high school students

ADDITIONAL INFORMATION

- Advanced High in Russian (ACTFL rating indicating professional competency)
- Vice-President of Triathlon and Adventure Racing, Wharton Outdoor Club
- Traveled extensively throughout Europe and the countries of the former Soviet Union

ILANA GROSSMAN
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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
Master of Business Administration Candidate

Philadelphia, PA
May 2003

- Major in Finance and Strategic Management
- Member of Finance, Marketing and Art Enthusiasts Clubs

FUNDACAO GETULIO VARGAS – FGV
Bachelor of Public Administration

Sao Paulo, Brazil
9/93-7/98

UNIVERSITY OF MANITOBA

Exchange student with full scholarship granted by *Fundacao Estudar (Brazil)*

Winnipeg, Canada
9/96-5/97

EXPERIENCE

DIAGEO PLC (Guinness / United Distillers and Vintners)
Summer intern, Corporate Strategy Group

Stamford, CT
6/02-8/02

- Assessed benefits and risks of a strategic alliance with another industry player, identifying five areas for potential cooperation. This project was part of the Executive Committee Agenda
 - Developed substantial analyses on Diageo's niche brands and strategic accounts, estimating the benefits that could be achieved through the proposed alliance
 - Interviewed key senior managers to evaluate impact of such alliance and capture their perspectives
 - Presented final recommendations to main executives
- Developed a comprehensive orientation material aiming to facilitate summer internships and new-hires induction

THE BOSTON CONSULTING GROUP
Senior Associate

Sao Paulo, Brazil
5/00-6/01

- Interviewed major Brazilian online retailers, analyzing the B2C market for the *Online Retailing in Latin America* report. Structured and coordinated its launch with the local press. Coordinated two interns during this project
- Developed possible WAP strategies for a major wireless carrier
- Analyzed the handset distribution business for a former manufacturer of mobile devices, identifying opportunities with potential annual revenues above US\$25 million
- Worked for a major state-owned bank in the restructuring and centralization of its mortgage business. The proposed strategy would incur in annual savings of US\$300 million
- Analyzed the airport retail business in Brazil, identifying opportunities and constraints for an international client

CHASE MANHATTAN BANK (Previously Banco Patrimonio/Salomon Smith Barney)
Relationship Manager, Asset Management Division

Sao Paulo, Brazil
9/97-4/00

- **Strategic Management:** identified potential third party distribution channels for onshore and offshore mutual funds. Negotiated partnership terms and strategies for each targeted segment. Structured new products to meet market needs. Increased volume from indirect distribution from 10% to over 30% of total assets under management
- **Client Relationship Management:** provided product and market orientation to clients such as local retail banks, international private banks, brokerage houses and independent financial advisors
- **Marketing Management:** trained sales force of several distributors, from retail banks branch personnel to private bankers. Developed marketing materials for different products and campaigns, internally and in conjunction with advertising agency

Intern, Equity Research Division

- Responsible for the periodical reports on markets and asset prices evolution

CARGILL LIMITED
Intern, Commodity Marketing Division

Winnipeg, Canada
5/97-7/97

- Developed a retail study for the fertilizer industry in Western Canada to assess points where Cargill could still grow

ADDITIONAL INFORMATION

- AIESEC-FGV: International Association of Students in Economic and Managerial Sciences 8/94-8/95
- Fluent in English, French and Portuguese. Intermediate level of Spanish
- Interested in sports, literature and music. Played the pipe organ for more than 10 years, having been a member of the Sao Paulo Organists Association

LOREDANA GUGLIELMI

1500 Locust Street, Apt. 1817, Philadelphia, PA 19102 – (215) 546 0594
Loredana.Guglielmi.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL and THE JOSEPH H. LAUDER INSTITUTE, University of Pennsylvania Philadelphia, PA
Master of Business Administration Candidate, *Finance and Strategic Management* May 2003
Master of Arts Candidate, *International Studies - Latin America and Spanish*

- Co-president of Wharton International Volunteers (WIVP). Team leader of Vietnam WIVP project (summer 2002).
- Designed US market entry strategy for leading organic herb producer in Argentina (summer 2001).
- Elected cohort international students' representative. Selected as Interview Trainer by Wharton Career Management. Member of the Finance, Investment Management, Consulting and Media & Entertainment Clubs.

UNIVERSITÀ COMMERCIALE "LUIGI BOCCONI" Milan, Italy
Bachelor of Business Administration (GPA: 4.0) 1995 - 1998

- Graduated Summa Cum Laude. Gold Medal for Graduation Honors.
- Wrote thesis on "Valuation of Soccer Franchises"; published abstract in the "Economia e Diritto del Terziario" review.
- Awarded one of the two available scholarships to spend fall 1997 at L. N. Stern School of Business, NYU (GPA: 3.9).

EXPERIENCE

BAIN & COMPANY Milan, Italy
Summer Associate Summer 2002

Evaluated private equity investment in a fluid power component manufacturer for a major Italian fund:

- Analyzed the fluid power industry structure and future trends. Reviewed company business model, and assessed its competitive positioning and growth potential. Interviewed management and over 20 competitors, clients and industry experts.
- Evaluated investment risks, expected financial returns and potential exit strategies.
- Prepared and delivered presentation for investment committee.

Led sale of a luxury textile retailer for a major Italian luxury group:

- Developed business plan and performed valuation. Wrote information memorandum.
- Assisted CEO and senior management team in due diligence meetings with investor.

MERRILL LYNCH London, UK
Senior Investment Banking Analyst (Telecom, Media & Technology Group) 1998 - 2000

- Appointed, under Managing Director's recommendation, as one of the 8 analysts from the world-wide pool to teach financial modeling to a class of over 100 incoming analysts at the 1999 Merrill Lynch Analysts' Training Program in New York.
- Created detailed financial models based on research of the industry structure, competition, government regulatory issues and management expectations.
- Performed valuations applying various methodologies, including discounted cash flow, public and private market comparables, and break-up analyses. Developed credit statistics and financial debt covenants analyses.
- Developed and published in the quarterly Media Equity Research Handbook private market comparable analyses.
- Conducted extensive financial and operational due diligences.
- Created and participated in presentations to Boards of Directors and senior management teams.

Selected transaction experience:

- \$53.3bn Canal Plus-Seagram-Vivendi merger.
- \$40.9bn Telia-Telenor merger (Scandinavian telecoms).
- RAI (Italian State-owned TV broadcaster) 10% strategic investment in Telepiù (Italian Pay-TV).

SCHRODERS London, UK
Summer Analyst (Corporate Finance Division, Italian Team) Summer 1997

- Performed valuation and created presentations for potential institutional investors for the \$5bn Banca di Roma privatization.
- Analyzed potential acquisition targets for a major Italian commercial bank.

ADDITIONAL INFORMATION

- Languages: Native Italian, fluent English and Spanish, working knowledge of Portuguese and French.
- Series 7 and SFA (Securities and Futures Authority) certified in 1998.
- Interests: English horse riding (FISE A2 horse show license), sailing (US Sailing certified skipper) and international traveling. Trekking Inca Trail up to Machu Picchu (March 2002).

NESE GUNER

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Philadelphia, PA 19103
Mobile: (267) 575 9305
nese.guner.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA MBA Candidate, Finance Major

Philadelphia, PA
May 2003

- Selected as Teaching Assistant for Advanced Corporate Finance.
- Elected Co-Vice President of Finance Club responsible for European Investment Banking.
- 2002 European Conference Coordination Committee member; M&A Panel Coordinator, Sponsorship Committee member.
- Selected as Marketing and Education Team Leader of XPO (Time Stripped Options), 2001-02 Ford MBA Fellowship project.

BOGAZICI UNIVERSITY

Bachelor of Arts Degree, Business Administration, Honors

Istanbul, Turkey
June 1998

- Awarded four-year scholarship for academic excellence in the national university exam.
- Member of Management & Economics Club; organized Consulting Industry Speaker Series and Career Panel.

EXPERIENCE

GOLDMAN SACHS INTERNATIONAL

Summer Associate - Investment Banking Division, Financial Institutions Group

London, UK
Summer 2002

- Conducted company and industry analyses related to securities clearing and custody, commercial banking, and asset management industries in Europe with a focus on the UK, France, Belgium and Turkey.
- Developed detailed valuation analysis utilizing public market comparables and comparable M&A transactions for the potential sale of a UK bank with a market capitalization of more than \$3 billion.
- Identified and evaluated acquisition candidates and built merger models for a Dutch telecom company to assess pro-forma impact of various strategic alternatives on financial performance and capital structure.
- Researched capital structure issues in European insurance market, including detailed analysis of the capital structure and debt rating of an Italian insurer.

ANDERSEN BUSINESS CONSULTING (formerly Arthur Andersen) Senior Consultant - Strategy, Finance & Economics Team

Istanbul, Turkey
1998-2001

Quantitative Analysis

- Prepared five-year revenue forecasting model and pro-forma financial statements for Turkey's largest Union of Agricultural Sales Cooperatives to evaluate pricing strategies and to assess profit sustainability under the Agricultural Reform Act required by IMF.
- Determined financial and operational performance measures for Turkey's largest brewery company through analysis of financial statements, economic value added (EVA) calculations and industry benchmarks.

Strategic Planning

- Supervised strategic planning project for Turkey's leading retail bank with \$10 billion in total assets. Project entailed development of three-year strategic plan to increase its customer base by utilising alternative distribution channels.
- Led project team of six professionals to develop marketing strategy for credit card company's new online payment service with projected revenues of \$2.5 million.

Operational Effectiveness

- Coordinated client and consultant teams to build total quality performance metrics model for National Metrology Institute of Turkey. Project deliverables selected as Global Best Practice engagement within Andersen Business Consulting.

Leadership and Teamwork

- Led team of 11 individuals in launch of an online recruitment site (www.insankaynaklari.com) for Andersen Human Resources Consulting. Site selected as the best recruitment website in Turkey.
- Selected as instructor for Global Consultant Training Program in St. Charles, Illinois. Mentored 15 new hire consultants.
- Appointed Task Force Leader of the Architected SolutionsSM (Andersen's eight-phase consulting engagement methodology) Roll-out Program in Istanbul and Bucharest offices.
- Initiated and led task force to design and launch Trainee Orientation Program for 16 consultant trainees.

ANDRITZ AG- BUSINESS DEVELOPMENT

Intern

Graz, Austria
Summer 1997

- Conducted a time-series, cross sectional and intra-firm financial ratio analysis.
- Co-authored tissue paper market analysis report of Southeast Asian countries.

ADDITIONAL INFORMATION

- **Languages:** Native Turkish, fluent English, intermediate German.
- **Interests:** Contemporary art, cycling and movies.

SARAH JANE GUNTER
1908 Spruce Street #4C, Philadelphia, PA 19103
215-546-1704, Sarah.Gunter.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania Philadelphia, PA
MBA Candidate, Concentration in Multinational Management and Marketing 2001-2003

- Selected for Global Consulting Practicum – Designed US market entry strategy for Chilean television network
- Co-organizer, 2001 Dell Case Competition; Vice President for Speaker Series, Technology Club
- Teaching Assistant, Management 101 – Wharton undergraduate course; Wharton Women's Soccer

MA Candidate, International Studies, Concentration in Europe and French 2001-2003

- Chambre de Commerce et d'Industrie Business Language and Cultural Immersion Program Paris, France
- Lauder Director's List (Top 25% in MA Program)

HARVARD UNIVERSITY EXTENSION SCHOOL Cambridge, MA
Graduate Certificate in Museum Studies 1996-1998

- Catalogued Cypriote ceramics in Ancient Art Department. Completed coursework while working full-time.

WELLESLEY COLLEGE Wellesley, MA
Bachelor of Arts in Economics and Russian, Cum Laude 1988-1992

- Program Director of college radio station; Co-chairman of original student musical
- Student Representative to trustee committee on fundraising; Chairman of student fundraising telethon

PROFESSIONAL EXPERIENCE

DIAMONDCLUSTER INTERNATIONAL Chicago, IL
Summer Consultant, Value Management and Solutions Deployment 2002

- Provided project management consulting to \$15 million system integration project at mid-sized financial services firm.
- Developed program-wide success metrics for deployment and performance. Established ongoing process to manage ten-member team and offshore developer in alignment with client business goals.
- Created processes for subcontractor management, cross-team communication and sponsor reporting for development and implementation of CRM solution. Reduced reporting cycle time by 50%.

AGILITY MANAGEMENT PARTNERS Cambridge, MA
Director, Product Development and Project Manager, Client Services 1999-2001

- Analyzed and defined customer needs, translated business requirements into product specifications.
- Led ten-member software development team located in India. Kept nine-month project in line with business requirements.
- Created test methodology, quantified performance metrics, and managed quality assurance process. Identified and resolved problems in business model design. Reduced command execution time by 50%.
- Streamlined implementation process and reduced time required for testing by 50%. Reduced training time by 50% and user error by 25%.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY Cambridge, MA
Alumni Affairs Officer, Class Giving 1995-1999

- Raised MIT's largest reunion gift ever; exceeded previous record by \$17.4 million (160% increase). Received CASE "Rising Star Award" in recognition of fundraising achievement.
- Analyzed ROI of fundraising campaigns and trends in giving; forecasted future results; identified opportunities for program growth. Efforts led to departmental realignment to focus on donors with greatest potential.
- Co-developed regional event program to promote gifts of trusts and annuities. Realized \$10 million in new gifts.

CAMBRIDGE MENTAL HEALTH ASSOCIATION Cambridge, MA
Director of Development 1992-1995

- Introduced targeted marketing; increased direct mail contributions by 25% and donor retention to 80%.
- Managed 25-member Board of Directors in implementing fundraising and community outreach initiatives.

ADDITIONAL INFORMATION

- Languages: Advanced French, Intermediate Russian, Intermediate Spanish.
- Founded peer mentoring and skill-building group for new members of Women in Development of Greater Boston, an organization for professional fundraisers. Received "New Initiative Award" for developing this program.
- Led 25 community volunteers in year-long project at Boston elementary school teaching leadership skills to girls.

ROHINI GUPTA

2101 Chestnut St. #803, Philadelphia, PA 19103
Phone: 215-665-8606 (h), 510-366-1105 (cell)
Email: rohini.gupta.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

MBA Candidate, Major: Finance

Dec. 2002

- 2002 Ford Foundation Fellow.
- Global Consulting Practicum: Provided US market entry strategy to a top-10 Indian industrial conglomerate.
- Panel Manager for 2002 Wharton Technology Conference; Global Immersion Program - European Union.

THE UNIVERSITY OF TEXAS

Austin, TX

Doctor of Philosophy, Electrical and Computer Engineering

Aug. 1995

- Dissertation: *Synthesis of High-Speed VLSI Interconnects*. Supported by Semiconductor Research Corporation (SRC) and Advanced Research Program Agency (ARPA). Presented research at professional conferences.

Master of Science, Electrical Engineering (Information and Systems)

Dec. 1992

- Research on neural networks, control and robotics. Taught undergraduate course in Digital Logic Design.

OSMANIA UNIVERSITY

Hyderabad, India

Bachelor of Engineering, Electrical and Instrumentation Engineering

May 1990

- Received Outstanding Student Member Award, Institution of Engineers Chapter, Osmania University.
- Graduated with Distinction (with 2nd place in graduating class ranking in Electrical Engineering; class size 75).

PROFESSIONAL EXPERIENCE

ICICI VENTURE, a leading venture capital firm in India

Bangalore, India

Intern

Summer, 2002

- Performed detailed analysis of emerging trends in the electronics and IT industry in India. Formulated investment strategy through interviews with senior executives, industry experts and veteran entrepreneurs.
- Assisted CEOs of two startups during critical stages of entrepreneurial growth. Helped formulate marketing and growth strategies, address operational issues and initiate key alliances.

CELIGHT, a pre-IPO optical networking startup

Iselin, NJ

Manager, Design Methodology and Computer-Aided Design (CAD)

2000-2001

- Led definition and deployment of complete electro-optic/VLSI design flow, software and computing resources.
- Managed interfaces with software vendors, technology partners, system-level architects and hardware designers.
- Planned complete CAD software budget (>\$2m) with CFO, negotiated and implemented vendor contracts.

BELL LABS & MICROELECTRONICS GROUP, LUCENT TECHNOLOGIES

Murray Hill, NJ

Project Manager

1998-2000

- Led end-to-end development of software solution by 10-member team consisting of Bell Labs researchers, software vendors, engineers based in India and product marketing team based in England.
- Was inducted into Lucent's *Leadership Potential Pool*.

Senior Consultant

1996-1998

- Served as consultant for worldwide IC design community with net revenue impact of several hundred million dollars. Established partnerships between Bell Labs Research and product groups.
- Developed new design process to address specific failure mechanism in product. Secured buy-in from senior executives and led the effort within a team of 35 design engineers.
- Received Recognition Award for product success and several stock option awards. Mentored 5 team members.

Research Staff

1995-1996

- Pioneered high-performance Integrated Circuit (IC) design and analysis techniques. Delivered 30+ seminars before the engineering community in Lucent Microelectronics.
- Represented Lucent at professional forums such as the Semiconductor Research Corporation and conferences. Developed relationships with R&D groups within academia and industry.

ADDITIONAL INFORMATION

- Have published eighteen papers in IEEE transactions and peer-reviewed journals. Hold a US patent.
- Volunteer, Asha for Education - Princeton chapter. Championing a "Science-on-Wheels" project in rural India.
- Other interests: Vocal Indian classical music, running, reading, mentoring and Vipassana meditation.

SHAIENDRA GUPTA
1815 JFK Blvd. #2602, Philadelphia, PA 19103
(215) 587-9279, shailendra.gupta.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
MBA Candidate, Dual Major in Strategic Management and Finance May 2003

- Fall 2001 and Spring 2002 Director's Lists (Top 10% of class)
- Selected to serve on Academic Services Advisory Board, Admissions Committee Reception Host

UNIVERSITY OF MARYLAND Baltimore, MD
Doctor of Philosophy in Mechanical Engineering May 1997
Master of Science in Mechanical Engineering January 1995

- Recipient of National Science Foundation's prestigious Industrial Fellowship, GPA: 3.96/4.00

PANJAB UNIVERSITY Chandigarh, India
Bachelor of Science in Mechanical Engineering June 1992

- Ranked first in class of 65 students in junior and senior years

EXPERIENCE

MCKINSEY & COMPANY Atlanta, GA
Summer Associate Summer 2002

- Evaluated new outsourcing business opportunity for Fortune 100 competitive-energy company. Advised senior management on cost and revenue impacts.
- Investigated market demand for mid and back office energy-services outsourcing business, interviewed potential customers and developed financial models to determine their value proposition.
- Implemented new customer retention process and sales force effectiveness program to help a major environmental services company emerge from bankruptcy protection.

ELECTRONIC DATA SYSTEMS (EDS) (formerly SDRC) Cincinnati, OH
Project Manager 1999-2001
Product Development Engineer 1996-1999

- Led product teams to develop state-of-the-art Computer-Aided Design and Engineering software. Coordinated planning, design, implementation and overall quality efforts.
- Managed strategic relationship with a major Japanese auto-manufacturer by leading benchmarking studies, competitive product analyses and client presentations that salvaged a \$150 million contract.
- Directed a cross-functional team of twelve engineers located in the US, India, Japan and Germany as Project Manager, delivering robust solutions on short notice from clients.
- Analyzed, designed and implemented a framework of new modeling technologies that enabled our key customer (a major U.S. auto-manufacturer) to reduce its new car development cycle by 18 months.

ALUMINUM COMPANY OF AMERICA (ALCOA) Pittsburgh, PA
UNIVERSITY OF MARYLAND Baltimore, MD
Research Associate 1993-1996

- Assisted ALCOA Engineers in the design and development of fully recyclable, all-aluminum automotive structures for the next generation of automobiles (implemented in the new Audi A8).
- Developed ground-breaking *Manufactured Part Modeling (MPM)* technology that helped ALCOA redesign their manufacturing processes, reducing manufacturing defects by 73%. Work led to Ph.D. dissertation.

ADDITIONAL INFORMATION

- Helped raise over \$300,000 for building the first Indian temple in the Greater Cincinnati area.
- Founder and first President of *Mechanical Engineering Graduate Association* at the University of Maryland.
- Taught core engineering courses to over 150 undergraduate students at the University of Maryland.
- Active interest in travel, tennis and cricket.

PUBLICATIONS

- Several publications in leading international journals and industry conferences, including the *Journal of Manufacturing Science and Engineering* and *ASME's Winter Annual Meeting*.

SHALABH GUPTA
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EDUCATION

The Wharton School, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Major in Finance and Strategic Management

May 2003

- President & Chair: Wharton India Economic Conference Marketing and Panel Team
- Co-Chair: Wharton Reception Committee. Member: Finance Club, Investment Management Club, Healthcare Club

University of Maryland

Baltimore, MD

Master of Science in Chemical & Biochemical Engineering

January 1996

- Discovered that high molecular weight proteins like insulin could be delivered via the lungs
- Led a collaborative cross-functional team from the American Red Cross, the School of Pharmacy and the School of Engineering

Indian Institute of Technology

India

Bachelor of Science in Chemical Engineering

July 1993

- Deans Honor List: graduated in top 10% of the class

EXPERIENCE

DEUTSCHE BANK

New York, NY

Summer Associate, Global Equity Research

Summer 2002

- Worked directly with *Institutional Investor* ranked Global Consumer products analyst.
- Independently wrote a 60-page comprehensive analytical report to aid buy side investors invest in consumer companies in emerging economies.
- Conducted extensive company valuation, strategic analysis and macroeconomic projections for global consumer industry.
- Additional responsibilities included meeting buy side clients, participation in staff meetings and company quarterly earnings calls.

MERCK & COMPANY

West Point, PA

Senior Engineer, Merck Manufacturing Division

2000-2001

Goal as an internal consultant was to achieve cost savings (>\$1 million per project) and operational excellence through business process reengineering.

- Built complex process simulation models for the manufacturing division. Conducted critical path analysis, optimized inventories and workflow through these simulations. This allowed the Singapore plant to maximize throughput and reduce costs.
- Estimated the start-up and product costs for Merck's new Singapore plant. Conducted new product NPV analysis in collaboration with Merck Corporate Finance.
- Reengineered the finished goods release efforts at one of Merck's new plants. Benchmarked with other manufacturing plants and recommended best business practices. Reduced the total product release times by 25%, thereby also solving plant overcapacity.
- Developed and implemented a process simulation tool at Merck. This revolutionary technology accelerates product development timelines and therefore helps Merck commercialize products faster. Currently this tool is being applied on all new drug products.

Research Engineer, Merck Research Labs

1996-2000

New product development, process scale-up and technology transfer.

- Technical lead on five new product development teams. Led these cross-functional and diverse teams in the process scale-up and technology transfer efforts between research and manufacturing divisions. Provided investment estimates for NPV analysis. Currently, one of the products is a blockbuster for Merck (\$1 billion in revenues).
- Led the Merck team in a three-year collaborative research project with Carnegie Mellon University. Research findings from this project are helping both research and manufacturing divisions save approximately \$2 million annually.
- Collaborated with Wharton on evaluating deals between large pharmaceutical and biotech companies. Evaluated the effect of clinical results on the deal values.
- Pioneered the application of Near Infra Red technology as an in-line process monitoring tool. This novel tool accelerated the development of robust manufacturing processes and achieved cost savings of \$10 million annually.

ADDITIONAL INFORMATION

- Led a diverse work-life balance team at Merck and Captained the Merck-United Way team
- Captain of the Undergraduate University Basketball team

DOUGLAS ALAN GUZIEC
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Douglas.A.Guziec.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
MBA Candidate – Dual Major in Strategic Management and Finance May 2003

- First Year Honors (top 20%); Director's List for Spring Semester 2002 (top 10%)
- Teaching Assistant for Management Science; Admissions Committee volunteer
- Member of the Consulting, Finance, Wharton South and Golf Clubs

SOUTHERN METHODIST UNIVERSITY Dallas, TX
Bachelor of Science in Mechanical Engineering, Magna Cum Laude (GPA: 3.8) May 1996

- Awards and Honors: SMU University Scholar; J. Lindsay Embrey Engineering Scholar; Redman Foundation Top Freshman Scholarship Winner; Robert C. Byrd Honor Scholar
- Leadership: Student Orientation Staff Steering Committee; Engineering Honor Society Vice President

EXPERIENCE

DUKE ENERGY Charlotte, NC
Summer Analyst – Corporate Mergers & Acquisitions May 2002 – Aug 2002

- Investigated strategic acquisition opportunities in the energy and petroleum industries
- Created valuation models for two acquisition candidates with multiple business segments, international operations, and enterprise values of \$16.9 billion and \$31.9 billion
- Presented findings to and advised CFO and Corporate Policy Committee regarding acquisition candidates

FIRST USA BANK Wilmington, DE
Assistant Vice President – Strategic Planning and Acquisitions & Divestitures Sep 1999 – May 2001

- Developed strategy for internet-only bank subsidiary, WingspanBank.com; evaluation of potential strategic operating models resulted in decision to sell or exit the business
- Divested Bank One's \$2 billion a year student lending business; negotiated terms for sale of business and transfer of 60 employees; oversaw drafting and execution of legal agreements to finalize sale
- Valued credit card portfolios for potential acquisitions and divestitures; modeled expected portfolio performance and calculated synergies to determine portfolio bids/asks

BAIN & COMPANY Dallas, TX & Sydney, Australia
Associate Consultant & Senior Associate Consultant Aug 1996 – Sep 1999

Developed brand portfolio strategy for \$150 billion U.S. automobile manufacturer

- Segmented U.S. automobile consumers by needs using factor/cluster analyses
- Perceptually mapped customers and auto manufacturer brands to determine strategy for aligning portfolio of brands and vehicles with most profitable customer segments

Reengineered revenue generation processes of a \$3 billion Australian telecommunications carrier resulting in a \$300 million incremental revenue opportunity

- Analyzed economics of each product within each distribution channel
- Managed team of four people in restructuring sales strategy for multiple products and channels

Formulated business growth strategy for a \$1.3 billion air conditioner manufacturer

- Evaluated financial performance and cost management success
 - Developed and coordinated primary market research to assess company performance against customer needs
- Other projects*** included optimizing purchasing strategy for steel manufacturer, enhancing maintenance operation for major U.S. airline, evaluating strategic fit of potential acquisition candidates for insurance company

ADDITIONAL INFORMATION

- House Manager for Christmas in April
- Avid fan of NCAA basketball, reading, cooking and golf

THOMAS D. HAINES, JR.
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Masters of Business Administration Candidate, concentration in Finance

May 2003

- Director's List (Spring 2002), First Year Honors
- Teaching Assistant for Financial Accounting (ACCT 621) and Management Science (OPIM 621)
- European Global Immersion Program

PRINCETON UNIVERSITY

Princeton, NJ

Bachelor of Arts in Economics, Cum Laude

June 1997

- Captain of Men's Varsity Squash Team

EXPERIENCE

J.P. MORGAN CHASE & CO.

New York, NY

Summer Associate – Syndicated and Leveraged Finance

Summer 2002

- Advised clients and executed transactions involving high yield and syndicated bank debt.
- Assisted in executing all aspects of Stone Container's \$400 mm high yield offering in coordination with \$1.3 bn leveraged loan transaction. Responsibilities included attending drafting sessions, conducting due diligence, and writing roadshow presentation and internal sales memorandum.
- Performed valuation and credit analysis and helped develop financing proposal for the leveraged buyout of a waterworks products distribution company by a leading financial sponsor.

WESTBROOK PARTNERS, L.L.C.

New York, NY

Associate

1999-2001

A private equity firm with \$4.0 billion of capital under management focused on making investments in the real estate sector.

- Evaluated and executed a wide variety of equity and debt investments in public and private real estate companies, portfolios and individual assets.
- Active in all aspects of investment process, including evaluating opportunities, conducting due diligence, determining appropriate valuations and capital structures, planning and executing bidding strategies, authoring internal investment memoranda, and negotiating legal documents.
- Interacted extensively with senior management of acquisitions targets and worked closely with operating partners on strategic planning, refinancings, potential follow-on acquisitions, and exit strategies for portfolio investments.
- Representative transactions include:
 - Acquisition of a £400 mm portfolio of office and industrial properties in the United Kingdom
 - Creation of \$75 mm JV with The Finova Group to invest in mezzanine debt
 - £1.0 bn fully committed LBO bid for European property company
 - Development and execution of refinancing /exit strategy for \$130 mm non-investment grade CMBS portfolio
 - Execution of \$50 mm of follow-on acquisitions for a JV with The Staubach Company to invest in net leased properties
- Individually evaluated and made recommendations on several investment opportunities.

MORGAN STANLEY DEAN WITTER & CO.

New York, NY

Analyst – Real Estate Group

1997-1999

- Participated in all phases of solicitation, evaluation, and execution of a wide variety of corporate finance and principal investment transactions. Primarily responsible for analyzing and modeling financial projections, performing financial due diligence, and creating client presentations.
- Advised clients on financial and strategic matters including mergers and acquisitions, divestitures, financing alternatives, capital structure optimization and credit issues. Representative transactions include:
 - Advising AT&T on sale of \$1.4 bn equity interest in Corporate Property Investors to Simon DeBartolo Group
 - Acting as MSDW's sole representative on equity roadshow for Merry Land & Investment Company
- Analyzed acquisitions for the Morgan Stanley Real Estate Funds, a series of firm-sponsored private equity funds with \$3.6 billion of capital under management. Representative transactions include:
 - Structuring £20 mm minority equity investment in a U.K. property company
 - Underwriting credit and executing purchase of \$80 mm of non-investment grade CMBS bonds
- Awarded highest analyst performance ranking.

ADDITIONAL INFORMATION

- Interests include traveling, racquet sports, cooking, crossword puzzles and golf.

JULIEN S. HALFON

French
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20007

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Washington, DC,

halfonj@wharton.upenn.edu

EDUCATION

The Paul H. Nitze School of Advanced International Studies – Johns Hopkins University Washington, DC – May 2003
Candidate to the M.A. in International Relations
The Wharton School - University of Pennsylvania Philadelphia, PA – May 2003
Candidate to the MBA – Major: Investments in New Technologies and Global Markets
Dauphine University – Master in International Economics and Finance Paris, France – June 1993
Dauphine University – BA and Master in Banking, Finance and Insurance Paris, France – 1989-1992

EXPERIENCE

GOLDMAN SACHS INTERNATIONAL – Fixed Income, Currency and Commodities London - June to August 2002
Summer Associate in the Fixed Income, Currency and Commodities Division.

- Rotation through the 16 desks including Macro-economic and Fundamental Research, Commodities Market (Sales and Trading) and Sovereign Debt (Interest Rate Products) and seminars on different aspects of the fixed income business
- Researched and profiled the 15 main energy clients for Commodities products.

SALOMON SMITH BARNEY (CITIGROUP) – Equity New York, London, Madrid and Paris – June to August 2001
Summer Associate in the Global Equity Division.

- Rotation on the four trading floors of the Global Equity Division in the four different cities.
- Strategic analysis for the coverage of small and midsize companies in 24 developed and emerging financial markets.

SORGEM ORGANISATION ET DEVELOPPEMENT – French consulting firm Paris – August 1999 to July 2000
Senior Economist specialized in donor-funded development programs.

- **Vietnam:** Regional tea development program financed by the French Development Agency (\$5 million).
- **Former Soviet Union:** Evaluation and management analysis of the EU-financed nuclear safety aid programs (\$1 billion).
- **All emerging countries:** Evaluation of the EU-funded “Fight Against Drugs” programs in collaboration with the Narcotics Department of the French Police (\$ 120 million).

EUROPEAN COMMISSION – Donor-funded activities Brussels – December 1996 to July 1999
Economist – Evaluation of the assistance to Central and Eastern European Countries.

- Evaluated the impact of more than \$5 billion worth of assistance to Central and Eastern Europe.
- Contributed to the establishment of new political priorities for EU assistance to Central and Eastern Europe and to increase political accountability and transparency in the management of EU assistance.

SORGEM ORGANISATION ET DEVELOPPEMENT – French consulting firm Paris – February 1995 to June 1996
Junior Economist specialized in donor-funded development and transition programs for private sector development.

- **Uganda:** European Development Funds – Restructuring and privatization of tea factories - \$20 million.
- **Bosnia-Herzegovina:** EU – Economic Regeneration (bank restructuring and enterprise financing) - \$5.7 million.

FRENCH FINANCE MINISTRY – Treasury Department – French Embassy in Poland Paris – December 1992 to May 1993
Junior Economist – Assistant to the Financial Counselor. Warsaw - June 1993 to October 1994

- Created and built up the capacity of the Warsaw antenna of the French Treasury.
- Identified and helped solve Transition issues using French assistance funds: restructuring of the Warsaw Stock Exchange, support to the Polish Finance Ministry and direct financial support to various French investments in Poland.

ADDITIONAL INFORMATION

- Native fluency in French; fluency in Italian and English (College major with honors: numerous publications).
- Numerous publications on the Transition in Eastern Europe for the French Treasury Department and European Union.
- Wharton Private Equity Club and Wharton Management Department: website and resource center on venture capital activities in emerging markets.
- Hobbies: tennis, cinema and archeology and ancient history of the Mediterranean world.

WHIT D. HAMLIN

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

MBA Candidate in Finance and Real Estate

Philadelphia, PA

May 2003

- 1st Place – 2002 Seevak Real Estate Research Competition
- 2002 Marshall Bennett Fellowship Recipient
- Vice President, Real Estate Club
- House Manager, Christmas in April

THE UNIVERSITY OF WASHINGTON

BS in Construction Management

Seattle, WA

June 1996

- Class President, Alpha Delta Phi Fraternity
- Lead Organizer, 1996 Construction Management Career Fair

EXPERIENCE

AVALONBAY COMMUNITIES

Summer Associate – Urban Development Group

New York, NY

2002

- Drafted Investment Package, used to secure internal financing, for \$66MM, 450-unit apartment community with 18-hole golf course. Included market research, positioning strategy, and financials
- Researched and analyzed current resident data for phase one of a 1000-unit, two-phase residential / commercial development. Produced report used in design of phase two: a \$150MM, 38-story tower
- Performed financial analysis for potential projects, including: 6.2MM SF, \$1.6B Olympic Village in Queens, NY; 512-unit, \$100MM Hudson River Stage mid-rise apartment building in Yonkers, NY
- Drafted 2002 Business Plan for Urban Development Group

BAUGH ENTERPRISES

Project Engineer

Seattle, WA

2000 – 2001

- Coordinated 17 subcontractors and prepared monthly internal financial statements for \$6.2MM internet company headquarters build-out in Seattle, WA. 26-week project finished three weeks ahead of schedule
- Led weekly 12-person project meeting with owner, client, and design team
- Wrote, negotiated and executed 15 subcontractor / supplier contracts
- Managed capital flows; project generated \$300,000 in cost savings

TULLY'S COFFEE

Project Manager

Seattle, WA

1999

- Responsible for development cycle of company-owned gourmet coffee stores in the Seattle region
- Managed up to 15 projects concurrently, with an average investment per store of \$500,000

GLY CONSTRUCTION

Project Engineer

Bellevue, WA

1996 – 1999

- Led estimating efforts for a \$30MM, five-building office campus in Mill Creek, WA
- Project-managed over 20 subcontractors / suppliers on three different concrete and steel office buildings in Bothell, WA and Federal Way, WA: \$7.6MM - 115,000 SF; \$5.2MM - 63,000 SF; \$3.4MM - 43,000 SF
- Successfully estimated, won via competitive bid, and project-managed emergency fuel system replacement at Harrison Hospital in Bremerton, WA
- Estimated and project-managed reconstruction of emergency power systems for A-wing at Overlake Hospital Medical Center in Bellevue, WA. Created phasing plans, estimates, and schedules for 210,000 SF medical office building and 233,000 SF Parking Garage

ADDITIONAL INFORMATION

- Completed Dale Carnegie leadership training in 1998; Member of Urban Land Institute
- Interests include golf, skiing, squash, urban planning, and reading

CHRISTINE JUNE HARADA
1500 Locust St. #4217
Philadelphia, PA 19102
(215)790-0650
Christine.Harada.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL and LAUDER INSTITUTE, University of Pennsylvania
MBA Candidate, Major in Finance

Philadelphia, PA
May 2003

MA Candidate in International Studies, Major in East Asia and Japanese language

- Wharton Technology Club, Vice President of Professional Development
- Lauder Director's List
- Wharton and Lauder Institute Admissions Committee Member
- Consulting project assessing Japanese competitive strategy for consumer electronics software applications firm.

STANFORD UNIVERSITY

Master of Science degree in Aeronautics and Astronautics

Stanford, CA
December 1995

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Bachelor of Science degree in Aeronautics and Astronautics

Cambridge, MA
June 1994

- Four-year varsity swim team member, Captain two years.
- House Manager and Philanthropy Chair for Kappa Alpha Theta Women's Fraternity.

EXPERIENCE

GOLDMAN SACHS (JAPAN), LTD.

Summer Associate – Fixed Income, Currency, and Commodities Division

Tokyo, Japan
Summer 2002

- Participated in an extensive ten-week summer program, rotating through the various FICC business units and helping with day-to-day tasks such as drafting term sheets, memos and client presentations.
- Completed a market research and segmentation project for the Corporate Sales Group. Identified potential clients with credit and foreign exchange exposure, and assessed client needs for fixed income and equities derivatives products.
- Assisted in preparing sales material for the Japanese Government Housing Loan Corporation mortgage-backed securities issuance and AFLAC samurai bond issuance for the Debt Capital Markets group.

KANA SOFTWARE, INC.

Program Manager

Redwood City, CA
2000-2001

- Managed development and release of localized Web-architected software product for Japanese market. Achieved product sales of \$7 million in 2001.
- Led a 9-member cross-organizational team to coordinate and execute channel distribution strategy with international offices, partners, and customers. Developed and implemented processes with Product Marketing, Engineering, and Business Development organizations to introduce new products in international markets.
- Analyzed and identified product features to be incorporated into Japanese product. Assessed customer needs and translated into product features and specifications.

LOCKHEED MARTIN SPACE SYSTEMS CO.

Senior Satellite Systems Engineer

Sunnyvale, CA
1996-2000

- Designed and developed real-time software for satellite flight controls application. Coordinated with other engineering staff to evaluate operational and performance requirements of overall system.
- Led a cross-functional team to identify satellite failure modes, reproduce diagnostics in hardware and software tests, and formulate solutions. Efforts led to the recovery of two \$60 million satellites in orbit. Received management recognition for efforts resulting in significant financial recovery to corporation.

Project Management

- Managed a 30-member recruiting team located in numerous sites across the US. Planned, coordinated and staffed all corporate recruiting activities at MIT.
- Identified hiring needs and tailored recruiting activities to acquire strategic talent. Placed 44 people in 3 years.

ADDITIONAL INFORMATION

- Language** • Fluent in both verbal and written Japanese. Functional in Spanish.
- Personal** • Enjoy swimming, scuba diving, triathlons, and traveling.

ERIK HARRIS

3131 Walnut Street #545 Philadelphia, PA 19104

(215) 387-1475

Erik.Harris.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Masters of Business Administration Candidate, Marketing and Strategic Management

**Philadelphia, PA
May 2003**

- Howard E. Mitchell Fellow
- Vice Chairman of the Whitney M. Young Conference
- Active in Marketing, Finance, Veterans Clubs and African-American MBA Association

UNITED STATES NAVAL ACADEMY Bachelor of Science, Mathematics (Operational Analysis)

**Annapolis, MD
May 1991**

- Graduated with Merit
- Rear Admiral Kenneth L. Shugart Academic and Athletic Leadership Award
- Captain, U.S. Naval Academy Varsity Basketball Team

EXPERIENCE

BRISTOL-MYERS SQUIBB COMPANY Summer Associate Manager, Corporate Financial Analysis and Planning

**New York, NY
June 2002 - Aug 2002**

- Conducted the annual industry wide competitive analysis for the CFO and Controller
- Assisted with the second quarter earnings report for industry analysts and Board of Directors

Territory Business Manager, U.S. Primary Care, Cardiovascular/Metabolic Sales

Jan 2001 - Jul 2001

- Aggressively drove record sales for two cardiovascular products while launching two new metabolic products
- Achieved 120% of sales goal

Associate Project Manager, Special International Projects, Worldwide Medicines Group

Jul 2000 - Jan 2001

- Assisted with the negotiation and implementation of partnership projects with international government agencies, non-government agencies and private/public companies throughout Southern Africa
- Coordinated the special pricing, sourcing, packaging and distribution of pharmaceutical products provided to developing countries through an innovative public-private philanthropic partnership called Project Access

Associate Product Manager, Videx, U.S. Primary Care, Immunology Marketing

Nov 1999 - Jul 2000

- Led the development, coordination and implementation of the trade operations and conversion plan for a new product
- Coordinated the design, development and distribution of all healthcare educational materials as well as direct to consumer promotional materials for two new products

UNITED STATES NAVY, Lieutenant, Naval Aviation Congressional Fellow

**Jacksonville, FL/Washington, DC
Jan 1998 - Nov 1999**

- Advised and counseled Department of Defense officials for hearings before Congress on personnel and readiness policies
- Awarded the Joint Services Commendation Medal for resolving numerous crucial personnel and readiness issues in the 1999 National Defense Authorization Act

Mission Commander

Aug 1995 - Dec 1998

- Awarded two Navy Air Strike Medals for meritorious performance while flying combat missions over Bosnia in support of NATO and United Nations forces
- Directed counter drug operations in South America and Caribbean in addition to anti-submarine warfare operations in the Atlantic Ocean, Mediterranean and Baltic Seas

Maintenance/Operations Division Officer

Jan 1994 - Dec 1998

- Awarded Navy and Marine Corps Achievement Medal for supervising two division chiefs and ensuring 40 division personnel were trained on the technical and tactical facets of aviation electronic equipment operation

Naval Flight Training

May 1991 - Dec 1993

- Graduated #1 in class

FRANCIS S. HATA

1834 Pine Street, Apt.3-F

Philadelphia, PA 19103

Tel: (215) 546-4615

Email: francish@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL and THE JOSEPH H. LAUDER INSTITUTE, University of Pennsylvania **Philadelphia, PA**
Masters of Business Administration Candidate in Finance **May 2003**

Masters of Arts Candidate in International Studies: Concentration in Japanese and East Asian Studies

- Awarded Long-Term Credit Bank of Japan Fellowship for studies in International Management
- Co-President of the Wharton Tennis Club, and active participant in Consulting Club, Finance Club, and Healthcare Club

COLUMBIA UNIVERSITY **New York, NY**
Post-Baccalaureate Pre-Medical Program **May 1998**

- Coursework includes Cellular and Molecular Biology, Organic Chemistry, and respective labs
- Activities: Volunteer at St. Luke's-Roosevelt Hospital, Intensive Care Unit and Pediatrics Emergency Room

LEONARD N. STERN SCHOOL OF BUSINESS, New York University **New York, NY**
Bachelor of Science in Accounting **May 1994**

- Minor in East Asian Studies
- Honors: *Cum Laude*, University Honors Scholar – Founders Day Award, Deans List
- Activities: Community Service Director at NYU Asian Cultural Union. Volunteer at Greenwich House Day Care Center

EXPERIENCE

MEDTRONIC, INC. **Tokyo, Japan**
Summer Associate, Finance Asia Pacific **May 2002 – August 2002**

- Worked on a strategic initiative evaluating Japan's distribution channel system. Performed scenario development and formulated strategic alternatives for channel optimization. Project results presented to Executive Management.
- Developed a "snap shot" of the competitive environment in Japan's Medical Device Industry.
- Performed market research on dealers, customers and competitors. Research includes market sizing studies, customer segmentation analyses, and interviews with physicians, dealer sales force, and hospital administrators.
- Analyzed dealer businesses and created a ranking system to assess potential partnership candidates and acquisition targets.

PRICELINE WEBHOUSE CLUB, INC. **Greenwich, CT**
Manager, Strategic Planning & Analysis **December 1999 – October 2000**

- Managed and supervised a team of seven analysts during various projects, rollouts, and day-to-day operations.
- Presented weekly business review meetings to Executive Management Team (CFO, CEO, COO & President). The meetings focused on current trends, company goals, and recommendations for corrective action.
- Strategically planned and deployed the national rollout of WebHouse Grocery division. Rollout consisted of over 100 price zones, 7,000 retailers, and 60,000 price points.
- Responsible for revenue & subsidy management for WebHouse Grocery division, adjusted and maintained parameters for pricing, customer discounts, and product mix. Effectively increased gross margins by 16%.

CITICORP **Long Island City, NY**
Consultant, Global Expense Accounting & Management **June 1998 – December 1999**

- Member of task force to implement software package in Europe, Asia and North America.
- Member of a project team to centralize and re-engineer Citibank's global financial reporting systems and software application.
- Managed and supervised a team of analysts and programmers during the development and implementation of software.

ERNST & YOUNG LLP **New York, NY**
Senior Auditor, Japanese Business Group & Entrepreneurial Services **September 1994 – January 1998**

- Led on-site audit engagements for both U.S. and Japanese clients in manufacturing, financial services, and non-profit industries.
- Prepared and reviewed financial statements, footnote disclosures and auditor's reports.
- Evaluated the design and operating effectiveness of internal control systems.

ADDITIONAL INFORMATION

- Languages: Japanese (fluent), English (native)
- Interests: Tennis, Kendo, Traveling, and avid fan of New York Jets

KIRAN HEBBAR

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kiran.hebbbar.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Majors: Entrepreneurial Management and Finance

2001-2003

- Director's List (top 10% in class) - Fall 2001 and Spring 2002. First Year Honors.
- Chairman - Wharton India Economic Forum.
- Co-Founder - Leadership Venture on Self-awareness.
- Semifinalist - Wharton Business Plan Competition. Developed business plan for design automation software company.

UNIVERSITY OF MARYLAND

College Park, MD

M. S. in Mechanical Engineering, GPA: 3.89

1994-1996

- Merit-based Graduate School Fellowship; Developed computer-aided design software which won \$100,000 grant; Published five research papers in leading product development journals.

INDIAN INSTITUTE OF TECHNOLOGY (I.I.T)

Delhi, India

Bachelor of Technology in Mechanical Engineering, GPA: 9.12/10.0

1990-1994

- Member - University Cricket team; Elected Treasurer - Mechanical Engineering Society; Member - Dean's Council.

PROFESSIONAL EXPERIENCE

MELLON VENTURES (*national venture capital firm; \$1.3 billion invested in over 100 companies*)

New York, NY

Summer Associate

Summer 2002

- Developed product and marketing strategy for CEO of an online retailing portfolio company. Researched market size, analyzed channel economics, evaluated competition, defined product features and pricing, and presented strategy.
- Performed in-depth due diligence on an enterprise software company. Interacted with senior management, analyzed financial statements, conducted customer reference calls, participated in sales meetings, and made recommendation.
- Conducted comprehensive financial analysis for investment in a financial services software company. Studied term sheet, built capitalization model, and analyzed returns for different exit valuations.
- Researched investment opportunities in enterprise IT infrastructure, sourced and reviewed business plans from over 50 companies, actively participated in company pitch meetings, and made investment recommendations.
- Participated in weekly investment reviews, company board meetings, and five industry conferences.

BENTLEY SYSTEMS (*collaborative enterprise software; revenues \$200M; 15,000 global clients*)

Exton, PA

Development Leader

2000-2001

- Led five-person international team to develop flagship software, which generated annual revenues of \$10M.
 - Coordinated with sales and marketing teams to develop product specifications.
 - Synthesized and executed the project plan after negotiating with cross-functional managers.
 - Reduced software defects by 20% by fostering closer cooperation between development and testing teams.
- Designed core technology, in association with CTO, for next generation engineering design software (patent pending).
- Selected to represent Bentley at annual user conference. Conducted workshop and made presentation to 150 users.

Liaison Officer

1998-2000

- Led development team of joint venture with leading Israel-based manufacturing software company.
 - Advised CEO of partner company on technical aspects of product development strategy.
 - Consulted to partner team throughout the product lifecycle. Resulting product increased Bentley revenues by 10%.
- Managed relationship with four strategic partner companies based in China, India, Israel, and Japan.
 - Analyzed product synergies and recommended co-development strategies to senior executives.
 - Conducted technology transfer workshops in Tokyo, Shanghai, and Hyderabad for executives and technical staff.

Software Engineer

1996-1998

- Conceptualized and developed an innovative design technology, which was commercialized into two flagship products.
- Reduced software translation costs by over 25% by developing an internationalization toolkit.

ADDITIONAL INFORMATION

- Guest speaker at University of Maryland in 1999. Advised graduate students on managing careers in technology.
- Interests: Traveling; Cricket; Golf; Broadway Musicals; Sushi; Scotch; Cooking.
- U.S. Permanent Resident (green card holder).

FREDERICK JOSEPH HELFRICH

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Phone: (610) 909-9295 / E-mail: helfricf@wharton.upenn.edu

EDUCATION

The Wharton School and The Joseph H. Lauder Institute University of Pennsylvania

Philadelphia, PA
May 2003

MBA Candidate – Dual Major: Business and Public Policy, Operations and Information Management

MA International Studies Candidate – Western Europe and Germany

- Elected Lauder Academic Representative; Elected Cohort Social Representative
- Completed Wharton strategic consulting Field Application Project in Germany, summer 2001

University of Pennsylvania

Philadelphia, PA
May 1992

BA – Biology

- Awarded Army Reserve Officer Training Corps scholarship; Times Leader Newspaper Scholarship

EXPERIENCE

KPMG Financial Advisory Services

Berlin, Germany

Consultant – Strategy and Innovation Center

May 2002-August 2002

- Responsible for developing and working various projects, including a biotech industry analysis, automotive industry analysis, and a study regarding the effectiveness of corporate restructuring efforts in Europe
- In a continuing project, developed and implemented a program of international cooperation in research efforts among independent KPMG practices in over a dozen European countries, leading to a functional, multinational network
- Assisted in the development of a negotiations primer to assisting employees in negotiation skill development

Jevic Transportation

Ohio, New Jersey

Operations Manager

1998-2001

- Supervised operations of 48 and 108-door freight terminals and up to \$100 million per year operations
- Supervised staff of 150 including operations, drivers, and customer service personnel
- Coordinated with sales staff to meet customer needs and dealt directly with customers to secure business
- Increased driver productivity by 20% in first six months; decreased damages and shortages in warehouse operations by 40%; increased warehouse productivity by 30%

Captain, United States Army

1992-1998

- Awarded three Army Commendation medals, two Army Achievement Medals, the NATO Medal, the Armed Forces Expeditionary Medal, paratrooper badge, Expert Infantryman Badge
- Attended Army Logistics Management College and Army staff school

Assistant Support Operations Officer (Captain)

Georgia (USA), Kuwait

- Developed and implemented a maintenance tracking process which halved delays in acquiring repair parts in Kuwait
- Assisted in managing all logistics, including medical, transportation, supply, and maintenance support, as well as coordination with customer units, other staffs, and external agencies for a 5,000 soldier rapid reaction force
- Maintained equipment readiness for all ground combat forces in Kuwait above 96%, 6% above Army standard, and despite 8000 mile supply lines during Operation Desert Thunder
- Noted by external evaluators for conducting the most effective maintenance-supply coordination ever seen

Maintenance Platoon Leader (First Lieutenant)

Germany, Bosnia

- Maintained readiness rate above 96% throughout deployment, highest of any combat unit in Bosnia-Herzegovina
- Commended by US commander for excellent support while operating independently and without higher support
- With 20% personnel shortage and no access to normal supply channels, provided maintenance support to one-half the US contingent for first month of ground force involvement in Bosnia; a force 4 times the unit's designed customers

Infantry Rifle Platoon Leader (Second and First Lieutenant)

Germany

- Selected out of 36 Infantry Platoon leaders to train other units testing new doctrine on an Army level
- Commended by commanders for thorough team performance reviews and team-building success
- Achieved the highest platoon scores both on individual and group levels two of three times
- Selected to train with Hungarian, German and Dutch armies due to language, inter-personal, and job skills

ADDITIONAL INFORMATION

- Languages: English – native speaker; German – very good
- Member of Big Brothers, Big Sisters organization as well as Philadelphia Cares, a volunteer service organization
- Information technology knowledge after setting up network in Kuwait and acting as office coordinator in Cleveland
- Enjoy living and traveling overseas; member Consulting Club, European Club, Veterans Club

ANDREW KEITH HERRICK
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215.893.0785, Andrew.Herrick.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
MBA Candidate, Dual Major in Finance and Strategic Management

Philadelphia, PA
May 2003

- Director's List for Fall Semester 2001, GMAT 760; Member of Finance, Technology clubs
- Wharton Business Plan Competition Committee, Mentor Relations Director; Milken Young Entrepreneurs Mentor

THE AUSTRALIAN NATIONAL UNIVERSITY
Bachelor of Science with Honours (First Class), Major in Physics

Canberra, Australia
Feb 1991 – Dec 1994

- National Undergraduate Scholar (awarded to twenty high school students annually for duration of ANU Honours degree)
- Research School of Physical Sciences and Engineering Honours Year Scholar

EXPERIENCE

COMMUNITY TECHNOLOGY ALLIANCE
Non-profit agency; delivers technology services to other non-profits
Marketing Summer Associate

San Jose, California

June 2002 – August 2002

- Developed marketing plan targeted to non-profit customers and funders. Conducted extensive interviews to understand current perceptions and key issues/decision drivers involved in using/funding the agency's services. Recommended product upgrades, communication channels and branding strategy to reach target audiences and successfully meet their needs.
- Commenced implementation by developing marketing materials to support brand strategy, organised new training program to allow staff to advocate full range of CTA services.

BOOZ·ALLEN & HAMILTON
Associate
Consultant

Sydney, Australia
Oct 2000 – July 2001
May 1998 – Oct 2000

- Promoted to post-MBA Associate level prior to attending business school
- *Fortune 500 global pharmaceuticals merger (Tokyo, Japan)* – led 20 BA&H and client staff to identify synergy opportunities worth \$300m annually. Gained buy-in to proposals from senior management including Japan CEO. Developed synergy tracking tool which was adapted for use by the client worldwide
- *Booz·Allen & Hamilton e-business incubator* – contributed to launch of Australian incubator, a vehicle to work with start-up companies in return for equity. Formed alliance with law firm and investment bank, established valuation methods and screening processes, evaluated more than one hundred business plan submissions
- *Leading Australian bank* – created sophisticated financial model to analyse internet distribution strategies under different business model and industry scenarios
- *Diversified industrial company* – restructured multiple finance functions into centralised shared services division. Performed detailed modeling of projected savings, developed execution plans for senior client sponsors and line management. Implementation resulted in annual savings of \$1.1m

BIZMARKET, start-up online services marketplace
Business Development Manager

Sydney, Australia
Sept 2000 – March 2001

- Contributed to market launch of bizmarket.com.au on leave of absence from BA&H (bizmarket is an online business-to-business marketplace that matches customers and suppliers via online requests for quotation)
- Achieved critical mass of more than seventy suppliers in direct mail and internet services categories – identified and approached key suppliers, built relationship with CEO or senior management team
- Developed pricing strategies and site content, tested functionality and usability of website prior to launch

ADDITIONAL INFORMATION

- Between February 1995 and August 1997, traveled and worked extensively in Europe, Asia and the Middle East. Experiences included crossing Russia via the Trans-Siberian Railway, cutting bananas on a kibbutz in Israel, and working with disadvantaged youth in Sardinia. After returning to Australia, I sold telecommunication services door-to-door until April 1998
- Personal interests include black and white photography, reading and creative writing

DAVID H. HIJIRIDA

6100 City Ave. #P311, Philadelphia, PA 19131
dhijirid@wharton.upenn.edu tel: 917 446 1111

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA Candidate (Executive program, Finance concentration)

Philadelphia, PA
2001-2003

CORNELL UNIVERSITY
MS Engineering Physics; Biochemistry minor

Ithaca, NY
1994-1996

- Nominated teaching assistant of the year in School of Engineering
- National Institutes of Health Grant for Nuclear Magnetic Resonance Imaging research
- Research publication in *Biophysical Journal*

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
BS Physics, Economics minor

Cambridge, MA
1990-1994

- President, Phi Sigma Kappa fraternity
- Judicial Committee Chairman for Undergraduate living groups
- Research publication in *Bulletin of American Physical Society*

EXPERIENCE

FLEET CREDIT CARD SERVICES, FleetBoston Financial
Vice President, New Channel Development (Marketing and Business Development)

Horsham, PA
1999-present

- Led 5 member team to complete partnerships and implement functionality to enhance online acquisition and servicing channels while integrating marketing plans across FleetBoston
- Created new email acquisition channel and implemented first multi-million impression acquisition campaigns
- Decided and maintained online pricing, copy, and product selection for all acquisition portals; supervised a online account portfolio of over 50 thousand accounts
- Directed over 10 functionality improvements to lift servicing logins by 20% each month; leading current overhaul of self-servicing consumer experience including advertising, cross-sell capabilities, and site design

Director e-Business

- Created business plan and persuaded senior management to launch first US Visa smart card as part of 8 person team in 6 months
- Designed strategy and negotiated deal for first POS and web-based smart card loyalty application and pitched new loyalty business model to partners
- Created communications material for ongoing smart card loyalty tests with merchants
- Obtained \$5 million to initiate one of eight Bank-wide Internet consumer marketing tests

MITCHELL MADISON GROUP (MMG)
Management Consultancy
Jr. Engagement Manager

New York, NY
1996-1999
N.America

- Led cost reduction team of 4 consultants and 20 clients for a large telecommunications provider to save approximately \$20MM in total PC acquisition and operating costs.

Associate Consultant

N.America

- Formulated plan for investment bank to convert back-office into an independent communications service provider
- Presented at meetings and helped form first global telecommunications practice group

Business Analyst

Asia, Europe, Australia

- Proposed and implemented a 1 year collections test using segmentation models to determine cost effective collection methods on international outstanding debt for a premier financial service firm
- Coordinated international effort and reduced overhead expense by 10-20% across Asia for one of the world's top credit card issuers

ADDITIONAL INFORMATION

Conversational Japanese, Aikido, body surfing, marathon running

WILLIAM JONATHAN HOGAN

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wihogan@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Finance and Marketing

May 2003

- **Distinctions:** Wharton Graduate Scholarship Recipient, Selected to be Wharton Consulting Club Vice President, Nabisco Case Competition Runner-up, Deloitte Consulting Challenge Finalist
- **Organizations:** Wharton Community Consultants, Consulting Club, Wharton Christian Fellowship

WHEATON COLLEGE

Wheaton, IL

Bachelor of Science, Mathematics and Theology/Biblical Studies

May 1994

- Cum Laude Graduate
- President, Wheaton College Gospel Choir

PROFESSIONAL EXPERIENCE

HOUSEHOLD INTERNATIONAL

Austin, TX

Consultant

2001 - 2002

- Led product strategy for integration of LoanFirst Technologies software into existing Household Automotive Finance website
- Created new loan product based on an existing partnership with another financial institution - \$600M projected first year revenue
- Evaluated effectiveness of sales force intranet and developed recommendations to increase utilization

LOANFIRST TECHNOLOGIES

Austin, TX

Co-Founder, Chief Operating Officer and Vice President of Product Marketing

1999 - 2001

- Co-founded software company to increase transactional efficiency in \$400 billion indirect automotive financing industry
- Raised \$7.4M within 5 months in 2 rounds of investment from venture capital firms and seed-stage investors. Co-authored business plan
- Managed successful acquisition of the company by Fortune 200 financial services company during hostile merger and acquisition environment
- Led 5-member team in creation and implementation of product/marketing strategies for the company's multi-lender credit application system through 4 major versions

TILLINGHAST-TOWERS PERRIN

New York, NY

Consultant

Summer 1999

- Evaluated the financial implications and competitive advantages of an insurance company's business plan
- Modeled financial and transactional results of complex benefits financing transactions involving captive insurance companies, financial markets, and international reinsurance markets.

KMA, THE AGENCY – KMA provides marketing and fundraising consulting to large nonprofits

Dallas, TX

Associate Consultant

1995 - 1998

- Developed annual marketing plans, including acquisition and retention strategies, for large nonprofits
- Assessed strategic effectiveness of written copy and design for multi-media fundraising/marketing campaigns, evaluated the proficiency of segmentation strategies in generating net income, and interpreted campaign results for clients
- Devised campaign strategy that increased net income from a direct response fundraising mailing by 1,000%
- Led client team responsible for donor acquisition project that resulted in a 55% increase of new donors over previous year
- Generated 22% increase in revenue for client product through a direct response marketing campaign

MERRILL LYNCH, PIERCE, FENNER & SMITH INC

Oakbrook, IL

Intern

1994

- Analyzed portfolios and various equity products and organized client portfolios for presentation

ADDITIONAL INFORMATION

- **Volunteer Activities:** Tutor for Prison GED Program, Church Volunteer, Bible Study Leader
- **Other Interests:** Gourmet Cooking, Fly Fishing, Snow Skiing

ELLENE HU

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EDUCATION

THE WHARTON SCHOOL & THE LAUDER INSTITUTE, University of Pennsylvania **Philadelphia, PA**
MBA/MA candidate, Strategic and Multinational Management/International Studies **May 2003**

- Recipient of the merit-based Marshall Rose marketing and Wharton general business scholarships
- Advised Intellgent Inc., an enterprise software company in Beijing, on marketing and promotions strategies.
- Global Business Forum Liaison for Wharton Asian Business Conference (WABC)
 - Responsible for coordinating WABC with 5 other regional Wharton business conferences
 - Obtained panel speakers and sponsorship for WABC
- Member of the Media & Entertainment Club, Greater China Club and Consulting Club

NORTHWESTERN UNIVERSITY **Evanston, IL**
BS/BA, Journalism with Concentration in Economics/International Studies **June 1996**

- Recipient of the merit-based Centel (now Sprint) and Medill Journalism scholarships

EXPERIENCE

YAHOO! INC. **Beijing, China**
Marketing Specialist **2002**

- Performed valuation on sales proposals to determine advertising pricing and feasibility of new channels.
- Secured largest Chinese women's magazine (circ. 400,000) as partner in women's channel to go live in Q3 2002.
- Designed revenue models, created channel site structures and performed SWOT analysis for auto and travel channels.
- Advised on long-term strategic co-branding efforts for Olympic and FIFA Women's World Cup channels.

CHINESE INFORMATION AND CULTURE CENTER **New York, NY**
Freelance Editor **1999-2001**

- Analyzed news stories about China and Taiwan, and wrote editorials for the Director, of which 6 were published in the *New York Times* and the *Philadelphia Inquirer*.
- Directed a team of 6 to publish bimonthly promotional newsletter that increased attendance at the Taipei Theater and Taipei Gallery by an average of 30%.
- Translated Chinese-language publicity documents on Taiwan's economy and culture into English.

NATURAL LIVING TODAY magazine (Tyler Publishing) **New York, NY**
Senior Editor **1999**

- Recruited and directed writers (15 per issue) for magazine articles, keeping salaries under budget.
- Managed health, fitness, food, beauty, fashion and parenting editorial content from concept (i.e., generating story and art concepts, and assigning stories) to end (e.g., generating titles, captions and cover teasers).
- Evaluated publicity materials and editorial submissions for inclusion in the magazine based on its timeliness, relevance to niche audience and relevance to the upcoming editorial calendar.

MCCALL'S magazine (now Rosie's, Gruner+Jahr) **New York, NY**
Assistant Health Editor **1997-1999**

- Directed fact-checking process of the health department; and worked with a team of copy editors, production staff members and graphic designers to create 8 editorial pages monthly.
- Analyzed technical medical journal articles, interviewed scientists and researchers, and translated findings and statistics into lay language for colleagues via memos and for readers via published articles.
- Contributed to award-winning skin cancer story (team awarded 1998 Skin Cancer Foundation Award).

AMERICAN HEALTH FOR WOMEN (Reader's Digest Special Interest Publications) **New York, NY**
Assistant to the Editor-in-Chief **1996-1997**

- Improved production process to meet operational targets, and reduced payment cycles by 50%.
- Coordinated internship program, with 3 interns per school term on average.

ADDITIONAL INFORMATION

- Fluent in Mandarin Chinese, and proficient in French
- Danced at the Alvin Ailey Dance Center and American Ballet Theater, and performed for Wharton Dance Studio
- Other Interests: Traveling (participated in S. America Global Immersion Program), Snowboarding, Yoga and Pilates

GRACE CHU HUANG
1530 Locust St., Apt. 2B, Philadelphia, PA 19102, (201) 532-7163
grace.huang.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Dual Major in Finance and Marketing

May 2003

- First Year Honors, top 20% of business school class
- Co-coordinator of 2003 Pre-Term, selected to chair a committee of ten to organize events for 700 students
- Leadership Fellow, selected to serve as a facilitator to develop the leadership of first-year students
- Coxswain, elected Captain for Wharton's Crew Teams

KENAN-FLAGLER BUSINESS SCHOOL, University of North Carolina at Chapel Hill

Chapel Hill, NC

Bachelor of Science in Business Administration, Minor in Chinese

May 1997

- Phi Beta Kappa
- Beta Gamma Sigma, graduated top 10% of business school class
- Order of the Golden Fleece, highest community service honor at UNC

EXPERIENCE

GLAXOSMITHKLINE (GSK)

Philadelphia, PA

Intern, Business and Commercial Analysis

Summer 2002

Business Development and Strategy

- Evaluated commercial opportunity of a late-stage in-license gene therapy drug worth over \$500MM. Modeled drug value based on unmet need, patient population and competitive landscape. Made go-no-go recommendation to senior executives
- Identified key intellectual property issues facing GSK's \$1B HIV drug franchise and developed strategic recommendations to respond to upcoming generic competition scenarios
- Valued GSK's anti-malarial drug pipeline by assessing disease epidemiology and evaluating health care delivery systems

CASTLING GROUP *An Internet and technology incubator*

New York, NY

Manager

1999-2001

Project Management and Teambuilding

- Launched an E-Commerce company for a national houseware retailer as one of five members of the founding team
- Project managed a six-person cross-functional team through the product development process, including web strategy, storefront design and implementation. Managed over \$1MM budget and relationship with external partners
- Headed negotiation of contract and fees with an interactive agency worth over \$1MM and achieved a 25% fee reduction.
- Served as only junior member on committee with six vice presidents to oversee site launch progress that resulted in a promotion to interim Director of Customer Experience

THE BOSTON CONSULTING GROUP

Atlanta, GA

Associate/Consultant

1997-1999

Client Management

- Led senior executives of a \$300MM medical services business in process redesign, resulting in \$13MM reduction of costs. Created trackable implementation plans and achieved cost reduction goal within fiscal year
- Managed client team of five through implementation of new corporate incentive compensation system for a Fortune 500 manufacturer resulting in an immediate reduction of work-in-process inventory by 20%

Marketing Strategy and Analysis

- Created tailored marketing messages and repositioned product offerings for non-profit philanthropic organization by sizing the market using external data sources, expert interviews and segmenting customers by analyzing quantitative survey and focus group. Resulted in an increase of customer investment assets of 15% within six months

Financial Modeling

- Built financial model to analyze historical stock performance of a Fortune 500 travel company to determine investment level needed to improve P/E ratio and reach targeted future stock price
- Developed bottom-up financial model based on value drivers for a Fortune 500 aluminum company to determine business unit performance and profitability

ADDITIONAL INFORMATION

- Conversationally fluent in Chinese Mandarin
- Worked with community service organization serving immigrants from Southeast Asia on health and family issues
- Played violin in UNC's Symphony Orchestra

STANLEY (YINGHUI) HUANG

2220 Walnut Street, #900, Philadelphia, PA 19103

Home: (215) 640-0389 Cell: (215) 498-1952

Yinghui.Huang.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

MBA Candidate in Finance and Management

May 2003

- Best FAP Team Award, Cohort Alum Rep, and Alum Pub/Salon coordinator
- Member of Finance, Sales & Trading, Investment Mgmt, and Private Equity Clubs
- GMAT 760 (99%)

STATE UNIVERSITY OF NEW YORK

Binghamton, NY

M.S. in Industrial Engineering

May 1997

- Full-scholarship recipient; Sole developer of an operation and knowledge management software

SOUTH CHINA UNIVERSITY OF TECHNOLOGY

Canton, China

B.S. in Mechanical Engineering

July 1993

- Secretary General and Member of Standing Committee in the University Student Union
- First-class Scholarship (top 3%) recipient for three consecutive years

EXPERIENCE

Chatham Financial Company

Kennett Square, PA

Summer Intern in Derivatives Pricing and Analysis

Summer, 2002

- Developed in-house volatility model for marketers / traders to deal with Wall Street banks and clients
- Participated in analyzing, modeling, and pricing fixed income hedging instruments (cap, floor, swap, etc)
- Rotations in derivatives modeling (bootstrap), accounting (FAS 133), documentation, and trade execution

MANAGEMENT SYSTEM DESIGNERS, INC.

Vienna, VA

Senior Consultant

1997 – 2001

- Led team to successfully implement a \$43 million accounting and budget management system
- Persuaded and advised senior management in a project reconstruction that won a \$16 billion client
- Teamed with client's CTO to develop financial system for 4,000 vending machines (\$250 million annual revenue)
- Initiated and managed a mission-critical team to build a support system for the world's largest web medical library
- Pitched venture funding for an e-learning business; In charge of financial modeling, market research, and biz analysis

MAG, INC.

Flushing, NY

Founder and Owner

1996

- Initiated and founded this startup after coming to USA for less than a year
- Managed and operated the company in all aspects - finance, marketing, sales, and operation

LONG RIVER TECHNOLOGY TRADING, INC.

Canton, China

Assistant of the President

1993 – 1995

- Assisted the President in day-to-day operation and consulted in dealing with international partners
- Supervised the software sales division for six months, resulting in 30% revenue growth

ADDITIONAL INFORMATION

- Managed personal investment portfolio and traded equity since 1998
- Built a brick and concrete based family house for parents during school breaks from 1991 to 1993
- Volunteer: People-Without-Borders for non-profit teaching for internationals in Washington, DC
- Interests: mountaineering, stamp-collecting, soccer, and history movies
- Languages: Mandarin and Cantonese

VANESSA HUANG
135 S. 20th St. Apt. 1406, Philadelphia, PA 19103
(267)918-3388/ yifeivh@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
Master of Business Administration Candidate, Major in Finance May 2003

- Member of the Finance Club, Sales & Trading Club, Say Yes to Education Mentoring Program, Golf Club
- Student Coordinator, Greater China Global Immersion Program; Career Assistant, MBA Career Management

STANFORD UNIVERSITY Stanford, CA
Master of Science June 1996

- Engineering-Economic Systems (renamed to Management Science and Engineering)

MOUNT HOLYOKE COLLEGE South Hadley, MA
Bachelor of Arts, Cum Laude May 1995

- Dual major in Physics and Economics-Mathematics Special Major
- Sigma Pi Sigma, National Physics Honor Society. Sarah Williston Scholar, top 15% of class

EXPERIENCE

LEHMAN BROTHERS, INC. New York, NY
Summer Associate, Sales, Trading & Research Summer 2002

- Placed with High Yield and Equity Derivatives with rotations through various desks in fixed income and equities
- Prepared analyses on current high yield market environment and participated in writing earnings release notes
- Assisted in developing the Lehman Brothers European and Asian equity risk-return models

BANK OF AMERICA ASIA Hong Kong
Associate, Investment Banking Group 1999 – 2001

- Executed financial advisory transactions across industry sectors with a focus on technology and internet
- Coordinated all stages of private equity funding activities for Asian clients, including a \$117 million Korean financial group global offering
- Conducted due diligence and performed valuations on both private and public companies, using discounted cash flow, comparable company, and precedent transaction analysis
- Developed and maintained relationships with over 20 clients and prospects throughout Asia
- Worked with other Bank of America Asian offices on cross-border transactions

GOLDMAN, SACHS & CO. New York, NY
Analyst, Mortgage Research 1997 – 1999

- Structured \$105 million whole loan mortgage-backed securities for issuance and participated in securitizations
- Participated in creation and marketing of innovative mortgage securities structures, such as the Mortgage Default Bond for mortgage insurance companies
- Modeled and valued various types of distressed assets, from MXP7.6 billion Mexican residential mortgage portfolios to residual securities
- Provided analytic support for commercial mortgage-backed securities trading desk
- Led the transition process of the firm's commercial mortgage-backed database from internally to vendor supported

SALOMON BROTHERS, INC. New York, NY
Analyst, Fixed Income Research 1996 – 1997

- Provided support for the Client Help Desk where analysts answer questions from internal and external users on the analytics of *The Yield Book* – Salomon Brothers' proprietary fixed income securities analysis application
- Organized and planned team efforts to perform quality assurance tasks of *The Yield Book*

ADDITIONAL INFORMATION

- Interests: flying (private pilot license), golfing, and reading. Traveled extensively in Asia and Europe
- Volunteer: University of Science & Technology Mentoring Program, Hong Kong; NYC Mentoring Program, NY
- Languages: fluent in Mandarin and Cantonese; elementary Japanese

CHRISTINA N. HUGHES
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(215) 875-9740
Christina.N.Hughes.wg03@wharton.upenn.edu

EDUCATION

The Wharton School, University of Pennsylvania Philadelphia, PA
Masters of Business Administration Candidate in Finance and Health Care Management May 2003

- Elected Co-President of Finance Club, Vice President of Community Consultants, Social Chair of Health Care Club
- Member of Wharton Women in Business, Novice Crew Team

Yale University New Haven, CT
Bachelors of Science in Biology May 1994

- Selected All-Ivy Outfielder and Utility Player; Member of Ivy League Championship Varsity Softball Team

WORK EXPERIENCE

US BANCORP PIPER JAFFRAY Minneapolis, MN
Summer Associate, Health Care Investment Banking Summer 2002

- Performed company comparable strategic, precedent transaction, LBO, and accretion/dilution analyses for \$200M medical technology sell-side acquisition. Researched and drafted strategic buyer profiles. Resulted in deal award.
- Drafted sales force memoranda for \$200M medical technology and \$300M health care services sell-side acquisitions.

CAP GEMINI ERNST AND YOUNG Washington, DC
Senior Consultant, Managed Care Division 2000—2001

- Presented recommendations to Senior- and Mid-level client management on detailed gap analysis of federally mandated regulations on business operations for major health insurers.
- Led cross-functional client teams from billing, member and provider services, and enrollment divisions in developing business requirements to address operation improvements. Responsible for portions of overall project management.

THE LEWIN GROUP Falls Church, VA
Associate, Public Health and Finance Division 1996—2000
Quantitative and Qualitative Analysis

- Presented recommendations to AARP senior executives and at a professional society conference on national survey for low-income elderly managed care customers.
- Investigated financing strategies of state managed behavioral health care programs to identify best practices.

Project Management

- Led day-to-day management of multi-million dollar proposal effort for federal agency. Resulted in proposal award.
- Garnered follow-on project work for federal agencies and community-based organizations.

Writing and Communications

- Facilitated Expert Panels to develop National Treatment Plan to address alcohol and substance abuse issues.
- Published in *Gerontologist* and mental health and substance abuse policy newsletter.

TUFTS/NEW ENGLAND MEDICAL CENTER Boston, MA
Research Assistant 1994—1996

- Developed protocols, performed experiments, and analyzed data to elucidate a protein's immune response pathway.
- Published in peer-reviewed journals, *Journal of Cell Biology* and *Blood*.

ADDITIONAL INFORMATION

- Founder and Board Member of Yikalo, Inc., a non-profit organization that raises money to purchase and send sports equipment to children's athletic teams in developing countries
- Deacon, First Presbyterian Church, for crisis/short-term care
- Interests: Running, Travel, Reading, and Community Service

JACK HWANG

1835 Arch Street, Apt. 612 / Philadelphia, PA 19103
(267) 330-0360 / jack.hwang.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL & THE LAUDER INSTITUTE, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Major in Strategic Management and Finance.

May, 2003

Master of Arts Candidate in International Studies, Concentration in East Asia, Mandarin and Japanese.

- Awarded merit-based Long-Term Credit Bank of Japan Fellowship.
- Conducted consulting project for Beijing Cooking Oil Company: analyzed WTO implications on value-added chain in China and recommended domestic expansion strategies.
- President of Wharton Tennis Club, member of Consulting Club, volunteer for Wharton Admissions Committee.

JOHNS HOPKINS UNIVERSITY

Baltimore, MD

Bachelor of Arts, International Studies; Minor in Economics. GPA 3.86/4.0

May, 1997

- Graduated with Honors and elected to Phi Beta Kappa. Completed degree in three years.
- Exchange student for one year at Waseda University, Tokyo, Japan. Executive internship at two corporations:
 - Dentsu Inc., developed marketing strategies and formulated ad campaigns for major convenient stores.
 - Canon Inc., devised strategic sales plans for the color copier and photography industries.

EXPERIENCE

YAHOO! INC., *Enterprise Solutions Group* (Summer Associate 5/2002 – 8/2002)

Beijing, China

- Launched the China Enterprise Solutions Team to develop alternative revenue streams for Yahoo (~15% of revenues).
- Designed revenue models, operational structures, marketing and channel strategies to promote the new service line.
- Authored detailed business plans to offer online solutions to Bank of Shanghai and China Unicom. Assessed and made recommendations to Yahoo's GM on choice of global software and hardware partners to consummate new venture projects.
- Conducted research on China's media landscape and developed strategies to market webcast services to corporations.

ARTHUR ANDERSEN LLP, *International Executive Services Group*

Los Angeles, CA

Associate (9/1997 – 6/1999), Sr. Associate (7/1999 – 6/2000), Experienced Sr. Associate (7/2000 – 4/2001)

- Promoted to Senior Associate in one year and nine months (youngest employee for this promotion).

Business Development and Strategic Analysis

- Initiated the ATLAS project, a computer application that reduced assignment cost projection preparation time from one hour to 15 minutes. The improved efficiency led to an increase of 2,500 more projections annually, representing an additional revenue of \$5 million. ATLAS later became the standardized firm software for Andersen as well as for external clients (Accenture, BHP, Standard Chartered, etc.).
- Analyzed international tax treaties and conventions to design cross-border compensation and tax strategies. Devised techniques that resulted in 60-75% savings in income and payroll taxes for the clients.

Team Leadership and Project Management

- Led 8 Junior Associates in designing and implementing ATLAS.
- Directed a 3-member team to streamline and manage the tax process for 150 Andersen Consulting expatriates by conducting pre-departure/post-arrival tax and compensation reviews/recommendations.

Communication and Innovation

- Formulated and implemented the *Exceed* initiative, a customer satisfaction program aimed at obtaining feedback from the client's senior management.
- Created *ACommunications*, a newsletter that enhanced communication between Arthur Andersen and the client, allowing readers to learn and understand policy changes, project status, team hierarchy and composition.

ADDITIONAL INFORMATION

- Native English, Mandarin, and Taiwanese; Intermediate Cantonese, Japanese, and Spanish. Dual National: US/Taiwan.
- Community Service: Vice President of Chinese American Service Alliance – 501(c)(3) Nonprofit Organization, since 1998.
- Personal Investing: Founder and Fund Manager of E*Global Investment Partnership, since 1999.
- Sports: Founder, Team Captain, and Newsletter Editor for the Arthur Andersen Basketball Team (1997-2001).
- Other Interests: Traveling, wine tasting, passion for Japanese culture and food.

NOBUTAKA ISHIKAWA

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EDUCATION

The Wharton School, University of Pennsylvania

Philadelphia, U.S.A.

Master of Business Administration

Present

- Class of 2003 candidate: Major in Finance and Operation Management

University of Tokyo

Tokyo, Japan

Master of Engineering (Electronics)

March 1997

- Thesis title: "Traffic Simulation by Large-scale Parallel Computers"
- Selected for membership in The Japan Society of Information and Communication Research

Bachelor of Engineering (Electronics)

March 1995

- Thesis title: "Development of Rope-less Elevator"
- Selected for membership in The Institute of Electrical Engineers of Japan

PROFESSIONAL EXPERIENCE

Mobile Internet Capital, Inc.

Tokyo, Japan

Intern

summer 2002

- Directly involved in two \$2.5M-in-total investments to foreign ventures and one VB buy-out under supervision
- Conducted market forecast on Telecom and Hi-tech sectors for restructuring of the portfolio

NTT DoCoMo

Kanagawa, Japan

Chief Engineer, Dept. of Radio Network Development

April 1999 – June 2001

Play key role in developing NTT DoCoMo's new network for 3G(W-CDMA/UMTS), new generation mobile phone system offering fast, better quality at lower cost, with global portability

- As chief editor of Third Generation Project Partnership (3GPP) specification TS25.433 for IMT-2000, gathered recommendations from various companies and coordinated with authors to synthesize more than 1000 proposals into 430 pages English-language-only specification
- Represented NTT DoCoMo and Japan at 3GPP Technical Specifications Group, an international organization for IMT-2000 standardization. All negotiations in English
- Won 4 domestic *DoCoMotion* awards for proposed new ideas and received \$5,000 in total
- Selected as a scholarship recipient for MBA study abroad from company-wide applicants

Engineer, Dept. of Radio Network Development

April 1997 – March 1999

As part of team of 15, responsible for development of mobile network controller

- Granted 6 patents for work on 3G(W-CDMA/UMTS) project

Goldman Sachs

Tokyo, Japan

Intern

spring 1996

- Selected out of more than 200 applicants as one of 20 to carry out internship
- Conducted market researches, M&A case researches, and derivatives studies

Yahoo Japan

Tokyo, Japan

Part-time

summer 1996

- Participated in establishment, collecting information for search engine database

ADDITIONAL

- Enthusiastic amateur scuba diver, going underwater 200 times; leading member of *Kaiyouken*, University of Tokyo Scuba Diving Club, 1991-1997
- Lived in Canada and the Netherlands for 6 years in total

YAHYA JALIL

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Email: yahya.jalil.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

MBA Candidate in Finance

PHILADELPHIA, PA

7/01 - Present

- Director's List (top 10% of class) – Fall 2001.
- Officer, Private Equity Club (Director, Venture Capital). Chair, Venture Capital Panel, Annual Private Equity Conference.
- Active member, Investment Management Club, Technology Club, Media & Entertainment Club.

STANFORD UNIVERSITY

STANFORD, CA

Bachelor of Science, Electrical Engineering (Concentration: Semiconductors, Digital Signal Processing) 9/92 – 6/96

- David Starr Jordan Scholar – Top 5% of Freshman Class.
- Chairman, Stanford Model United Nations; Regular Featured Speaker, Bechtel Geopolitics Speaker Series.

OXFORD UNIVERSITY

OXFORD, ENGLAND

Directed Study, Industrial Economics. Nuffield College, Balliol College

2/95 – 9/95

- Tutorials: Imperfectly Competitive Markets; Economic Impact of Colonialism in South Asia.

PROFESSIONAL EXPERIENCE

BINOPTICS CORPORATION, Product Management & Marketing

ITHACA, NY

Summer Associate at Optical Networking Start-Up

5/02 – 7/02

- Created product strategy, delineated technical specifications and created marketing collateral for launch of initial products for start-up developing optical components based on proprietary compound-semiconductor technology.
- Developed technology commercialization path, including establishment of critical development, testing and deployment milestones through liaising regularly with a team of 8 electrical and optical engineers.

GE EQUITY, Technology, Media & Telecommunications

STAMFORD, CT

Assistant Vice President (1/01 – 6/01), Associate (7/99 – 12/00), Senior Analyst (8/98 – 6/99)

8/98 – 6/01

Transaction Experience

- Led investments in media & telecommunications at GE Capital's \$6BN private equity group. Evaluated over 250 investment opportunities spanning several types: early stage venture, mezzanine, later-stage, crossover, PIPES and LBOs.
- Presented quarterly industry updates to senior management on assigned focus areas including video-on-demand, interactive TV, datacasting, Video-over-IP, ATSC & digital cable transmission technologies and broadband media.
- Led three member associate team on quantitative modeling, business, technical and financial due diligence. Managed process for term sheet drafting, investment committee presentation, legal documentation and post-closing advisory work.
- Completed sixteen transactions worth over \$250MM including *Benedek Broadcasting (\$44MM)*, *Digital Island (\$10MM)*, *Dotcast (\$3MM)*, *Intertainer (\$5MM)*, *iXL (\$50MM)*, *ShopNBC (\$50MM)* and *Wink Communications (\$10MM)*.

Portfolio Management

- Appointed as GE Board Observer on the board of four portfolio companies: *Buildnet*, *Dotcast*, *Intertainer* and *Vitessa*. Actively engaged with management team in development of business strategy, processes and infrastructure.
- Undertook restructuring responsibilities for distressed portfolio accounts. Helped companies restructure their operations, strategically reposition the business, unwind non-core acquisitions and re-capitalize their balance sheet.
- Negotiated on behalf of troubled portfolio companies with trade creditors, banks, and other lenders to restructure loans.

CREDIT SUISSE FIRST BOSTON, Investment Banking

NEW YORK, NY

Financial Analyst

6/96 – 6/98

Mergers & Acquisitions

- Advised *Lukens* on \$740MM merger with *Bethlehem Steel*. Performed purchase/pooling analysis and valued all segments of client's business for fairness opinion using Precedent Transactions, Comparables, (EVATM) and DCF Analyses.
- Advised clients globally on acquisitions, leveraged buyouts, spin-offs, divestitures and corporate defense strategies.

Equity Transactions

- Managed process for the IPO of *AVTEAM*. Advised management on transaction size, structure, liquidity constraints, mix of primary / secondary securities, strategic positioning, as well as management structure and incentives.

Investment Grade & High Yield Fixed Income Financings

- Marketed & executed \$150MM high-yield financing for *Talon Automotive*. Led CSFB's largest cross-border Debt Private Placement of 1997 (\$450MM, *Visy Industries*). Analyzed credit statistics and developed rating agency presentation.

EXTRACURRICULARS

- Volunteer, Children's Vaccination Drive (Pakistan). Co-Chair, Ravenswood Tutoring & Tennis program (Palo-Alto, CA).
- *Languages*: Proficiency in Urdu, Hindi, Punjabi. *Sports* interests include: Equestrian Polo, Squash, Cricket and Rowing.

TARIQ JANMOHAMED

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Masters in Business Administration Candidate, May 2003

Concentrations: Finance and Marketing

Selected Activities: Co-chair, Wharton International Volunteer Project; Director, 2003 Wharton Technology Conference; Admissions Committee volunteer; Active member of European and Rugby clubs.

Philadelphia, PA

2001 – Present

UNIVERSITY OF BRISTOL

Bachelor of Science, Economics

Conferred with upper-second class honors

Selected Activities: Vice-President, Economics Society; Active member of Rowing and Community Service clubs.

Bristol, UK

1992 – 1995

PROFESSIONAL EXPERIENCE

DIGITAL BRIDGES LTD.

Summer Corporate Strategy Intern

Digital Bridges is a UK based company providing both the technology platform and content design capabilities for delivering games via mobile phone networks. Digital Bridges was formed in 1998 and is funded by Apax Partners and Telesystem-Argo Global Capital Inc.

London, UK

2002

- Conducted detailed market and competitor analysis of the \$5Bn global wireless entertainment industry to help determine future strategy for Digital Bridges. Presented findings to the CEO, resulted in acceptance of my recommendation to enter the mobile phone ringtone market in the US.
- Developed market entry strategy for the US ringtone market. Resulted in ongoing negotiations with major retailer to sell ringtone retail packs in over 500 stores across the US.
- Wrote and implemented business plan to allow independent software developers to distribute their games to mobile phone operators via Digital Bridges technology platform. Business plan included financial projections, new operational processes, and framework contracts. Negotiated deals with two such software developers.

ACCENTURE

London, UK; Paris, France; Houston, USA; Stavanger, Norway & Amsterdam, The Netherlands

Manager

1996 – 2001

Business Development and Strategic Analysis

- Created e-Commerce Business-to-Business strategy for major European utilities company; resulted in client investing \$12m for technology implementation project.
- Led multi-national, multi-disciplinary team to evaluate potential technology alliances for Accenture; resulted in global partnership with leading portal software company.
- Advised VP in charge of e-Commerce on new venture strategy for major global energy company; resulted in setting up cross-functional international team to make funding decisions and advise on new venture ideas from the organization's 100,000 employees.

Management

- Managed \$5m e-Commerce technology implementation project for global energy company; negotiated project scope, managed budget, and organized and motivated joint Accenture and client team to deliver.
- Led team of 20 to design and deliver global sales and distribution software functionality for major energy services client.

Communication

- Selected to lead training of 40 new recruits in business, technology and teamwork skills.
- Interviewed potential recruits; developed and implemented recruitment and retention strategy for Accenture experienced personnel.

HSBC INVESTMENT BANKING

Summer Analyst, International Corporate Finance Department

London, UK

1994

- Targeted potential buyers for a major European chemical company by evaluating strategic direction and financial status of major chemical corporations.

ADDITIONAL INFORMATION

Proficient French speaker; Traveled extensively in Asia, Australia, Africa and North/Central America; Tutored high school students in Mathematics and French as part of community education program; Voted by colleagues as "Most Valuable Person" in Accenture UK Technology Interest Group (250 people).

RANDAL JEAN-BAPTISTE

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Major in Finance and Strategic Management

May 2003

First Year Honors (Top 20% of Class). Mitchell Fellow. Whitney M.Young-Conference Corporate Relations Liaison. AAMBAA. Wine Club.

HARVARD COLLEGE

Cambridge, MA

BA – Cum laude in Government

June 1992

Dean's List. Harvard College Scholarship. Junior Year Abroad in France. Freshman Crew.

EXPERIENCE

MORGAN STANLEY

New York, NY

Summer Intern

Summer 2002

Actively participated in corporate finance client coverage in the Transportation, Technology, and General Industries Groups:

- Evaluated leveraged buyout opportunity for a non-asset based transportation services company. Responsible for building Leveraged Buyout Model and constructing transaction rationale for a management discussion.
- Prepared book presenting potential acquisition candidates for a domestic third party logistics firm with a need to develop an Asian and European presence. Surveyed European and Asian logistics landscape and identified potential candidates for acquisition.
- Evaluated acquisition prospects of a private company acquiring a public company in the technology sector. Responsible for Discounted Cash Flow Analysis, Discounted Equity Value Analysis and proposing potential forms for the transaction.
- Advised General Industries client on potential acquisitions in complementary industries. Evaluated comparable and precedent transaction statistics to identify candidates which satisfied specific strategic and financial objectives.

MITCHELL & TITUS, LLP

New York, NY

Project Manager

January 1998 – July 2001

Provided strategic direction for consulting engagement teams conducting management and organizational studies of public and private organizations. Engagements included:

- *Verizon Communications.* Analyzed revenue recognition system and identified the sources of a 25% revenue decline for the Public Communication Inmate Coin Division. Devised implementation plan to address root causes.
- *Los Angeles World Airports.* Assessed Los Angeles air and land cargo markets in developing an effective system-wide coordinated cargo initiative to maximize space utilization. Recommended changes to leasing policy to optimize airport authority's control over space.
- *New York State - Division of Human Rights.* Built model that assessed financial impact of 10-year case backlog. Model predicted growth of new cases, anticipated productivity improvements, and determined optimal staffing levels in order to clear the backlog in 1, 2 and 5 years. Model identified potential savings of nearly \$17 million for client.

NYJB BUS SERVICE, INC

New York, NY

President

July 1994 – September 1997

Managed school bus transportation firm with \$5.1 million in sales and 100+ employees:

- Developed 5-year budgeting model to forecast revenue and expenses in support of financial and strategic planning initiatives.
- Revised financial procedures to increase working capital and reduced operating costs by 20% to improve profitability.
- Implemented exit strategy by negotiating sale of firm to competitors.

BAIN & COMPANY, INC

Boston, MA

Associate Consultant

September 1992 – July 1994

Worked with team of consultants to develop top line strategy at several Fortune 500 companies in the following industries:

- *Airline.* Designed and executed study and led sub-team that examined Customer Service Agent (CSA) utilization and productivity at hub-airport. Built model that assessed strategic and financial position of non-hub stations to close as part of downsizing effort.
- *Vinyl Flooring Manufacturing.* Redesigned marketing strategy to effectively address key areas of customer decision-making process. Benchmarked client's cost of tile production against competitors, helping client become the low-cost producer.
- *Financial Services.* Built financial model that predicted growth rates in gold and regular cards, charges, balances, charge-off rates, revenue and profits given different rewards and loyalty programs.

OTHER INFORMATION

Former high school speech and debate coach. Enthusiastic sports fan, wine novice, cards player, theater patron, music lover, and French speaker (conversant).

GRAHAM F. JERABEK

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EDUCATION

THE WHARTON SCHOOL & LAUDER INSTITUTE, UNIVERSITY OF PENNSYLVANIA Philadelphia, PA
MBA & MA Candidate (Finance/International Management) May 2003

- Leader/Program Developer: Wharton 2002 China corporate visitation program for 70 Wharton MBA students
- Consulting: Developed marketing strategy for Chinese ERP Provider and drug feasibility study for Aventis Behring
- Clubs: High Tech, Entrepreneurship, Biotech (Vice President of Consulting), Greater China, and Hockey

STANFORD CENTER & MANDARIN TRAINING CENTER Taipei, Taiwan
Intensive language programs for advanced written and spoken Mandarin Chinese 9/95-6/98

HAVERFORD COLLEGE Haverford, PA
Bachelor of Arts: Growth and Structure of Cities May 1993

- Resident Advisor; Facilitator, Race Relations Group; Intercollegiate Ultimate Frisbee and Soccer Clubs

EXPERIENCE

ROCKWELL AUTOMATION Beijing, China
Consultant, Global Manufacturing Solutions 6/02-8/02

- Developed software and consulting-services marketing plan for Managing Director, China to assist Rockwell Automation get traction and execute new global strategic initiatives in the China market.
- Interviewed and researched multinational and Chinese companies, company partners, industry experts and internal employees throughout China to identify market needs, opportunities and threats, as well as company capabilities, strengths and weaknesses.

WCITIES Beijing, China
200-person, London-headquartered, international wireless content, location-based information service provider.

Quality Assurance Manager, Greater China Region, Taiwan Country Coordinator 3/00-12/00

- Initiated Taiwan business development. Conducted initial market research and marketed location-based information services to Taiwan's leading mobile operators and internet portals.
- Managed, recruited and trained 50 writers, translators and editors for English and Chinese content production in 8 cities throughout Greater China.
- Led content development quality and process improvement initiative in Greater China and Asia Pacific Region which became model for international quality initiative.

JONES LANG LASALLE Taipei, Taiwan
Project Manager, International Business Development 3/99-7/00

- Led teams of 3-8 persons on multi-city retail, office, industrial and residential market research projects for major international retailers, manufacturers and property consulting firms.
- Negotiated franchise and joint venture agreements for international retailers.
- Selected sites and negotiated leases for international department store, cinema and apparel retailers.

Associate, Research Department 7/97-2/99

- Performed market research for multinational retailers and developed leasing packages for international investors.
- Developed trade show marketing materials for international conferences, and prepared speeches and presentations for CEO to deliver to government and international trade organizations.

EPSTEIN REAL ESTATE ADVISORY SERVICES Swampscott, MA
Consultant 6/93-1/94

- Valued residential and commercial properties using comparable and cost approaches.
- Conducted extensive research on property and land markets.
- Advised real estate lending institutions on primary and secondary mortgages and foreclosures.

ADDITIONAL INFORMATION

- American Chamber of Commerce, Construction Committee Steering Board, Taipei, Taiwan (98-00)
- Fluent in written & spoken Mandarin Chinese (ACTFL Superior)
- GMAT 750; Taiwan Ministry of Education Scholar, National Taiwan Normal University (1996)
- Ultimate Frisbee (Captain, Taipei Team), Hockey, Soccer, and extensive Asian and European Travel (1994)

RICHARD W. JI
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Finance

May, 2003

- Academic awards: Director's List (top 10% of a class of 780 students) and First-year Honor
- Active member of Investment Management Club, Finance Club, and Private Equity club
- Equity research analyst for Wharton Fellow Fund focusing on Healthcare sector

HARVARD UNIVERSITY

Boston, MA

Ph.D., Division of Biological Sciences

July, 1996

- Academic awards: Biological Science Fellowship and Bristol-Myers Squibb Fellowship
- Elected full member of Sigma Xi Society for excellent scientific achievements
- Elected as Vice President, Harvard Chinese Students and Scholars Association and chaired the "Path to Success" programs, which drew over 1,000 audiences and were featured by various TV and newspapers

FUDAN UNIVERSITY

Shanghai, P.R. China

Bachelor of Sciences, Department of Biology

July, 1990

- Academic awards: First-class honors and Qian-jing Prize for Highest Academic Distinctions

EXPERIENCES

UBS WARBURG

New York, NY

Equity Research Summer Associate (Healthcare)

Summer, 2002

- Initiated research coverage on a biotech company, including analysis of the product pipeline, competitions, financial projection, DCF modeling, comparable analysis, enterprise valuations, and investment recommendation
- Conducted proprietary research on the trends of new drug launches used for optimized financial modeling
- Designed long/short investment strategies based on the competitions and alliance among pharmaceutical/biotech firms
- Evaluated the potential impact of changes in accounting rules, including stock option expenses, on company earnings

J.P. MORGAN CHASE

Hong Kong

Equity Research Summer Associate (Power and Energy)

Summer, 2002

- Analyzed the growth of energy industry by evaluating market penetration, competitive landscape, and regulatory trends
- Developed stock selection and ranking system using Warren Buffet's value investment methodology

BRISTOL-MYERS SQUIBB PHARMACEUTICAL, INC.

Princeton, NJ

Research Investigator and Project Manager

1996-2001

- Gained extensive experiences in Healthcare industry; evaluated investment opportunities for technology development and licensing, including a \$20 million strategic alliance with a major biotech company
- Designed and implemented R&D strategies; managed and coordinated two R&D project teams
- Conducted market and competitive analysis for three drug discovery programs
- Produced two pre-clinical drug candidates, three pending patents, and multiple scientific publications; addressed at various healthcare conferences

CHILDREN'S HOSPITAL & HARVARD MEDICAL SCHOOL

Boston, MA

Graduate Research Fellow

1993-1996

- Made breakthrough on anti-angiogenesis cancer therapy by developing a state-of-art molecular technology for drug discovery
- Evaluated a novel anti-cancer drug that was out-licensed for \$2 million
- Produced five publications on leading scientific and medical journals

ADDITIONAL INFORMATION

- Developed 5 years of personal investment experiences, structured value and growth portfolio, and implemented hedging strategies
- Former college basketball player; interests in biography of investment gurus; winner of Karaoke contest at Wharton
- Honor: Elected member, All-China Youth Federation; Fluent in Chinese

RICHARD M. JOHNS
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Masters of Business Administration in Strategic Management and Finance

May 2003

- Fall and Spring Semester Director's List (top 10% of class); First Year Honors Class of 2003.
- Wharton Community Consultant: evaluated strategic partnership opportunities for a non-profit instructional technology company.

Pennsylvania State University

University Park, PA

Masters of Science - Nuclear Engineering, GPA 3.9

Dec 1995

- Senior member of a National Science Foundation sponsored team: directed research, authored five papers, and presented at two national conferences.
- Utilized non-linear modeling techniques and advanced control theory to develop new controllers for nuclear reactors, generating a 40% increase in core temperature performance.

United States Naval Academy

Annapolis, MD

Bachelors of Science – Systems Engineering, GPA 3.7

May 1994

- Top 4% of class. Graduated with Distinction.
- Developed new protocol for nuclear weapons accident response as summer research assistant at Los Alamos National Laboratory.

EXPERIENCE

McKinsey & Company

Washington, DC

Summer Associate

Summer 2002

- Worked with leading healthcare company to develop a diversification and growth strategy yielding \$150 million/year in EBITDA.
- Segmented, sized, and modeled the financial growth of business opportunities spanning the pharmaceutical value chain.
- Working closely with senior executives, developed business cases for six priority lines of business.

United States Navy, Nuclear Submarines, Lieutenant

Bangor, WA/Groton, CT

Submarine Tactics Instructor / Division Officer: *USS Trepan* and *USS Florida*

1995 – 2001

Leadership and Project Management

- Led a 40-person cross-functional team in operation of a \$2 billion nuclear submarine. Responsible for minute-to-minute decisions affecting the safety of the ship and its 160 crew members.
- Supervised 18 technicians during a six-month inactivation of a nuclear submarine and associated reactor system. The team completed the work two weeks early, saved over 5,000 man-hours, and achieved a 100% safety record.

Analytical and Planning

- Conceived and implemented submarine's war-fighting training plan. This innovative program was credited by the commanding officer for the ship's improvement from a grade of average to a perfect score on a Navy-wide examination and recognition as the best Trident Submarine in the Pacific Fleet.
- Created maintenance plan and coordinated the efforts of two external organizations during the first proof-of-concept operation to repair a failed nuclear plant component while forward deployed to the Mediterranean Sea. The repair was completed ahead of schedule allowing the submarine to complete a mission critical to national security.

Awards and Accomplishments

- Top ranked of nine Junior Officers. Consistently ranked number one in peer group for three years.
- Awarded four Navy Achievement Medals for outstanding leadership performance in positions of increasing responsibility.

ADDITIONAL INFORMATION

- Top Secret security clearance.
- Sailed around the world underwater on a submarine deployment and inducted into the *Order of Magellan*.
- Wrote the final deck log entry for *USS Trepan*, now on display at the Smithsonian National Museum of American History.

DENNIS NEIL JOHNSON
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate, Finance Major

Philadelphia, PA
May 2003

- Director's List for Fall 2001 and Spring 2002 semesters; First Year Honors
- Activities: Finance Club, Investment Management Club, and Veterans' Club
- Field Application Project: Performed an analysis of the competitive landscape of the New Car Market and made recommendations to Mercedes-Benz USA for achieving competitive advantage with the launch of the Smart Car

UNITED STATES NAVAL ACADEMY
Bachelor of Science, Electrical Engineering

Annapolis, MD
May 1997

- Graduated with Merit (Top 15% of Class).
- Handpicked by the Commandant of Midshipmen as a member of the Brigade Staff (student committee responsible for daily operations at USNA).
- Received a letter of commendation from the USNA Superintendent for "demonstrating outstanding officer-like qualities."

EXPERIENCE

UNITED STATES NAVY, USS OHIO (SSBN 726 BLUE)
Submarine Officer, Navy Lieutenant, Nuclear Engineer

Bangor, WA
1997 – 2001

- Top junior officer of twelve peers. Consistently ranked number one in peer group for three years by two different Commanding Officers.
- Selected by the Navy and Wharton as the 2001 submarine community representative at the Wharton School.

Leadership and Project Management

- Led a forty person cross functional team in the completion of operations on board a \$2 billion nuclear powered ballistic missile submarine as the Commanding Officer's direct representative.
- Directly supervised teams of up to 20 technicians in the maintenance and operation of the ship's nuclear propulsion, auxiliary, and electrical systems. Described by the Commanding Officer as being "directly responsible for the improved day-to-day operation of 'his' division."
- Trained Engineering Department to respond to nuclear plant casualties via evaluated engineering drills and classroom training. Directly contributed to the submarine's award for top Engineering Department in the squadron.
- Mentored five junior enlisted personnel through the Navy's college and commissioning program, helping them earn college degrees and become officers.

Analytical and Planning

- Researched, developed, and implemented innovative procedures to test for possible nuclear core damage. Results saved millions of dollars in refueling costs.
- Evaluated and revamped the ship's method for combating fire and flooding casualties. Efforts contributed to the submarine earning top damage control award in squadron for two consecutive years.
- Developed and implemented a ship-wide internal monitoring program, ensuring the submarine's continuous operational and administrative readiness.

Awards and Accomplishments

- Awarded two Navy Achievement Medals for superior leadership as a Division Officer and Watch Officer. Cited for "giving more to and getting more from his division than any other officer on board" by the Commanding Officer.
- Certified Nuclear Engineer by the Department of Energy and Naval Reactors.

ADDITIONAL INFORMATION

- Volunteer youth basketball, football, and soccer coach.
- Enjoy spending time with my family, outdoor activities, and basketball (fan and player); Tiger Woods wannabe.

KEVIN KIRK JOHNSON

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Phone: (215) 640-9953 (H)

Email: kejohnso@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL and THE JOSEPH H. LAUDER INSTITUTE University of Pennsylvania

**Philadelphia, PA
2003**

Master of Business Administration Candidate, Dual Major in Real Estate and Finance

Master of Arts Candidate, International Studies, Latin America and Spanish Concentration

- Proctor and Gamble Fellowship recipient; Wharton Graduate Scholarship recipient.
- Wharton Vets Club; Real Estate Club; Whitney M. Young Conference Operations Committee
- Vice-President - Professional Development, Wharton Graduate Association; AAMBA Academic Chair

TEXAS A&M UNIVERSITY

**College Station, TX
1988**

Bachelor of Environmental Design; Bachelor of Science in Construction Management

- President's Achievement Award Scholarship recipient
- Buck Weirus Spirit Award recipient

EXPERIENCE

The Partnership CDC / The CORS Company Summer Associate/Consultant

**Philadelphia, PA
2002**

- Created an execution plan identifying private investment for proposed nonprofit development projects directed at low income and elderly citizens. Research included viability of tax credit, debt and equity financing vehicles for project completion.
- Completed detailed analysis and due diligence of a potential merger between two organizations, including evaluation of financial and operating risks. Analyzed internal controls, examined marketing strategy and designed forecast models for client use.
- Provided merger oversight, achieving staff and expense reductions recommended during due diligence.

UNITED STATES NAVY

NAVAL FACILITIES ENGINEERING COMMAND, CIVIL ENGINEER CORPS

Base Planning/Program Management Officer, Rota, Spain

1996 – 2001

- Team leader for Rota Vision 2010 project; a \$250 million Navy and Air Force planning effort for military operations.
- Managed annual construction program valued at \$25 million; analyzed development potential for 6000 acre facility.
- U.S. Government liaison to Spanish government for facilities planning/management matters and negotiations.

Asst. Public Works Officer, Adak, AK

1995 – 1996

- Directed 175 personnel in largest organization on Adak Naval base. Responsible for transportation, utilities, landfill operations, minor construction and engineering.
- Created closure execution plan/analysis for base facilities, resulting with an 8 month accelerated closure of a military operation.
- Quantified associated costs, relocated support functions and implemented self-devised closure plan with military personnel.

Architect Intern, San Diego, CA

1994 – 1995

- Led design teams of 5-10 architects and engineers on three military support facilities in San Diego, CA and Flagstaff, AZ.
- Design team member for a child care center and gymnasium facility in San Diego, CA.

Asst. Staff Civil Engineer, San Diego, CA

1992 – 1994

- Directed construction program which was twice selected for U.S. Navy Bronze Hammer, awarded to most effective and efficient self-help construction and repair program.
- Designed and spearheaded energy conservation effort using analytical and metric tools to realize a cost savings of \$1 million.

ADDITIONAL INFORMATION

- Nine week Lauder Spanish Immersion Training (Summer '01); Mexico City, Mexico and Buenos Aires, Argentina.
- Registered Architect, State of Arizona (2000)
- An enthusiast of architecture/ historic preservation, world travel, watching and playing sports.

KERWIN KAM

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Dual Major in Finance and Entrepreneurial Management

May 2003

- Milken Entrepreneurs Mentor, Admissions Volunteer, NYC Trek Committee, Private Equity and Finance Club
- GMAT: 760

CORNELL UNIVERSITY, College of Engineering

Ithaca, NY

Master of Engineering, Operations Research & Industrial Engineering / Financial Engineering, **GPA: 4.0**

May 1997

Bachelor of Science, *Magna Cum Laude*, Electrical Engineering / Bioengineering / Pre-Med, **GPA: 3.8**

May 1996

- *Senior Project*: Determined an optimal method for classifying ECG waveforms using neural networks.
- Engineering Internships at Motorola and 3M, Engineering statistics Teaching Assistant, intramural sports captain

EXPERIENCE

CIBC WORLD MARKETS

New York, NY

Associate, Investment Banking - Mergers & Acquisitions

Summer 2002

- Assessed transactions using various methodologies including pro forma merger, discounted cash flow, leveraged buyout, accretion/dilution, relative contribution, precedent transaction and comparable company analyses.
- Analyzed strategic alternatives, identified potential acquisitions, and prepared board presentations and defense analyses.
- Representative projects include: (1) Fairness opinion for \$75M sale of Vestcom (announced), (2) Proposed leveraged buyout for \$200M healthcare company, (3) Proposed sale of \$4B public specialty food retailer to \$32B public food company, (4) Buy-side advisory for \$2B public pharmaceutical benefits company.

HITACHI LTD. / OPNEXT, INC.

Eatontown, NJ

Associate, Corporate Strategy

Spring/Summer 2001

- Evaluated strategic alternatives for new Hitachi spin-off, a \$200M supplier of fiber optic components to telecom industry.
- Assessed optical component technologies and start-ups for mergers & acquisitions and venture capital opportunities.
- Conducted extensive market and competitor research in optical networking and telecom industry.
- Built financial models to analyze new market entry strategies and potential acquisitions/investments.
- Created presentations for board meetings and presented strategic recommendations to executive management.

INTERNETCASH CORPORATION

New York, NY

VP Strategic Alliances

1999-2001

- Participated in all stages of a venture backed financial-technology start-up, beginning as strategic consultant to company's founders. Established and managed several departments, and eventually drove staff growth from 2 to 80 employees.
- Led team to identify and create new business initiatives with potential strategic and technology partners. Structured and negotiated terms of partnership agreements and closed over 20 deals.
- Helped raise over \$15M in financing by presenting to VCs and creating business plan, financial models, and presentations.
- Managed operations and analyzed financial risk of online gift card program generating over \$500,000 revenue.
- Managed product team of 10 business and technical consultants to assist in developing company's core technology.
- Conducted market, competitive, technical, and financial due diligence of strategic initiatives.

QUORUM

New York, NY

Strategy Consultant

1998-1999

- Consultant for boutique strategy consulting firm whose clients were from financial, retail, and high tech industries.
- Founded new e-business service line. Developed business plan, marketing materials, and knowledge database.

PRICEWATERHOUSECOOPERS

New York, NY

Consultant, Management Consulting Services

1997-1998

- Designed, programmed, tested, and delivered web-based applications and technical documentation for Fortune 500 clients.
- Developed proposals and conducted sales meetings for potential new clients resulting in \$300,000 in new engagements.

ADDITIONAL INFORMATION

- Enjoy basketball, fantasy basketball, volunteering, playing cards, Chinese chess, and hosting dinner parties.
- Interviewed by Computer Reseller News magazine and their on-line radio program for e-business expertise.

SOYOUNG KANG
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
MBA Candidate in Finance and Marketing, Director's List (top 10% of class) all semesters May 2003

- Selected for Dean's Graduate Student Advisory Committee to develop and execute Wharton community initiatives.
- Selected for Leadership Fellow program to mentor 1st year MBA students and act as TA for core Leadership class.
- Selected for Global Consulting Practicum to develop marketing plan for international business school in Chile.

J. WILLIAM FULBRIGHT FELLOWSHIP Seoul, Korea
Fulbright Scholar 1996-1997

MASSACHUSETTS INSTITUTE OF TECHNOLOGY Cambridge, MA
Bachelor of Science in Architecture (cumulative GPA 4.7/5.0) June 1996

- VP, Member Recruiting for Alpha Phi Sorority (115 members); Recipient, Faculty Award for academic achievement.

EXPERIENCE

THE BOSTON CONSULTING GROUP New York, NY
Summer Consultant Summer 2002

- Created an opportunities analysis and industry overview of the prestige skincare market for a Fortune 500 retail client.
- Developed strategic recommendations for client on product assortment, in-store merchandising, and marketing. Significantly impacted client priorities and assortment strategy through detailed recommendations.

SOLILOQUY, INC. New York, NY
Director of Market Strategy, Business Development & Marketing Group 2000-2001

- Developed sales and marketing strategy and tools, including white papers and research, for converting potential clients for Soliloquy's artificial intelligence/natural language software, resulting in generation of first revenues of \$250K+.
- Created market opportunities analysis and defined distribution strategy, including strategic partnership plan.
- Managed commercialization of proprietary technology to develop Soliloquy product lines.

BOO.COM New York, NY
Director of Business Strategy, North America Group 1999-2000

Promotions: hired as Project Leader, promoted to Manager of Special Projects, then to Director of Business Strategy.

- Managed centralized corporate planning and strategy for high-profile, global apparel e-tailer. Collaborated with global headquarters and 10 U.S. managers to determine strategic objectives, operating plans, and budget projections.
- Restructured global finance function, including office of the CFO, as part of series of internal consulting projects.
- Oversaw US marketing strategy, \$200K budget, and external agency relationships as Acting Director of Marketing. Developed customer and sales metrics and marketing models to determine marketing plans and revenue projections.
- Developed a cross-functional emergency plan to correct delayed launch, supervising global team of 15 consultants.

A.T. KEARNEY, INC. New York, NY
Business Analyst, Financial Institutions Group 1997-1999

- Centralized \$30M of marketing material procurement at a premier insurance company, achieving \$6M annual savings.
- Co-led 25-member client team to streamline purchasing process and restructure procurement organization.
- Directed negotiations with 20+ vendors to establish relationships, implement pricing structures, finalize contract terms.
- Collaborated on development of an innovative proprietary tool to measure the operating performance of property and casualty insurance companies. Applied tool to identify and price potential acquisitions.

ADDITIONAL INFORMATION

- Proficient in Korean. Interests include scuba diving, hiking, adventure travel, and watercolor painting.

ERIC J. KANTER

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(215) 859-2022 eric.j.kanter.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Master of Business Administration Candidate in Finance

Philadelphia, PA
May 2003

- Selected as 2002-2003 Wharton Leadership Fellow; elected DVP – Athletics for the Wharton Graduate Association.
- Member of Finance Club; selected as mentor for Milken Young Entrepreneur Program.

NORTHWESTERN UNIVERSITY Bachelor of Arts in Economics

Evanston, IL
June 1996

- Economics GPA 3.7/4.0; cumulative GPA 3.5/4.0; Dean's List Honors during multiple quarters.

EXPERIENCE

MORGAN STANLEY Summer Associate, Investment Banking Division

New York, NY
Summer 2002

- Participated in sale process for \$700 million consumer products company; conducted detailed DCF and LBO analysis, assisted in development of management presentation and managed all aspects of due diligence process.
- Assisted with buy-side advisory of \$2 billion acquisition for a leading financial institution. Developed DCF, accretion/dilution and capital-ratio impact analyses; contributed to creation of presentation for client's Executive Committee.
- Drafted detailed presentation for firm's strategic participation in an \$800 million credit facility.

RYAN ENTERPRISES GROUP Principal Investment Group – Associate

Chicago, IL
1998-2001

- Private equity firm for the Patrick G. Ryan family, with a capital base exceeding \$1 billion. Mr. Ryan is the CEO and founder of Aon Corporation, a \$7 billion insurance services firm and an S&P 500 company.
- Promoted to Associate within one year; highest rated professional of seven non-partners. Conducted detailed valuations including LBO and IRR analyses, coordinated due diligence, drafted investment memoranda and sourced investments.

Representative transaction experience:

Consumer products portfolio company

- Led financial and industry analysis resulting in acquisition of \$10 million consumer products company. Performed valuation analysis for \$25 million potential add-on acquisition and conducted business due diligence.
- Executed numerous cost improvement projects including make vs. buy analysis for material that represented 80% of cost of goods sold. Outsourcing decision reduced working capital and lowered exposure to commodity pricing volatility.

First Look Dealer Network, a Ryan Enterprises company

- Evaluated numerous targets in \$117 billion wholesale automotive industry; conducted extensive industry analysis, resulting in founding and seed financing of First Look, a channel for auto retailers to manage inventory more efficiently.
- Built detailed financial and operational model and presented to prospective investors; led financial budgeting process.
- Identified strategic partners and negotiated agreements including First Look's largest contract.

A.T. KEARNEY Business Analyst

Chicago, IL
1996-1998

- Led four-person U.K.-based team in implementing first purchasing information repository for \$14 billion technology services company. Corresponding analysis resulted in identification of \$25 million in cost savings opportunities.
- Identified over \$15 million in P&L improvements for \$2 billion luxury retailer. Developed and presented recommendations to Executive Committee, resulting in additional consulting work.

RAMA DISPLAY CORPORATION Advisor to the Board of Directors

Bensalem, PA
November 1997-January 1998

- Advised shareholders of distressed family business on strategic options. Led comprehensive financial and operational assessment resulting in company's divestiture; recovered \$1 million for shareholders.

ADDITIONAL INFORMATION

- Elected to board of Young Leadership Division of Chicago's Jewish Federation. Appointed Outreach Chairman and responsible for building 4,000 member organization (1999-2001).
- Organized recreational activities for abused children through Chicago Cares volunteer organization (1998-2001).
- Explored Mayan ruins, snow skied in Alta (UT) and swam in Dead Sea.

SAPNA KAPUR

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania MBA Candidate, Majors in Finance and Operations

Philadelphia, PA
May 2003

- MBA Chair, Sponsorship Committee, Wharton India Economic Forum Conference, 2002
- Consultant, Global Consulting Practicum, Linguistics Agents Project, Israel, Spring 2002
- Selected as MBA Career Assistant by the Career Management Office, Wharton Business School
- Clubs: Consulting, Wharton Women in Business, Technology

INDIAN INSTITUTE OF FOREIGN TRADE Master's Programme in International Business (MPIB)

New Delhi, India
May 1995

- Ranked 2nd of 8000 applicants in All-India IIFT selection process, 1993
- Worked part-time as Management Assistant, ITC Global Holdings, New Delhi (20 hrs/week, 1994-95)
- Elected to the Fundraising Committee; Organizer, 'India Inc.' Panel Discussion, IIFT TradeWinds, 1993

UNIVERSITY OF DELHI BA (Honors), Economics

New Delhi, India
June 1992

- Ranked 1st in Graduating Class, I.P. College - Awarded *Bela Memorial Scholarship*, 1992
- Elected Member, Student Union, 1992-93; Elected President, English Dramatics Society, 1991-92

EXPERIENCE

THE BOSTON CONSULTING GROUP Summer Consultant

Atlanta, GA
May - August 2002

- Developed a portal strategy for the Supply Chain division of a major airline to communicate effectively with suppliers. Supported internal "key stakeholder" workshops and managed supplier survey module
- Designed and conducted a detailed, online survey and interviews for over fifty key suppliers to determine process interaction ratings and receptiveness to the portal. Developed key recommendations for portal positioning; identified and prioritized portal functionality to effectively leverage supplier base

KURT SALMON ASSOCIATES Consultant, i2 SCM Practice Consultant, Operations Practice Associate Consultant

Atlanta, GA, 2001
New Delhi, India, 1997-1999
New Delhi, India, 1996-1997

- Developed an integrated project plan for nine sub-modules and assisted in the PMO Office for an enterprise-wide, i2 Supply Chain Management implementation at a leading, US Golf Club manufacturer and retailer. Developed and implemented communication guidelines and on-site, project-monitoring schedule
- Streamlined corporate sourcing procedures for vendor training, order-execution and quality control. Demonstrated a 25% productivity improvement at a pilot vendor site in Sri Lanka. Trained three-member client team for six weeks to implement changes at remaining vendor sites
- Lead consultant for BPR project lasting nine months. Re-engineered client manufacturing unit to achieve over 25% productivity improvement, 15% lead-time reduction, and 12% defect rate reduction. Established 'Change Process Center'; trained eight-member client team for six months to implement improved processes across entire organization
- Audited fifty key customers for an international, apparel raw material supplier to develop a region-specific, targeted strategy to improve customer satisfaction. Analyzed key industry trends, major competitors, customer perceptions, and key satisfiers and dis-satisfiers; developed quantitative model to interpret audit results

KEC INTERNATIONAL, RPG GROUP Management Trainee

Bombay, India
1995-1996

- Project Coordinator of the Volta River Authority Turnkey Power Project in Ghana; completed projects for Market Development Efforts, Project Feasibility & Cost-Benefit Analysis, Tendering & Negotiations, and Quality Inspection

ADDITIONAL INFORMATION

- Volunteer, Christmas in April and A Simple Way
- Organized literacy campaigns for 'Saheli' (non-profit in India); volunteer, Cross-Cultural Solutions
- Wharton Outdoors, Squash (Beginners) & Scuba Diving Clubs; Enjoy running, trekking, and travel
- Awarded *Rotary Group Study Exchange (GSE) Scholarship* for a 4-week, cultural exchange trip to the UK, Sept 1998
- Advanced Diploma in Systems Management, National Institute of Information Technology, New Delhi, India, May 1993

HELEN KAYE
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA, USA

MBA Candidate

May 2003

- Awarded a Fulbright scholarship and a Wharton scholarship based on academic excellence and professional achievements
- Selected for Wharton's Global Consulting Practicum in Chile and invited to collaborate with Proteus consultants (Chile) in business education project, May 2002
- Exchange student at IESE, Barcelona, Spain, Fall 2002

COLLEGE OF LAW

York, U.K.

Common Professional Examination and Law Society Finals

1989-1991

Awarded full tuition sponsorship award from Frere Cholmeley

UNIVERSITY OF OXFORD

Oxford, U.K.

Master of Studies (French)

1988-1989

Received British Academy Award for academic excellence, awarded to top graduates in the U.K.

NOTTINGHAM UNIVERSITY

Nottingham, U.K.

B.A. Honors (French)

1984-1988

Graduated in top 5 % of class

PROFESSIONAL EXPERIENCE

GOLDMAN SACHS INTERNATIONAL

London, U.K.

Summer Associate, Fixed Income Currency and Commodities Division

June 2002-August 2002

- Rotated through sales, trading, research and debt capital markets groups
- Enhanced business understanding through rotation, classroom-based instruction, and interaction with professionals
- Researched and delivered presentations to professionals on assigned topics and trade and sales ideas

LINKLATERS & ALLIANCE

Paris, France and Madrid, Spain

Solicitor of the Supreme Court of England and Wales; International Securities Lawyer

1994-2001

Extensive international experience in both public and private equity and debt offerings and listings:

- Managed teams of 5-20 lawyers and corporate employees in cross-border securities transactions
- Acted for clients in equity/equity-linked private and public offerings in France including primary issues of new shares and/or secondary offerings of existing shares
- Represented clients in private and public offerings of debt securities and derivative instruments in the euromarkets
- Advised clients in connection with the introduction of the euro and its implications for financial instruments
- Formed part of an international team representing global underwriters in the privatization of French state owned entities
- Primary client contact for major French companies and banks
- Trained and coordinated trainee and assistant solicitors, legal assistants and other support departments

FRERE CHOLMELEY BISCHOFF

London, U.K.; Monaco

Trainee Solicitor

1992-1994

Responsible for wide range of public and private international law matters involving French, English and Monegasque law

ADDITIONAL INFORMATION

- Languages: Native English, fluent French and Spanish
- Holder of Duke of Edinburgh's Gold Award
- Interests include: dancing (salsa and ballroom; member of Penn University ballroom dancing team); languages, travel
- Collaborated in organization of Wharton European Conference, 2002

SASHA KELBERG

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Sasha.Kelberg.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Finance

May 2003

MA Candidate, International Studies

- Founder, knowledge exchange initiative to enhance the MBA learning experience
- Artistic Committee Member and Performer, Wharton International Cultural Show; Selected Artistic Director for 2003
- Field Application Project - developed US market entry strategy for an Argentine agricultural business

UNIVERSITY OF ROCHESTER and THE EASTMAN SCHOOL OF MUSIC

Rochester, NY

BA Linguistics, *Cum Laude*

1996

- Certificates: Management and International Relations; Independent Study: Organ, Ethnomusicology and Jazz

L'UNIVERSITA DE LINGUE MODERNE

Milan, Italy

UNIVERSITE LIBRE DE BRUXELLES

Brussels, Belgium

- Curriculum in the European political system, culture and French and Italian languages

1995-1996

EXPERIENCE

NCH CAPITAL, INC., *Private equity fund with \$2 billion under management in the former Soviet bloc*

Riga, Latvia

Financial Analyst

Summer 2002

- Created business plan and financial scenario models for a \$10 million real estate investment with a projected IRR of 12%
- Identified best-use scenario and made multi-purpose development recommendations for a 300,000 ft² unfinished Soviet building
- Estimated project costs based on the technical analysis of archived site plans and on-site measurements
- Researched untapped middle-class market segment to evaluate demand and defined strategy to leverage first move advantage
- Developed contingency plans to manage uncertainties in Latvia's nascent condominium law
- Authored market study based on interviews with government officials, brokers, and target customers

KOZMO.COM, *Logistics and distribution company with an online customer interface*

New York, NY / Houston, TX

Senior Manager, New Market Launches

2000

- Spearheaded the launch of the Houston market that resulted in a 5% top-line growth of the company's business
- Created emerging market sizing forecasts based on demographics, real estate and operational feasibility
- Hired the management team, secured real estate for the warehouse facility and oversaw its construction
- Obtained regulatory approvals from local governments and developed in-market business and vendor partnerships
- Wrote Private Placement Memorandum for the Kozmo International Group
- Managed a team of researchers who conducted local and pan-regional market assessments across 16 countries

ADVISORY BOARD COMPANY, *Largest Healthcare consultancy and research firm serving over 2000 members*

Washington, DC

Health Care Industry Analyst, New Product Development

1999-2000

- Generated and analyzed new revenue and brand extension opportunities
- Identified potential acquisitions and interviewed joint venture partners
- Developed and delivered detailed business cases for a Customer Relationship Management Portal for Hospitals, and Healthcare Content Site for Medical Professionals and Consumers

CORPORATE EXECUTIVE BOARD, *For-profit think tank, serving 70% of Fortune 500 Companies*

Washington, DC

Executive Inquiry Associate, Corporate Strategy and Human Resources Practice

1997-1999

- Authored in-depth studies on strategic planning and business applications of Complexity Science, corporate performance measurement and HR strategy based on primary and secondary research
- Developed and maintained relationships with clients and sources at Global 3,000 companies

ADDITIONAL INFORMATION

- **Languages:** Fluent in Russian, English and Spanish; Proficient in Italian and French
- **Internships:** *The European Parliament*, 1995, Brussels, Belgium; *The Cleveland Orchestra*, 1992, Cleveland, OH
- **Member:** Board of Directors, *The Nesiya Institute*, Since 1998, New York, NY / Jerusalem, Israel
- **First Prize,** Shostakovich Piano Competition, 1988, Almaty, Kazakhstan
- **Winner,** The National Dean's List Award for outstanding academic achievement, 1995, Rochester, NY
- **Interests:** Led mountain climbing and road biking trips; Accomplished cook, salsa dancer and horticulturist

KIMBERLY A. KILBRIDE
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Masters of Business Administration Candidate in Finance

May 2003

- Director's List (top 10% of class): Fall 2001, Spring 2002; First Year Honors
- Teaching Assistant: Financial Accounting and Communications
- Member of the Finance and Wharton Women in Business Clubs

UNIVERSITY OF NOTRE DAME

Notre Dame, IN

Bachelor of Business Administration in Finance and Economics, Secondary Concentration in Mathematics

May 1996

- *Magna Cum Laude*; GPA 3.6/4.0
- *Scholastic Magazine*, Business Editor for bi-monthly magazine; *The Observer*, Assistant Editor for daily newspaper
- Student Body Government, Social Commissioner for dormitory; South Bend Daisy Troop, Co-Leader of inner-city child development program; South Bend Elementary School, Mathematics tutor for Spanish bilingual/LEP students

EXPERIENCE

GOLDMAN, SACHS & CO.

Los Angeles, CA

Investment Banking Summer Associate

Summer 2002

- Assumed a leading role in developing strategic alternatives, exploring credit impact issues, executing valuation analysis and presenting recommendations to senior management of a \$70 billion media company regarding its theatrical exhibitor joint venture
- Conducted valuation analysis and evaluated divestiture, restructuring and other strategic alternatives for asset disposition of a \$300 million automated data and industrial automation systems company
- Performed financial analysis including: discounted cash flow, leveraged buyout, merger plan, precedent transaction and comparable company

EASTWEST VENTUREGROUP

Los Angeles, CA

Venture Capital Associate

1999 - 2001

- Directed business development pipeline, monitored financial management, and analyzed competitive landscape for over 20 portfolio companies
- Worked closely with portfolio companies' management to develop investment thesis, road show presentations, financial projections and fundraising opportunities; managed interaction with investment banks
- Conducted customer and management due diligence, and drafted internal investment memoranda
- Implemented and managed investment opportunity database, pipeline process, investment criteria guidelines, and communication process for all incoming investment opportunities (over 30 submitted deals per week)

MORGAN STANLEY DEAN WITTER

Los Angeles, CA

Investment Banking Analyst - Corporate Finance

New York, NY

Investment Banking Analyst - Private Finance

1996 - 1999

- Performed complex standalone valuation, pro forma merger and financial analysis; developed financial models to help advise clients on mergers, acquisitions and public offerings including: equity, high yield debt, investment grade debt, and derivative securities
- Executed comparable company, discounted cash flow, and pro forma weighted average cost of capital analysis
- Advised several clients on business development opportunities, capital structure alternatives, and credit impact issues
- Interacted closely with client senior management, internal departments, and outside accounting, tax and legal advisors to develop financial projections and analyses
- Conducted extensive due diligence, drafted offering memoranda, organized road shows, prepared client presentations, and evaluated transaction structure alternatives
- **Selected lead managed/lead advisory transactions:** Secondary Equity Offering and Convertible Debt Offering of WellPoint Health Networks (\$1.2 billion); Capital structure advisory work with Hughes Electronics; Overnight Equity Block Trade Offering of SunAmerica (\$588 million)

ADDITIONAL INFORMATION

- Avid tennis player and yoga devotee
- Interests include cinema and Formula One racing

CHARMHEE KIM

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EDUCATION

UNIVERSITY OF PENNSYLVANIA – THE WHARTON SCHOOL **PHILADELPHIA, PA**
JOHNS HOPKINS UNIVERSITY – SCHOOL OF ADVANCED INTERNATIONAL STUDIES **Washington, DC**
Dual Masters' Degree (MBA/MA) – Majors in Finance and China Studies **May 2003**

- Merit-based Merrill Lynch Fellowship
- Member of Finance, Marketing, Greater China, Korea, and Wharton Wildmen Hockey Clubs

BEIJING LANGUAGE AND CULTURE UNIVERSITY **Beijing, China**
Intensive Mandarin Language Programme **July 1998**

YONSEI UNIVERSITY **Seoul, Korea**
Bachelor of Business Administration **February 1995**

- President of Ewha Alumni Association
- Selected as the only Korean exchange student to study at University Of Alberta

EXPERIENCE

MERRILL LYNCH **Hong Kong**
Summer Associate, Equity Research **Summer 2002**

- Conducted research on a Taiwanese chemical company; presented recommendations to Merrill Lynch management including valuation, investor pitch, capital markets strategy and derivatives trading strategy.
- Analyzed the energy sector in China and drafted a research report on a natural gas supply company.
- Rotated through Equity Capital Markets, Equity Sales and Trading departments.

WILDCHINA.COM **Beijing, China**
Summer Associate **Summer 2001**

- Evaluated sales and operations procedures and streamlined workflows for this start-up adventure travel company.
- Researched US online travel industry and incorporated best practice client interface benchmarks to WildChina's system.
- Designed IT system to support newly streamlined sales and operations procedures.

UNITED NATIONS DEVELOPMENT PROGRAMME **Beijing, China**
Public Affairs Strategist, Tumen Secretariat **1998-2000**

- Prepared and implemented public affairs strategy for UNDP's Tumen River Area Development Programme.
- Launched a Tumen River Area Development Programme website and oversaw expansion and maintenance of the site.
- Created and wrote semi-annual newsletter, promotional materials and press releases, and circulated them to governments, UN agencies, NGOs and other interested parties
- Coordinated media relations and managed day-to-day information inquiries.

Liaison Officer, Tumen Secretariat **1998-2000**

- Advised vice-ministerial level officials and coordinated interrelations between UNDP and South Korean government.
- Organized meetings and forums with South Korea's private sector and research institutions.
- Facilitated communication between governments of North Korea and South Korea.

McKINSEY & COMPANY **Seoul, Korea**
Business Analyst **1995-1997**

- Formulated Chinese business strategies for major Korean conglomerates (*Chaebols*). Organized workshops and presented reports to chairmen and top executives. Published results in Korea's leading economic daily.
- Established Regional Sales Manager system and trained 20 staff for a major Korean bank's sales vitalization programme.
- For a Korean bank, defined channel strategies and redesigned branch operations for maximum efficiency and cost reduction.
- Developed a chemical firm's turnaround strategy including product portfolio prioritization and organizational restructuring.
- Analyzed business opportunities for a specialty chemical client.
- Led local analyst recruiting and initiated community service activities.

ADDITIONAL INFORMATION

- Fluent Chinese, Korean and English. Conversational Japanese and German.
- Strong presentation, teamwork and interpersonal skills.
- Raised and educated in Korea, Hong Kong, Canada, Germany, China and the USA.
- World traveler (Northeast/Southeast Asia, Central Asia, Western/Central Europe, Africa, Australia/New Zealand and USA).

ROSANNE S. KIM

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rosanne.kim.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania MBA Candidate in Marketing and Finance

Philadelphia, PA
May 2003

- Marketing Club – Director of Alumni Relations
- Elected Cohort Community Services Representative. Member of Women In Business and Wine Club.
- Participated in one-month Global Immersion Program to explore European business practices

BARNARD COLLEGE, Columbia University Bachelor of Arts in English with minor in Political Science, *cum laude*

New York, NY
February 1996

- Dean's List (all semesters)

EXPERIENCE

CAMPBELL SOUP COMPANY

Camden, NJ

Associate Marketing Manager Intern – Food & Beverages Division (V8 Vegetable Juice)

Summer 2002

- Developed go/no-go analysis and recommendation for new packaging initiative. Worked with cross-functional partners (packaging, supply chain, purchasing, R&D) and evaluated financial implications and profit potential.
- Performed competitive analysis on potential new market entrants. Assessed financial risk and implications for V8 and presented strategic recommendations for a defense plan.
- Managed logistical aspects of consumer promotion. Led agencies in concept and development of web site component of promotion.
- Analyzed AC Nielsen data to develop weekly consumption and volume projection reports. Presented trend analyses to extended brand team in weekly meetings.

UNICAST, an online advertising solutions provider

San Francisco, CA

Marketing Manager

1999 – 2001

Leadership and Teamwork

- Led 10-person cross-functional sales, partner management, and technical services team in rollout of the company's first partner marketing program.
- Implemented program strategy to increase resale volume through key strategic partners. Program resulted in a 25% increase in ad impression sales volume and 10% increase in customers within the first three months.
- Established and conducted partner sales trainings. New training procedures reduced overall costs by 50%.

Analysis and Strategy

- Analyzed Nielsen NetRatings data to determine market potential and assess progress against sales targets.
- Conducted market research study comparing impact of online/offline advertising for leading brand companies.
- Compiled campaign data and developed case studies. Worked with industry analysts to publish case study data on consumer packaged goods sector.

Initiative and Innovation

- Managed media relations by drafting press releases and pitching stories to journalists. Successful media placement in business and advertising trade publications contributed to an 85% customer retention rate.
- Developed and implemented company extranet to provide additional resources for partners.

MORGAN STANLEY

New York, NY

Analyst – Law, Compliance & Governmental Affairs

1997 – 1999

- Collaborated with internal taskforce on the design and implementation of new branding specifications for prospectuses.
- Worked with cross-functional transactional teams on the execution of public and private securities offerings.
- Established internal guidelines to ensure standardized processes for complex legal matters.

ADDITIONAL INFORMATION

- Summer study abroad programs at Oxford University (England) and Ewha Women's University (Seoul, Korea)
- Extensive training in violin performance (15 years)
- Enjoy hiking, golf, travel, films and performing arts

TOBIN A. KIM
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Philadelphia, PA**
Master of Business Administration Candidate, Major in Finance **May 2003**

- Wharton Investment Management Fund Fellow: Elected to a 12-student team managing a \$380,000 small-cap value portfolio.
- Member of Investment Management and Golf Clubs.

JOHNS HOPKINS UNIVERSITY **Baltimore, MD**
Bachelor of Arts, Major in Economics **May 1997**

- Honors: Dean's List; Award for Academic Excellence granted by the Office of Multicultural Affairs.
- Activities: JHU Club Lacrosse; Johns Hopkins Symphony Orchestra, violin; Alpha Tau Omega Fraternity, Pledge Educator.

EXPERIENCE

MIDTOWN CAPITAL PARTNERS, L.P. **New York, NY**
Research Analyst, Long/short equity hedge fund with \$1 billion under management **Summer 2002**

- Analyzed equity investment opportunities within the business services and power and energy sectors with emphasis on natural gas and power pipeline companies.
- Performed extensive due diligence by conducting management team interviews, attending industry conferences, and speaking with customers, competitors, sell-side research analysts, and industry experts.
- Developed detailed valuation models focusing on earnings growth, ROIC, and free cash flow generation.
- Pitched stock ideas to portfolio managers and provided comprehensive written evaluations on specific stocks.

APAX PARTNERS, INC. **New York, NY**
Associate, Global private equity firm with \$11 billion under management **1999 - 2001**

- Executed traditional private equity deals totaling over \$100 million in committed equity capital.
- Sourced, identified, and evaluated private equity investment opportunities within the Education and e-Learning industries.
- Facilitated deal process from sourcing to closing. Responsibilities included:
 - Conducting management team interviews.
 - Structuring and negotiating term sheets.
 - Performing extensive due diligence on the industry, market, competition, business model, and management.
 - Authoring internal memoranda and presentations.
 - Developing detailed metric-based financial models for valuation purposes and projected returns analysis.
 - Assisting in legal document drafting and negotiation.
- Represented the firm as a principal point of contact within the Education and e-Learning industries for entrepreneurs, investment bankers, lawyers, accountants, and other venture capital professionals at industry conferences, throughout the deal process, and while managing every day deal flow.
- Supported portfolio companies with subsequent financing and general business development activity.

LEGG MASON WOOD WALKER, INC. **Baltimore, MD**
Investment Banking Analyst **1997 - 1999**

- Served as lead analyst in more than \$2.3 billion of lead-managed and co-managed public and private offerings of debt and equity and M&A transactions. Responsibilities included: (i) authoring internal memoranda; (ii) drafting SEC documents; (iii) creating roadshow presentations; and (iv) rendering fairness opinions.
- Worked directly with senior bankers and senior management of client firms in the execution of a variety of capital markets transactions primarily in the Education and Real Estate industries.
- Developed integrated financial models to forecast financial growth, analyze pro forma effects of M&A activity, interpret impacts of capital raising alternatives, and value entities. Methodologies included: (i) discounted cash flow analysis; (ii) comparable company analysis; (iii) comparable M&A transactions analysis; (iv) internal rate of return and weighted average cost of capital analysis; and (v) pro forma transaction analysis.

ADDITIONAL INFORMATION

- Actively follow equity market and manage personal account.
- Child mentor through the Big Brother Big Sister Association of Philadelphia and Delaware County; January 2000 - Present.
- Enjoy golfing, skiing, mountain biking, travel, and acoustic guitar.

SCOTT A. KITTRELL

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Strategic Management and Corporate Finance

May 2003

- Field Application Project: Ford Motor Company – Integration of dealer and consumer online strategies
- Wharton Community Consultants: NITV – Competitive analysis and feasibility studies for market entry
- Member: Wharton Consulting Club, Wharton Wildmen Ice Hockey Team

FISHER COLLEGE OF BUSINESS, The Ohio State University

Columbus, OH

Bachelor of Science in Business Administration, Operations Management

May 2001

- 3.96 GPA, Summa Cum Laude, Phi Kappa Phi Honors
- President's and Dean's List, all terms consecutively
- Committee Chair: Undergraduate Economics Society

OKLAHOMA STATE UNIVERSITY

Stillwater, OK

Concentration: Architecture and Microbiology

1987 – 1994

PROFESSIONAL EXPERIENCE

NETWORK FOR INSTRUCTIONAL TV, INC. (NITV)

Reston, VA

Internal Strategy Consultant

Summer, 2002

- Developed strategic plan, business plan and partnership models to launch venture for educational technologies company
- Implemented partnership scanning process to identify and secure strategic alliances to facilitate launch
- Successfully initiated partnership relations to secure \$2 million seed funding over three year period

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Research Analyst, Management Department, Dr. Raphael H. Amit

Summer, 2002

- Chosen to lead research project to assess impact of family ownership on firm value for Fortune 500 firms, working collaboratively with Wharton and Harvard professors
- Defined project scope and managed research team to acquire and filter relevant market data to support project thesis

MARKETING CONFIGURATIONS, INC.

Orlando, FL

Director of Operations

1996 – 1999

- Managed business operations for multi-division firm; Directed transformation of the organization from a commodity business into a value-added solutions provider
- Increased annual sales 200% during tenure; Established primary relationships with high-profile client accounts
- Increased net margin 10%; Created Standard Operating Procedures, introduced profitable products and championed training process to enable change throughout the organization for increased efficiencies
- Directed the strategic planning and deployment of an Enterprise Information System to assimilate all accounting and operations functions; Reduced outstanding receivable cycle by 50%
- Youngest member elected to Board of Directors

Creative Director

1994 – 1996

- Led 20-person cross-functional team across three geographic locations
- Developed and implemented enhanced product portfolio; Trained sales, marketing, production and creative service departments for product deployment
- Designed, created and managed the corporate Internet and Intranet sites for improved collaboration between strategic business units

ADDITIONAL INFORMATION

- Team USA Ice Hockey, Captain, European Tour Competition
- American Horse Show Association, Reserve National Champion, Morgan Park Harness
- Intramural Ice Hockey and Lacrosse; Certified Skydiver and SCUBA Diver
- Member: Central Florida CEO Organization

GERALD J. KOCHANSKI, JR., CPA
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gerald.kochanski.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Philadelphia, PA**
Master of Business Administration Candidate, Major in Finance May 2003

- Head of Wharton Investment Management Fund (\$370,000 of Wharton Endowment managed with small-cap value focus)
- Member of Investment Management and Golf Clubs

LA SALLE UNIVERSITY **Philadelphia, PA**
Bachelor of Science, Major in Accountin May 1996

- Graduated Summa Cum Laude (GPA 3.85/4.0)
- President, Beta Alpha Psi – The Accounting Honors Society

EXPERIENCE

FIDELITY MANAGEMENT AND RESEARCH CO. **Boston, MA**
Summer Equity Analyst Summer 2002

- Evaluated equity investment opportunities in the rural wireline sub-sector of the telecommunications industry.
- Conducted independent analysis of nine companies by evaluating industry and company fundamentals, interviewing senior management, analyzing financial statements and building detailed financial models.
- Responsible for communicating investment ideas to 40 portfolio managers across various investment disciplines.
- Prepared and presented a comprehensive industry review.

APAX PARTNERS **New York, NY**
An international private equity firm with more than \$11 billion in capital under management. July 1999 - July 2001
Associate

- Responsible for managing the deal process, including: (i) reviewing and evaluating business plans; (ii) conducting management team interviews; (iii) performing due diligence on the industry, competition, business model, and management; (iv) authoring internal decision memoranda; and (v) developing detailed, metric driven financial models.
- Lead point of contact for the firm in managing two portfolio companies through a turnaround process. Responsibilities included: (i) working closely with senior management in developing cash flow forecasts; (ii) coordinating professional personnel; and (iii) communicating day-to-day progress to the Apax investment committee.

MORSE PARTNERS **Philadelphia, PA**
A start-up private equity firm. October 1998 - July 1999
Associate

- Responsibilities included: (i) screening public equities on valuation metrics (i.e. P/E multiples, EBITDA multiples etc.); (ii) conducting industry research; (iii) developing relationships with sell-side analysts; and (iv) modeling and financial analysis.

DEUTSCHE BANK **Baltimore, MD**
Financial Analyst- Healthcare Investment Banking April 1998 – October 1998

- Joined as a second year financial analyst. Responsibilities included: (i) developing integrated financial models; (ii) analyzing M&A activity; and (iii) interpreting the impacts of capital raising alternatives on capital structure and valuation.

PRICEWATERHOUSECOOPERS **Philadelphia, PA**
Associate - Financial Advisory Services/Business Valuation July 1996 - April 1998

- Transitioned from the Business Assurance group to the Financial Advisory Services group. Primary responsibilities included the valuation of private entities utilizing: (i) comparable company; (ii) discounted cash flow; and (iii) transaction multiple analyses.

ADDITIONAL INFORMATION

- Completed Level 1 of the Chartered Financial Analyst program.
- Enjoy investing through a personal account and following the financial markets.
- Enjoy golfing, basketball and fishing.

EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania

Philadelphia, USA
May 2003

MBA Candidate, Major in Finance

MA Candidate, International Studies

- DAAD Scholarship - merit based scholarship from the German Academic Exchange Service.
- Conducted a Field Application Project for a Russian Entrepreneur in Moscow.
- Member of the Consulting and Net Impact Club.

EUROPEAN SCHOOL OF BUSINESS (ESB)

Reutlingen, Germany
1999

BA (Honors) European Business Administration and Diplom Betriebswirt (FH)

- Three academic semesters in London, United Kingdom and one in Bordeaux, France.
- Three months language and culture program at St. Petersburg State University.

EXPERIENCE

A.T. KEARNEY

London, United Kingdom
Summer 2002

Summer Associate

- Led a study and initiated a discussion forum on value of customer experience in the public and private insurance sectors for the heads of the Global Government and UK Financial Institutions practices.
- Established relationships with 30 senior insurance executives using the material developed.

Senior Business Analyst

Munich, Germany
1999-2001

Organizational design, UK government:

- Designed the formal and informal organization of the Child Support Agency (over 10,000 employees) as part of a team.
- Facilitated workshops with employees from all levels of the organization to develop a set of desired behaviors.
- Derived a new competency framework, a new set of job profiles and a plan specifying the promotion of desired behaviors.
- Received A.T. Kearney Intellectual Capital Award May 2001 for the material developed.

Restructuring, aerospace industry:

- Managed the benefits tracking of a contingency contract that generated US\$ 9 million revenues in the first year.
- Improved the existing benefits tracking tool, significantly reducing complexity.

Merger feasibility study, construction industry:

- Analyzed the financial statements of the companies and evaluated the technical fit between the merger candidates in close cooperation with technical experts.
- Developed a number of merger scenarios that resulted in an implementation concept and timeframe.

ROLAND BERGER STRATEGY CONSULTANTS

Duesseldorf, Germany
Summer 1998

Summer Analyst

- Analyzed strategic implications of a US\$ 500 million investment in the United States for a major German chemical group.
- Conducted cash flow and scenario analysis leading to a recommendation to undertake the investment.

TECHNIP C.I.S.

St. Petersburg, Russia
1998

Internship (5 months)

- Designed a network of 72 petrol stations in the Northwest of Russia as part of a team.
- Developed a model for choosing potential sites for new petrol stations.

ELF OIL / ELF ANTAR

Berlin, Germany / Paris, France
1996 / 1997

Internship (9 months)

- Managed inauguration events of elf/Minol stations in the Eastern part of Germany (2-3 per week).
- Analyzed data from a new product launch, leading to recommendations which increased effectiveness of associated advertising.

ADDITIONAL INFORMATION

Languages: Native German, fluent in French and Russian, beginner Mandarin

Interests: Reading a good book; studying foreign cultures and languages; hiking and skiing; playing basketball; traveling

GAUTAM KOLLU

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EDUCATION

The Wharton School, University of Pennsylvania

Philadelphia, PA

MBA Candidate, individualized major in Strategic Management & Biotechnology, GMAT = 780 (top 1%)

2001 - 2003

- Co-president of the Penn Biotechnology Group, biotechnology project lead for the 2002 Wharton Career Treks.
- Co-authored a polyclonal antibody business plan that was selected by the Wharton Business Plan Competition.
- Director of Promotions for the 2002 New Ventures in Health Care conference, member of the Wharton Healthcare Club.
- Elected 'Motivational Speaker' for Cohort, rafting organizer for the Outdoor Adventures Club.

Indian Institute of Technology

Bombay, India

Bachelor of Technology in Chemical Engineering (first class), recipient of the National Talent Scholarship

1991 - 1995

- President of Chemical Engineering Association. Revitalized the dormant and bankrupt student body by mobilizing student interest, and organizing a seminar that attracted record funding from the industry.
- Coordinator of Professional Programs, Mood Indigo '93. Recruited and led 35 student volunteers in fund raising and event management for Asia's largest youth festival, with cumulative attendance exceeding 25,000.

EXPERIENCE

Infinity Pharmaceuticals Inc.

Cambridge, MA

Business Development Intern

Summer 2002

- Analyzed universe of bio-pharma companies for technical and strategic fit with Infinity's chemical genomics technology and identified the most promising ones to pursue partnerships with. Recommended typical deal structures for each type of partner.
- Prepared the business development presentation to be 'pitched' to partners and piloted it with a top 5 pharma company.

ImClone Systems Inc.

Somerville, NJ

Strategic Planning Intern

Summer 2002

- Assessed market potential in pancreatic and non-small cell lung cancers and identified strategic opportunities for ImClone, based on the competitive landscape, existing standards of care, clinical data, disease epidemiology and biological mechanisms of action.
- Engaged in *ad hoc* operational issues for the department e.g. vendor negotiations. Represented the company at the American Society of Clinical Oncology 2002 conference – staffed the company booth and solicited physician participation for clinical trials.

Bain & Company (Asia) Inc.

Seoul, Korea and Singapore

Associate Consultant

2000 - 2001

- Conducted due diligence on an acquisition target for a private equity client, developed *pro forma* income statements, recommended a bid range of \$100MM – \$150MM (vs. \$400MM ask), and helped frame our client's negotiation strategy.
- Performed portfolio analysis for a conglomerate, and concluded that the trade financing arm needed to be divested. Identified potential acquirers with synergies that allowed them to pay up to 40% over existing market capitalization.

Gemini Consulting LLC

Singapore

Business Development and Strategy Analyst

1999 - 2000

- Implemented the launch of a high-end, boutique e-commerce consulting practice, and performed business development for the new practice as a junior member of the charter team that founded Gemini's Asian practice.
- Conducted industry analysis for a healthcare insurer and advised our client on managing the dual challenges of a deregulated environment and a rapidly aging customer base.

The Procter & Gamble Company

Bombay, India and Guangzhou, China

Product Development Manager

1995 – 1999

Negotiated deals with internal and external partners to translate candidate molecules into commercial prototypes for P&G's brands.

- Lead managed the commercial introduction of a proprietary molecule into an existing premium brand across Asia. Persuaded the three largest alliance partners (80% cumulative market share) to execute product changes that would benefit P&G's brands.
- Started a regional technical center in Guangzhou that reduced time-to-market for the homecare and healthcare business units by 33%. The center was rated as one of P&G's best technical centers in the world.
- Created a consumer benefit proposition for a detergent that used a new enzyme technology, which led to sales growth of 34%.
- Fast track professional development - was first in class to be promoted twice in three years and was the youngest expatriate.

ADDITIONAL INFORMATION

- Helped develop the vision statement and a 5-year strategic plan for a non-profit AIDS organization in Singapore through a *pro bono* consulting assignment. Avid whitewater enthusiast - rafted across Asia, Africa and Australia / New Zealand.

AMANDA S. KRAMER

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate – Strategic Management and Marketing majors, GMAT: 770

May 2003

- Selected for Wharton Leadership Fellows program, Selected to MBA Admissions Committee
- Elected BizWorld Co-President, Elected Cohort Academic Representative, Global Immersion Program – Greater China
- Young Entrepreneurs Program mentor, Wine Club member

WASHINGTON UNIVERSITY

St. Louis, MO

Dual Degree – BS in Business Administration, AB in Psychology

May 1998

- Honors in Management, Dean's List, London School of Economics – Spring Term 1997
- Corporate Strategy Teaching Assistant for graduate-level course, Undergraduate Peer Advisor, Business School Council
- Alpha Phi Sorority Executive Board, Stone Soup Community Service Organization Co-Founder

EXPERIENCE

DIAGEO, PLC

London, UK

Intern – Corporate Finance and Strategy

Summer 2002

- Analyzed volume, sales and market trends to position growth potential for global premium drinks company (£13B revenue).
- Presented group results and sale of \$2B quick-service restaurant group to fund managers, major investors and bankers in the UK, US and Europe; and, briefed executive committee on market reactions as a member of the Investor Relations team.
- Led year-end results compilation, interfacing with international market and brand managers.

LUMINANT WORLDWIDE, INC.

New York, NY

Consultant – Enterprise Strategy Consulting Group

2000-2001

Researched and analyzed industries, individual companies, market opportunities and emerging Internet business models. Created and delivered presentations to clients and generated case deliverables. Contributed to firm-building activities such as business development, recruiting, and professional development programs.

- Evaluated competitor positioning, assessed new business models and target markets, and interviewed clients and industry experts to prioritize Internet initiatives for international credit card company. Developed cash flow projections and budget recommendations which resulted in a \$20 million pilot program for global mobile commerce business.
- Defined business strategy and operational management plan for Latin American media start-up. Analyzed and recommended multiple revenue streams, created organizational structure, and conducted competitive analysis. Led primary market research and development of business plan for business-to-business broadband opportunity.
- Designed virtual reporting and human resource management strategy for major telecom corporation. Conducted interviews, identified cost savings opportunities, and presented detailed process flow recommendations to executive-level client team.
- Co-founded corporate Women's Network.

DEUTSCHE BANC ALEX. BROWN, INC.

New York, NY

Analyst – Corporate Finance, Financial Sponsors Group

1998-2000

Developed potential acquisition ideas for private equity clients by working with industry bankers and research analysts. Built industry investment themes, recommended portfolio add-on acquisitions and identified undervalued companies. Compiled a weekly publication, "The Market Monitor" as part of the Transaction Origination Group.

- Advised international cruise line company on strategic acquisition. Performed cost savings analysis and constructed complex financial model for merged entity.
- Represented financial sponsor in an \$85 million purchase of a coffee division from a major consumer products company.
- Researched industry structure, built LBO model and performed due diligence for commodity-based business.
- Managed the design and implementation of a web-based portfolio and research database for Financial Sponsors Group.

ADDITIONAL INFORMATION

- Basic Spanish and French
- New York Cares and Association to Benefit Children volunteer; Wharton Christmas in April Homeowner Selection Committee; Washington University Alumni Admissions interviewer
- Interests include art history, running, city rollerblading, world travel, knitting and watching baseball

VIJAY KRISHNASWAMY
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vijay.krishnaswamy.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA
May 2003

Master of Business Administration Candidate, Finance and Marketing Major

- Co-Chair, 2003 Wharton Technology Conference, Vice-President Tech Club.
- First Year Honors recipient, GMAT - 750.
- Volunteer "Into the Streets" Program, Wharton India Economic Forum.

VIRGINIA TECH

Blacksburg, VA
July 1994

Master of Science, Civil Engineering

- Invited to join the Phi Kappa Phi Honor Society; GPA - 3.96/4.00.
- Awarded full scholarship based on academic merit; taught core engineering course to senior class of over 160 students.
- Presented scientific papers in Transportation Research Board (TRB - 1994) and other leading conferences.

INDIAN INSTITUTE OF TECHNOLOGY

Madras, India
July 1992

Bachelor of Science, Civil Engineering

- Self-funded education by working part-time; GPA - 8.15/10.0
- Volunteer to help educate underprivileged children near campus.
- Elected member of the music and hospitality committee for inter-college cultural festival.

PROFESSIONAL EXPERIENCE

PFIZER

New York, NY
May - August 2002

Summer Intern

- Developed a strategy for a physician-centric relationship initiative. Solely responsible for building business case to highlight strategic value and model to estimate costs.
- Evaluated options and presented recommendations to senior management. Addressed legal/regulatory committee concerns.
- Built consensus across product and functional areas to identify and fund opportunities for pilots. Outlined cross-promotional opportunities to help defray costs across divisions.
- Developed a comprehensive IT strategy for a coordinated and integrated approach to enterprise collaboration. Interviewed senior managers and industry experts one-on-one to identify and address gaps in infrastructure and information architecture.

WORLD COM (formerly ADESTA TRANSPORTATION SYSTEMS)

Mt. Laurel, NJ
1998 - 2001

EZPASS Software Project Manager

Leadership and Initiative

- Successfully launched EZPASS, the largest Intelligent Transportation System (ITS) project in the United States, within budget and in record time.
- Actively promoted despite several changes in management team. Managed a diverse, cross-functional team of ten through challenging times and three takeovers.
- Managed several multi-million dollar client relationships. Resolved conflicts and aligned goals among multiple parties including commercial banks, governmental agencies and systems integrators to ensure timely project completion.

Project Management and Product Development

- Structured financial models to forecast revenues and costs for the \$10M Delaware Department of Transportation project and the \$2M Ted Williams Tunnel Traffic Management System in Boston.
- Mapped business needs to system capabilities and made final recommendations regarding system and product design; helped improve client profits by over \$5M. Advised key sub-contractors on system integration and project management issues.
- Integrated complex roadway sensors and security systems with financial systems and auditing software; optimized client's operations, reduced costs by 10%, reduced time required for fraud detection by over 80%.
- Developed a complex multi-host based time-series analysis algorithm to eliminate false toll violations; used by several agencies across the northeastern states to increase revenues by 5%.

Strategy and Business Development

- Structured client proposals prioritizing modules to maximize company profits; succeeded in winning over \$400M in new business opportunities. Assessed proposals to construct sub-contractor team based on client requirements.
- Evaluated competitor products to identify important product extensions; enabled market entry for projects worth over \$20M.

ADDITIONAL INFORMATION

- Play classical Indian music on the guitar.
- Active interest in volleyball, soccer.

AGNIESZKA KRYGIER

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Education

The Wharton School, University of Pennsylvania **Master of Business Administration Candidate**

Philadelphia, PA
December 2002

- Dual Major in Finance and International Business; GMAT 770
- Member of Finance Club, Investment Management Club, Admission Committee, Wharton Women in Business

Leonard Stern School of Business, New York University

New York, NY
December 1999

- Bachelor of Science in Finance & International Business, Cumulative GPA: 3.9/4.0
- Dean's Honor Key (3 consecutive semesters on Dean's Honor Roll), Beta Sigma Honor Society, Senator Seymour Lachman Award, President Clinton's Education Award, Treasury of Finance Society, VP of Investment Club
- Worked 40-45 hours a week to finance educational expenses, graduated with honors in 3.5 years

Experience

UBS Warburg LLC

Associate, Investment Banking Division (Global Industrial Group)

New York, NY
May 2002 – August 2002

- Analyzed impact of a wide range corporate finance and M&A transactions on earnings, cash flow and capital structure of large industrial companies in Defense, Capital Goods, Paper and Packaging and Mining sectors
- Developed detailed financial models and valuation analyses as well as advised several clients on business development opportunities and credit impact issues
- Executed comparable company and pro forma weighted average cost of capital analysis
- Prepared and presented client presentations

EBRD European Bank for Reconstruction and Development/Holden Polska

Senior Associate in Privatization Division (full – time position)

Warsaw & London
June 1999 – August 2001

- Member of the team cooperating with HypoVereinsbank in \$700M privatization process of PKO (responsible for the Co-op with the governmental agencies as well as with the Polish Central Bank - NBP), bringing in net income of \$7M
- Preparation of the restructurization analysis and tools (including DCF Analysis & Sum-of-Parts Models) used during the privatization processes of the Eastern European Clients (including the government of Czech Republic- Krasavica \$400M)
- Creation of financial models & systems (vouchers) for the clients' privatization process (ex. Polish Telecommunication - \$500M, Muza S.A - \$150M., Animex - \$350M, Zywiec - \$400M), as well as their introduction to the Warsaw's Stock Exchange (IPOs & share swaps)
- Creation of derivatives' tools for Polish clients (currency & equity swaps in excess of \$100M, as well as derivative enhanced securitization and credit default swaps) used in their process of expansion into European Stock Exchanges (Euronext), accumulation of fees in excess of \$17M

Porfolio.com.pl (Internet Startup Company)

Vice President (part - time position)

London & Zurich
January 2000 – December 2000

- One of the five original founders of the company, which was providing financial data and analysis, as well as the research tools for the potential equity investors on the Warset, Moscow's and Euronext Stock Exchanges (initial managed capital of \$700,000)
- Managed team of 8 analysts
- Performed DCF, dividend discount models, as well as elaborated modeling analysis for risk and repayment assessment in long-term investing schemes

Additional Information

Languages

Fluent in Russian, Ukrainian, Polish; Intermediate German

Activities & Interests

- Tennis (1992 – Captain of Polish National Junior Team, Silver Medal on the Youth Olympiad in Moscow); The Breast Cancer Foundation (President); Member of Jagiellocki University Philosophy Association (published in the Philosophy Journal); Helicopter Skiing

Honors & Awards (during EBRD/HP)

- Warsaw's University Award For The Leaders Of The 21st Century (September of 2000)
- Senator Waltz Award For The Bankers Of The Future (December 2000)
- Lord's Radziwil Award for Strengthening of the Business Relations Between UK & Poland (2000)

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate

Philadelphia, PA
May 2003

- Executive Director of Intergovernmental Committee for the Wharton Graduate Association
- Finance Club, Wharton Women In Business, Toastmasters

THE UNIVERSITY OF TEXAS AT AUSTIN
Bachelor in Business Administration, Summa Cum Laude, GPA: 4.0/4.0

Austin, TX
May 1998

Management Information Systems

- Dean's List, Beta Gamma Sigma Honor Society, Phi Beta Kappa
- Hultz Endowed Scholar, Executive Women International Scholarship Winner

EXPERIENCE

GOLDMAN, SACHS & CO.
Summer Associate, Investment Banking Division

New York, NY
Summer 2002

- Developed strategic alternative materials regarding corporate debt restructuring for a \$28.7 billion telecommunications company. Participated in client discussions and developed follow-up execution strategies.
- Performed financial analysis and created offering memoranda and management presentations for a \$130 million FIG and \$250 million high-tech sell side mandate.
- Analyzed merger candidates and strategic alternatives for a media sector client with over \$12.3 billion market cap.
- Performed accretion / dilution analysis and analyzed strategic acquisition target for a \$91.3 billion media conglomerate.

DELOITTE CONSULTING
Consultant

Dallas, TX
1998-2001

Analytical and Problem Solving

- Determined project requirements, business and technical specifications for systems interface. Coordinated functions between technical and business teams in US and India during interface development.
- Analyzed production support issues and identified problems during integration testing of an \$80 million telecommunications project. Performed root cause analysis and worked with software engineers to develop resolutions.
- Performed customer care processes analysis for the largest US digital satellite entertainment service company.

Leadership and Project Management

- Led application design sessions with client teams on several projects to develop functional and technical requirements.
- Created project plans, managed engagement scope and defined project change control processes.
- Managed the development of test analysis and systems verification processes of a multi-application implementation project for Fortune 50 telecommunications client. Led quality assurance team through design of integration plans and development of platform wide test scenarios. Achieved on-target release for all phases of project.

Strategic Planning and Business Development

- Strategize entry plans and customer care processes for a new telecommunications venture into competitive local exchange-carrier business market. Analyzed the competitive landscape, assessed technical needs, consulted on business development plan and budget, and coordinated client and five consultant teams in creation of project scope and plan.
- Designed and developed custom Siebel eBusiness, a leading Customer Relationship Management software suite, application and architecture for retail pharmaceutical client with over \$2 billion in revenues.

ADDITIONAL INFORMATION

Languages: Proficient in Mandarin Chinese and Taiwanese

Extracurricular/Interests: Wharton *Wildmen* Hockey, Wharton Golf Club, Wharton Scuba Diving Club

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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
MBA Candidate – Dual Major in Finance and Entrepreneurial Management

Philadelphia, PA
May 2003

- Selected for the Wharton-Omnicom Communications Fellows Program in recognition of strong communication skills
- Vice-President and Treasurer of the Asia Club, member of Finance, Sailing clubs

LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE
Bachelor of Science (Economics), First Class Honours

London, UK
July 1997

- Graduated top 5% of class
- Elected Vice-President of 250-member Malaysia-Singapore Society

EXPERIENCE

DEUTSCHE BANK
Summer Associate, Global Corporate Finance (Energy and Utilities Group)

Hong Kong
June-August 2002

- Assisted in executing the US\$1 billion IPO of Guangdong Guangdong, the first Transmission and Distribution system in China to be privatized, with particular emphasis on analyzing end-user electricity prices.
- Evaluated asset and corporate acquisition targets, developed financing options and advised on an international growth strategy for a US\$30 billion Chinese energy company.
- Valued privatizing utility assets in Taiwan and Korea and prepared pitchbooks targeted at US, French and Singaporean clients.

DOLLARDEX.COM
Associate, Business Development

Singapore and Malaysia
1999-2001

DollarDEX is Asia's premier online financial services firm offering retail loans, insurance products, and mutual funds.

- Structured an innovative online life insurance product with a major Singaporean insurer. First year sales exceeded US\$0.5 million in premiums.
- Headed and established the development of dollarDEX's Malaysia office. Had sole responsibility for developing the market, setting up office infrastructure and hiring personnel.
- Negotiated and closed partnerships in Malaysia with three financial institutions. Secured regulatory approval for an online loan and insurance reverse auction system from local authorities.
- Managed the 3-man Singapore insurance team and increased monthly revenues by 100% over a three-month period, through strong customer service and promotions developed on behalf of insurance partners.

MCKINSEY & COMPANY
Business Analyst

Kuala Lumpur, Malaysia
1997-1999

- Screened retail targets in Thailand and Malaysia based on growth opportunities and management expertise, and performed valuations on two large Malaysian retailers on behalf of a principal investment firm.
- Valued a US\$3 billion Malaysian banking group as part of M&A negotiations with a potential foreign investor.
- Developed a credit rating model including inputs from several hundred mid-sized enterprise clients, overhauled the current lending processes, and led workshops to train staff at a major Malaysian banking group.
- Evaluated the post-merger performance of the risk management division at one of Korea's largest banks.
- Formulated a high-profile strategy for Singapore's central bank to develop the country's capital markets, analyzed the potential growth of capital markets across Asia and researched stakeholder impact of financial deregulation on Singapore's equity capital markets.

ADDITIONAL INFORMATION

- Proficient in Mandarin and French
- Bronze medallist in the 1997 National Open Pairs Bridge Competition, Singapore
- Enjoy Salsa dancing, and enthusiastic squash and soccer player

JUAN LAMO DE ESPINOSA

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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

PHILADELPHIA, USA

MBA Candidate, Dual Major in Finance and Strategic Management

May 2003

- Awarded Fundación Caja Madrid Scholarship: one of seventeen students to receive this merit-based scholarship on the basis of academic excellence and professional achievement.
- Active member of European Club and Rowing Club.

ICADE E-3, UNIVERSIDAD PONTIFICIA COMILLAS

MADRID, SPAIN & PARIS, FRANCE

Degree in Law (admitted to the Madrid Bar)

June 1996

Degree in Economics and Business Administration

June 1997

- Awarded Erasmus Scholarship for exchange program at ESSEC, Paris (top 5% of class). *1st semester 1997*

PROFESSIONAL EXPERIENCE

MCKINSEY & CO.

MADRID, SPAIN

Summer Associate

May 2002 - July 2002

- Developed a strategic plan for revenue improvement for one of the major Spanish Banks.
- Performed a benchmarking analysis, identified key areas for improvement and designed strategic initiatives.
- Designed an incentive system to promote the implementation of the plan.

J.P. MORGAN & CO.

LONDON, UK

Associate, European Mergers & Acquisitions

January 2001 - June 2001

Analyst, European Mergers & Acquisitions

September 1998 - December 2000

- Early promotion to Associate based on outstanding performance as an analyst (top 5% of analysts firm-wide).
- Participated in all aspects of mergers, take-over bids, buy and sell-side transactions, equity offerings, valuations, divestitures and financial advisory assignments in a number of industries in different countries.
- Member of the team that won Euromoney's "M&A House of the year in Spain" award for excellence.
- Led a team of four junior analysts. Responsible for the Spanish recruiting team.

Quantitative and strategic analysis

- Created sophisticated financial models (discounted cash flow valuations, accretion/dilution, capital structure analysis) aimed at determining valuations and evaluating financing alternatives.
- Analysed companies' business plans, evaluated key business drivers and conducted extensive industry research.

Client management and negotiations

- Responsible for the presentation of financial recommendations to senior company executives (client companies' CEO & CFO). Participated in extensive roadshows with senior management.
- Directly involved in structuring and valuation negotiations.

Due diligence and documentation

- Directly involved in due diligence processes. Responsible for the coordination of legal documentation.

Transaction highlights

- €3.3bn IPO of Telefónica Móviles / Endesa & Unión Fenosa's €2.0bn sale of their 16.3% stake in Airtel / Monument Plc.'s \$1bn acquisition by Lasmo Plc. via a public tender offer / Merger of FCC's real estate interests with those of Spanish savings bank Caja Madrid (€851mm) / Havas Advertising €600mm acquisition of Media Planning (Europe's 3rd biggest media buying company) / MOL's (Hungary) €80mm acquisition of Slovnaft (Slovakia), Eastern Europe's 1st major cross border transaction

SPANISH ARMY

TOLEDO & MADRID, SPAIN

Second Lieutenant of Infantry, Military Service

September 1997 - July 1998

- Ranked 8th out of 350 in my class.
- Led a section of 3 sergeants and 60 soldiers.
- Responsible for instruction of newly arrived soldiers and guard schedules.

ADDITIONAL INFORMATION

- Native in Spanish; fluent in English; advanced level of French.
- Registered Securities Representative of the Securities and Futures Authority (UK Series 7 equivalent).
- Interests include rowing, golf, sailing, skiing and writing.

MARY M LAMONT

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malamont@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Master of Business Administration Candidate; Major in Strategic Management

- Thouron Scholar (UK/US exchange programme, full tuition award)
- Member of the European and Consulting Clubs

*Philadelphia, US
June 2003*

ROYAL AIR FORCE COLLEGE

Initial and Specialist Officer Training

*Cranwell, UK
1991 – 1992*

UNIVERSITY OF CAMBRIDGE

Master of Arts in Engineering; specialized in aerodynamics and turbomachinery

*Cambridge, UK
June 1991*

EXPERIENCE

McKINSEY & COMPANY

Summer Associate

*London, UK
Summer 2002*

- Planned and implemented internal and external communications strategy for the merger of two major UK public transport authorities, working closely with senior managers in the client organizations

ROYAL AIR FORCE, Engineer Officer

Staff Officer, UK Joint Helicopter Command

*Salisbury, UK
1999 – 2001*

- Planned all engineering support for the introduction to service of a new battlefield helicopter type
- Rationalized the logistics and engineering elements of Royal Air Force, Army and Royal Navy battlefield helicopter operations into one coherent system, using cost-benefit analysis and utilization studies
- Audited the Quality Management Systems of helicopter operations in the UK, the Balkans, Cyprus and the Falkland Islands

Squadron Engineer Officer, 56 Squadron

*RAF Coningsby, UK
1997 – 1999*

- Directed engineering operations for a fighter squadron flying up to 20 missions each day
- Maximized serviceability and airworthiness of 23 fighter aircraft, by effective resource management and maintenance planning
- Planned and executed engineering and logistics support for multi-national exercises in the UK, Cyprus, Germany and the USA

Section Leader, In-House Bid Team

*RAF St Athan, UK
1996 – 1997*

- Facilitated a workforce communication programme to encourage innovation
- Identified process improvements in aero-engine repair and overhaul and component repair
- Negotiated a partnering agreement with a facilities management company
- Realized cost savings of £3 million per year (35% of total facility operating costs) and reduced process times for 30% of components by 30-50%, as a direct result of the work described above
- Co-wrote a successful in-house bid for operating the UK Ministry of Defence's largest aircraft maintenance facility

Higher Scientific Officer, Defence Research Agency

*Farnborough, UK
1995 – 1996*

- Evaluated commercial tenders for a £15 million missile system contract, on the basis of minimizing technical and operational risk and obtaining best value-for-money
- Developed a missile system simulation computer program which reduced trials costs by one third
- Directed a £500,000 research programme investigating future missile system technologies for 2035

Flight Commander, 2 (Engineering) Squadron

*RAF St Athan, UK
1993 – 1994*

- Commanded 130 engineering personnel of five different specializations
- Planned and implemented an aircraft structural modification programme after a quality failure by a contractor

ADDITIONAL INFORMATION

- Led a military expedition to Everest Base Camp, April 2001
- Competitive rower and coach; Royal Air Force Rowing Club Ladies' Captain 1997-2000, coach for Wharton Crew Club 2001-02
- Keen scuba diver and downhill skier
- Classically trained musician; elected leader of The Whartones 2002-03 (Wharton's a capella group), also play piano and flute

ANNA K. LARSSON

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Finance and Multinational Management, GMAT 750

2003

- First Year Honors; Director's List Spring 2002
- Member of Technology Club, Consulting Club, Finance Club, International Volunteer Project
- Wharton Community Consultants: Project lead to write business plan for technology training center for international NGO. Plan has received funding and is being piloted in Ethiopia.
- Global Consulting Practicum: Part of team to develop market entry strategy for anti-counterfeiting technology. Client is now entering US market.

UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Bachelor of Arts in Economics, Magna Cum Laude

1998

EXPERIENCE

MERCER MANAGEMENT CONSULTING

New York, NY

Summer Associate, Private Equity Practice

Summer 2002

- Opportunity identification: analyzed business model, cash flow, leverage ratio and financial structure of 1000 small companies, presented targeting recommendations to practice heads. Eight identified companies have been contacted for value enhancement work.
- PE venture development: worked with industry expert to define oil and gas business idea. Created prospect pack to shop to PE funds.

MARCHFIRST (formerly MITCHELL MADISON GROUP)

New York, NY

Associate Management Consultant

1998-2001

E-Business and Technology Strategy

- Worked with UK bank to launch Internet shopping portal and identified and held discussions with potential strategic partners. Evaluated relevant technologies and providers. Assessed impact of new technologies and access methods (e.g., mobile). Portal is currently one of largest Internet shopping sites in UK.
- Developed recommendations for infrastructure reconfiguration for US credit card issuer shifting to smart cards. Mapped smart card production process.
- Developed web based logistics network for print outsourcer. Analyzed operational requirements and implementation cost. Identified 30% cycle time reductions.

Strategic Analysis

- Evaluated European expansion opportunities for online and offline merchant services for UK bank. Prioritized international opportunities. Presented findings to CFO.
- Member of five person team to define Internet strategy for top-25 law firm. Developed business plan for stand alone business to business Internet offering.
- Led global competitive benchmarking study on credit card replacement times and procedures. Client reconfigured emergency card replacement process as a result of study.

Financial Analysis

- Primary responsibility for developing detailed pro forma financial statements and cash flow projections for \$6.5 million Internet venture.
- Managed evaluation of marketing purchase expenses for credit card issuer. Identified potential savings of \$10 million.

ADDITIONAL INFORMATION

- Lived, worked, and traveled abroad for six years in 45 countries prior to college education; experience included managing Youth Hostel in Sweden, internships with aid and development organizations in West Africa, factory worker, bartender, deckhand
- Volunteer with AFS international student exchange program
- Conversational Swedish and French; some familiarity with Spanish and Thai
- US and EU citizenship

RACHEL A. LAURENO
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA Candidate in Marketing

Philadelphia, PA
May 2003

- Active member, *Marketing Club* and *Wharton Publicity Corps*. Co-Chair, *Wharton Jewish Students Association*.
- Marketing Liaison, *MBA Jungle*. Designed an effective marketing plan to increase website traffic, student readership and brand awareness for *MBA Jungle*, a nationwide publication owned by Jungle Interactive Media, Inc.
- Student Fieldwork: Analyzed CD merchandising strategy for WXPB, a Philadelphia radio station. Researched potential joint ventures and business deals with alternate distribution channels, including a major national coffee retailer and apparel chain.

PRINCETON UNIVERSITY

Princeton, NJ
June 1996

A.B. History, GPA: 3.74 Overall. Cum Laude

- Activities: Staff writer, *Daily Princetonian*; Assistant Editor, *Princeton Student Course Guide*; President, *Jewish Women's Connection*; Princeton University Tour Guide; Latin American Mentoring Program; Publicity Assistant, *250th Anniversary of Princeton University (Historical Projects and Lecture Series)*.

PROFESSIONAL EXPERIENCE

WYETH PHARMACEUTICALS

Radnor, PA
Summer 2002

Summer Intern

- Conducted commercial assessment of a new \$500 million indication for breakthrough biotech product. Assessed market potential, segmented customer groups, and analyzed competitive environment. Created market research plan (2003-2007).
- Recommended marketing, clinical and regulatory strategy for development of product. Presented findings to senior management.

GOLDMAN, SACHS & CO., Investment Banking Division

New York, NY
1999-2001

Associate, Training & Professional Development Group

Developed, marketed, and led training initiatives for global investment banking population. Promoted from Analyst to Associate. Leadership

- Launched inaugural client marketing conference with team of eight professionals and a \$500,000 budget; conference targeted the most senior VPs and MDs. Produced video on sales and marketing best practices, profiling CEO and former chairmen. Designed and distributed online survey to assess needs and requests of target audience.
- Led roll-out of "Advanced Marketing Skills" course for 100 of the most senior VPs in the Americas with a budget of \$250,000.

Client Service

- Managed a global client initiative for 50 professionals from a major Asian commercial bank. Program contributed to Goldman Sachs' successful pitch to win mandate for client privatization. Designed program to include hands-on accounting, valuation, and leadership training and formal welcome meetings for client CEO with top Goldman Sachs leaders.

ACCENTURE

New York, NY
1996-1999

Consultant, Change Management Group

Advised clients on how to communicate with employees regarding new technology / processes and leadership changes in the financial services, utilities, and consumer beverage industries. Promoted from Analyst to Consultant.

- Designed and edited global employee newsletter for a premier investment bank. Developed a long-term communications strategy and plan for leading IT executives. Coordinated events, including global anniversary celebration for 300 employees.
- Developed a guide to standardize IT processes and align an IT group more closely with the strategic initiatives of a major Investment Management firm. Managed junior analysts and collaborated with a team of ten technology consultants and clients.

PHILLIPS BUSINESS INTERNATIONAL

Potomac, MD
Summer 1995

Editorial Intern, Banking & Enterprise Network Groups

- Wrote articles for business newsletters: Card News, EDI News and Electronic Claims Processing Report. Conducted research on trends in the healthcare electronic claims processing industry. Enhanced marketing database of potential subscribers.

ADDITIONAL INFORMATION

- Proficient in Spanish, Advanced MS Word, Excel, Powerpoint, Lexis Nexis and Bloomberg.
- Enjoy journalistic writing (Wharton Journal), fitness activities, and European travel.

RACHEL L. LEBENSON

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EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania
MBA Candidate, Finance and Multinational Management

Philadelphia, PA
May 2003

MA Candidate, International Studies - Russia and Former Soviet States

- Moscow State Institute of International Affairs (MGIMO) Business Language Program
- Awarded 2001-2002 Barbara S. Thomas Lauder Scholarship
- Named Wharton-Omnicom Communications Fellow in Writing
- Lauder Director's List (Top 25% in MA Program)

Moscow, Russia

PRINCETON UNIVERSITY

AB cum laude from the Woodrow Wilson School of Public and International Affairs

Princeton, NJ
June 1997

- Certificate in Russian Studies

EXPERIENCE

CARLSON CAPITAL, L.P.

Research Analyst, Relative Value

New York, NY
Summer 2002

- Evaluated investment merits of small and mid-cap financial institutions for a \$4.2 billion hedge fund
- Initiated long-short trades based on fundamental research and technical aspects of a 20-company portfolio
- Interviewed company managers and sell side analysts, attended conferences, and developed valuation models
- Assessed earnings impact of merger and acquisition activity in the northeast U.S.

MOODY'S CORPORATION

Analyst/Associate Analyst, Municipal Bonds

New York, NY
May 1999-April 2001

- Analyzed risk profiles and economic growth potential of over 400 municipalities in the southeastern U.S.
- Wrote and published weekly credit reports worldwide used by over 10,000 investors and governments
- Member of Rating Committee; earned authority after only one year to approve and release other analysts' rating recommendations to the public
- Aggressively marketed risk analysis products, resulting in 50 new clients and \$600,000 revenue impact
- Promoted first to Associate Analyst from a group of 30 analysts

MARAKON ASSOCIATES

Analyst

Stamford, CT
Sept. 1998-April 1999

- Built bottoms-up model analyzing profitability by product for individual customers in a major Canadian bank
- Benchmarked profitability of multinational bank's full service and discount brokerage departments against large Canadian and American competitors

CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE

Junior Fellow

Washington D.C.
June 1997-Sept. 1998

- Selected as Princeton's nominee by committee of political science faculty; received 1 of 10 fellowships nationwide from a pool of over 100 candidates
- Conducted research for two senior scholars in the Russia-Eurasia program; analyzed Russian legal and press documents and prepared daily written reports
- Co-authored two journal articles on security and ethnic conflicts in Ukraine, Belarus, and Moldova; articles published in *Problems of Post-Communism* (M.E. Sharpe) and *NATO After Enlargement* (Strategic Studies Institute)

ADDITIONAL INFORMATION

- Advanced in Russian
- News Editor, The Wharton Journal (weekly MBA student newspaper)
- Enjoy Chopin, vocal jazz, modern dance, and mountain biking

ANDREW K. LEE

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(215) 563-3176 • Andrew.K.Lee.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Master of Business Administration Candidate, *Finance and Strategic Management*

Philadelphia, PA
May 2003

- Wharton Welcome Weekend 2002 Co-Chair; Wharton Graduate Association Divisional Vice-President
- Admissions Committee Graduate Assistant; Operations Management Course Teaching Assistant
- GUIDE undergraduate mentor; Christmas in April Board Member; Golf Club VP of Special Events
- Director's List, Fall 2001; First Year Honors

HARVARD UNIVERSITY

A.B., *Applied Mathematics*

Cambridge, MA
June 1996

- Hasty Pudding Theatricals (Business Manager); Phillips Brooks House (community service); World/National/Harvard Model United Nations (various leadership positions); House Government; Freshman Lightweight Crew

EXPERIENCE

AMERICAN EXPRESS COMPANY

Investments and Business Development

New York, NY
Summer 2002

Evaluated strategic investment opportunities, external new business areas and internal re-engineering initiatives for the company

- Researched and presented recommendation on entry strategy for a targeted segment of HR-related business process outsourcing
- Developed detailed research report on voice-related applications and infrastructure
- Evaluated potential investments in the enterprise security, network infrastructure and speech recognition spaces

SCUDDER WEISEL CAPITAL

Product Strategy/Product Development

San Francisco, CA
2001 - 2001

Responsible for product strategy and product development for alternative asset investment management company

- Worked with hedge, buyout and venture capital fund managers to structure potential public and private fund offerings
- Formulated optimal product development and timeline strategy

MEVC

Director, *Corporate Development/Product Development*

San Francisco, CA
2000 - 2001

Worked on corporate strategy and product development for startup alternative asset investment management company

- Corporate Development: responsible for identifying and pursuing growth opportunities for the company; working on early financing rounds; and negotiating relationships with strategic financial services partners
- Product Development: responsible for researching and understanding target industries for new fund products; working with marketing, legal, product support and investment banking teams to structure and support new products

LAZARD

Associate, *Real Estate Private Equity Fund (1998 – 2000)*

New York, NY
1996 - 2000

Responsible for working on the Asia/Pacific investment activities of Lazard opportunity funds which committed an aggregate of \$2.5 billion of equity capital and sponsorship to real estate related operating companies in the United States and Europe

- Participated in fundraising for a proposed \$2.0 billion equity fund, explored legal, tax and structuring issues related to fund setup, and was involved in negotiating a strategic alliance with a key regional investor/sponsor
- Evaluated private equity investment opportunities in Asia, primarily in the hospitality sector
- Worked with chief financial officer on strategic overview and management of existing funds and portfolio companies

Analyst, *Investment Banking (1996 – 1998)*

Responsible for financial analysis and execution of transactions including mergers, acquisitions, divestitures, buyouts, joint ventures, financings and recapitalizations for various companies

- Developed discounted cash flow, comparable trading, precedent transaction and merger accretion/dilution analyses; conducted due diligence; prepared offering memoranda and board presentations; researched strategic alternatives; interacted directly with senior clients, bankers, accountants and lawyers
- Offered direct promotion to Associate

ADDITIONAL INFORMATION

Language: Conversational in Cantonese Chinese
Other Interests: Golf, tennis, skiing, cooking, civic involvement, travel

EVALYN WAN-JU LEE
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wanju.lee.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Major in Finance

May 2003

- Active member of Finance Club, Greater China Club, MBA Admissions Committee and Career Management Office
- Mentor to Wharton Undergraduate Students; Coordinator of Hong Kong Career Trek

NATIONAL TAIWAN UNIVERSITY

Taipei, Taiwan

Bachelor of Arts, Major in Economics

June 1996

- Dean's List (Top 5% of class, GPA 3.8/4.0); Selected Teaching Assistant for Microeconomics and Macroeconomics
- Elected President of Chinese Calligraphy Club; Elected Activity Director of Economics Student Association
- Captain of University Relay Race Team; awarded Silver Medal in University-wide Competition

EXPERIENCE

GOLDMAN SACHS (ASIA) L.L.C.

Hong Kong

Summer Associate, Investment Banking Division

Summer 2002

- Executed the merger plan for a US\$2 billion leading bank in Taiwan. Evaluated potential buyers by conducting management presentations, performing due diligence, and analyzing bidding contracts. Identified the best bidders and participated in the contract negotiation process. The deal was successfully announced in August
- Constructed a US\$150 million IPO offering pitch for a leading hotel group in Southeast Asia. Assisted in developing equity story, performed comparable companies analysis, and liaised with equity capital market division to structure the deal
- Advised a US\$17 billion petrochemical conglomerate in Asia on corporate restructuring. Conducted pro forma accretion/dilution analysis, compiled public/deal comparables, and analyzed a variety of viable structures to assess the synergies of group-wide four-into-one merger
- Provided financial advisory for a major Asian electricity manufacturer on corporate governance

ACCENTURE

Taipei, Taiwan

Senior Consultant, Financial Services Industry

2000-2001

Consultant, Change Management Group

1999-2000

Business Analyst, Change Management Group

1996-1999

Financial and Quantitative Analysis

- Identified potential M&A targets for a US\$3 billion bank in Taiwan. Constructed an extensive market share forecast model and estimated value of customer base consolidation to be US\$25 million
- Evaluated market potential of Asia B2B e-procurement business by modeling and analyzing cost structures of top Taiwanese companies. Formulated cost-benefit analysis and proposed US\$1.5 billion cost saving opportunities
- Conducted benchmarking analysis to advise the optimum staff level for a US\$10 billion state-owned oil refinery & distributor. Devised detailed organizational restructuring plan, which led to staff reduction projections of 20 percent

Leadership and Communication

- Supervised eight consultants from three Asian countries to propose e-commerce infrastructure blueprint for a leading Taiwanese bank, resulting in increased annual revenue projections of US\$7 million
- Led cross-functional engagement team to streamline procurement processes for a US\$4 billion Asian petrochemical manufacturer that led to an annual manufacturing cost reduction of US\$4.2 million
- Liaised between Silicon Valley, Atlanta, and Taiwan to develop global knowledge management strategy for a leading semiconductor equipment supplier. Significantly increased employee productivity by 15 percent
- Chaired M&A conferences and gave presentations to major financial institutions in Taiwan, which resulted in US\$1.5 million new business opportunities

ADDITIONAL INFORMATION

- Native speaker of Mandarin and Taiwanese; fluent English
- Interests: Avid international traveler, novice golfer, watching Tennis Grand Slams, Chinese arts, wine tasting, and international cuisine

JEAN Q. LEE
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EDUCATION

THE WHARTON BUSINESS SCHOOL, UNIVERSITY OF PENNSYLVANIA

PHILADELPHIA, PA

Masters of Business Administration Candidate, Finance

9/01-Date

- Vice President, Wharton Consulting Club; First Boat, Wharton Women's Crew

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

CAMBRIDGE, MA

Dual Bachelors, Electrical Engineering and Economics

9/92-6/96

- Secretary, Chinese Student Association; Board of Directors, MIT Outing Club

EXPERIENCE

BAIN & COMPANY

SAN FRANCISCO, CA

Summer Associate

6/02-8/02

- Uncovered a \$100M market opportunity for a semiconductor chip design company seeking entry into the consumer electronics (CE) market
 - Sized and segmented the CE market for programmable logic devices (PLDs) and developed a framework to prioritize key segments
 - Organized and led technical designer interviews to formulate functional system diagrams and determine appropriate usages and specifications of PLDs
 - Designed preliminary go-to-market strategy and conducted competitive benchmarking in the CE space

GOLDMAN SACHS (ASIA) L.L.C.

HONG KONG

Senior Financial Analyst, High Tech and General Advisory Group

9/99-5/01

- Participated in the US\$5.6 billion debt restructuring of the Guangdong Enterprise Group, the investment flagship company of the Guangdong Province with holdings in over 500 companies
 - Spearheaded the negotiation of RMB\$4.7 billion (US\$568 million) Construction Payment Schedule contract for the Water renovation project on behalf of the Guangdong Provincial Government
 - Crafted segment-by-segment breakup valuation analysis of the Guangdong Investments (GDI)
 - Analyzed debt service capacity of GDI in connection with US\$1.1 billion debt restructuring
 - Completed valuation analysis of US\$2.5 billion privatization of the Dongshen Water Project, generating US\$1.8 billion debt issuance, and sale of 81% equity stake to GDI

THE BOSTON CONSULTING GROUP

HONG KONG

Associate Consultant

1/98-8/99

- Formulated product line extension for a Fortune 500 multinational beverage company in China
 - Assessed the distribution infrastructure for refrigerated products in China
 - Designed a tailored distribution strategy and marketing plan
- Developed bidding strategy for a Taiwanese satellite service provider during privatization of satellite telecommunications industry in Taiwan. The bid was ranked No. 1 by the government of all bids submitted
 - Conducted extensive customer research and competitor benchmarking studies
 - Developed models for market size and estimated growth in Greater China and SE Asia
- Conducted post-merger-integration of Asia business for an international leader in the entertainment industry. Total savings of US\$20 million
 - Worked closely with the Asia-Pacific CFO and each of the country MD's to come up with a merged organizational structure

POLAROID FAR EAST

SHANGHAI, PRC

Studio Express Brand Manager

8/96-8/97

- Led the creation of marketing programs for all Polaroid Studio Express products in China
- Managed 400 market researchers spanning over 10 Chinese cities to build a database of key Polaroid customers
- Designed newsletters, training programs, and customer loyalty programs

PERSONAL

Fluent in English and Mandarin Chinese; enjoy rowing, scuba diving, and hiking.

JUNE LEE

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Master of Business Administration Candidate in Finance and Strategic Management

Philadelphia, PA

May 2003

- Co-President, Wharton Women In Business
- Graduate Assistant for the Admissions Office
- Member of Finance Club, Wharton Community Consultants and Toastmasters

CORNELL UNIVERSITY, College of Arts and Sciences

Bachelor of Arts Degree in Government

Ithaca, NY

May 1996

- Graduated with Distinction, GPA: 3.81
- Phi Beta Kappa, Golden Key Honor Society, Dean's List Every Semester
- Studied abroad junior year at the London School of Economics and Political Science

WORK EXPERIENCE

GOLDMAN, SACHS & CO.

Summer Associate, Investment Banking

New York, NY

Summer 2002

- Performed detailed financial modeling and valuation analysis for companies in the Financial Institutions Group and telecommunications, healthcare and technology industries using discounted cash flow, comparable company, sum-of-the-parts and transaction multiple methods.
- Analyzed acquisition candidates and financing alternatives for a major telecommunications equipment company.
- Built accretion/dilution analysis, valued earnout structure and drafted acquisition offer document in \$1 Bn buy-side transaction for a technology outsourcing company.
- Drafted management presentation and offering memorandum and assisted in sell-side process for a major healthcare company.

MERRILL LYNCH & CO.

Assistant Vice President, Fixed Income Research

New York, NY

1999-2001

- Identified investment opportunities for companies in the electric utilities and consumer products industries for recommendation to senior analysts. Provided backup support for more than 100 companies.
- Built financial models for publication and internal use. Created several new models including a model to value assets securing first mortgage bonds and a model to evaluate companies with securitization debt.
- Worked with investment banking, capital markets, and sales force in debt transactions valued at over \$20 Bn. Major responsibilities included analytical and research support, discussing and disseminating transaction information.
- Initiated new publications including a handbook on over 60 electric utilities and gas companies and an extensive report on generation financing. Actively contributed to major research pieces including in-depth research reports, bulletins and comments.
- Interacted regularly with institutional and private clients and traders to discuss investment ideas, and to answer company-specific and industry-related questions.

MOODY'S INVESTORS SERVICE

Senior Associate, Power Group

New York, NY

1997-1999

- Worked with team of professionals to provide bond ratings of companies in the electric utility industry. Wrote detailed company credit reports, press releases and summary opinions for publication. Authored several special reports on industry-related topics.
- Created financial models and conducted sensitivity tests on financial data. Initiated project to improve the integrity of published financial data.
- Built cost models to assess the potential financial impact of competition on electric utilities.
- Supervised 10 people to publish annual *Electric Utility Sourcebook*, a 500+ page book for the investment community.

WHITE & CASE

Legal Assistant, Corporate Finance

New York, NY

1996

- Worked with team of attorneys on major banking and project financing transactions.

ADDITIONAL INFORMATION

- **Skills:** Series 7 & 63 certified, completed Level I of the AIMR CFA Program.
- **Interests:** Independent films, backpacking across Southeast Asia, community service.

RICHARD K. LEE
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richardl@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
Masters in Business Administration Candidate, Healthcare Management & Finance
Healthcare Management Club, Consulting Club, Finance Club.

Philadelphia, PA
May 2003

UNIVERSITY OF PENNSYLVANIA SCHOOL OF MEDICINE
Doctor of Medicine Candidate

Philadelphia, PA
May 2003

21st Century Endowed Scholar (Four Year, Full-Tuition Academic Merit Scholarship).
Thomas Langfitt, Jr. Memorial Symposium, Admissions Interviewer, Asian-Pacific American Student Association.

NEW COLLEGE, UNIVERSITY OF OXFORD

Oxford, England
Summer 1997

Lord Rothermere Oxford Scholar (Full-Tuition, Academic Merit Scholarship).

DUKE UNIVERSITY

Durham, NC
1994 - 1998

Bachelor of Science, Summa cum Laude, Biology & Economics, Minor in Chemistry

Top 1% of Class. Angier B. Duke Memorial Scholar (Four Year, Full-Tuition Academic Merit Scholarship).
Scholarship Admissions Committee, Volunteers for Red Cross, Asian Student Association.

WORK EXPERIENCE

MERCK & COMPANY, INC.

Whitehouse Station, NJ
Summer 2002

Summer Intern, New Products Group, Worldwide Human Health and Marketing

- Conducted in-depth financial and strategic analysis on numerous pipeline compounds to provide guidance to Merck Research Laboratories (MRL).
- Evaluated market opportunities, strategic fit, and overall clinical potential of various candidates for corporate in- and outlicensing.
- Surveyed opinion leaders, synthesized current scientific and market research, and collaborated in the formulation and presentation of a CNS market overview to senior management.

BIOSUPPLIES.COM

Philadelphia, PA
Summer - Fall 1999

Vice-President, Supplier Relations

- Co-established an Internet start-up company involved in providing procurement solutions to academic institutions for biotechnology and research equipment needs.
- Constructed supplier relationships, conducted strategic decision and analysis, and formed business partnerships with major academic institutions.
- Established relationships with venture capital funds and private investors.

BASIC SCIENCE & CLINICAL RESEARCH

Research Fellow

- **University of Pennsylvania, National Institutes of Health Research Fellowship**
Research in the cost-effectiveness of diagnostic tests in prostate cancer screening. Philadelphia, PA
Summer 1999 - Present
- **Rockefeller University, Howard Hughes Medical Institute Research Fellowship**
Research in the biochemical and biophysical aspects of cell signaling pathways. New York, NY
Summer 1996
- **Duke University, National Institutes of Health Research Fellowship**
Research in tumor suppression pathways with molecular cloning and protein screening techniques. Durham, NC
1995 - 1998
- **National Institutes of Health**
Research in novel nuclear protein *p105* via molecular biological techniques. Rockville, MD
Summer 1995

ADDITIONAL INFORMATION

- **Languages:** Fluent in Taiwanese, Conversational in Chinese & Spanish
- **Interests:** International Travel, Classical Music, Fine Art, Violin, Golf, Tennis, Reading, Wines
- **Volunteer Service & Community Organizations:** UHC Homeless Health Clinic, Hospital Volunteer

GARY E. LESCH

1500 Locust Street, Apt. 1510, Philadelphia, PA 19102 / (215) 546-0320 / galesch.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Candidate, Master of Business Administration; Finance Major

Philadelphia, PA
May 2003

Executive Membership Committee: Wharton Business and Law Club; Member: Finance Club, Private Equity Club

NATIONAL LAW CENTER, George Washington University
Juris Doctor, Graduated with Honors

Washington D.C.
June 1994

BRANDEIS UNIVERSITY

Bachelor of Arts, *magna cum laude* in Economics
Dean's List all Semesters

Waltham, MA
June 1991

EXPERIENCE

BRITISH TECHNOLOGY GROUP

Summer Associate/Part-time Intern – New Business Development and Venture Capital Group

Philadelphia, PA
June 2002–Present

BTG is a Technology Acquisition, Commercialization, and Venture Capital Firm (LSE: BTG).

- *Valuation:* Co-created financial model for venture capital fund. Performed comprehensive financial analyses and valuations utilizing DCF and comparable transaction techniques. Revised and implemented new financial model for evaluating later stage funding. Evaluated and created exit strategies based upon market research. Asked to continue new project valuations throughout the upcoming fall and spring semesters (newly created position).
- *Deal Transactions:* Completed three venture capital transactions within the media (digital distribution), optical lens and lighting industries. Analyzed business models and early stage investments in emerging growth companies, performed due diligence, presented analyses and prepared investment memoranda.
- *Legal Skills:* Utilized legal training to complete due diligence involving both legal and financial issues, reviewed all legal documents (shareholder and confidentiality agreements, board resolutions, etc.), created detailed capitalization tables, and on-site company reviews. Participated as associate attorney during the closing of transactions.
- *Deal Sourcing:* Reviewed business plans generated from contacts and other VC funds; completed thorough analysis and write-ups for selected plans; presented recommendations to principals.

LESCH&LESCH, P.C.

Partner

Bronx, NY
1999-2001

- *Financial Skills:* Managed escrow, special trial account, payroll, accounts payable, and accounts receivable monies totaling an excess of \$25M. Planned future operational expenses, financing requirements (cash flow analysis), and employee benefit packages.
- *Management & Leadership Skills:* Led 10 employee sized law firm in the legal representation of 600 active litigation cases. Supervised foreclosure sales on behalf of the Court. Sought and obtained legal representation of local banks in Bronx County for representation in mortgage lending and insuring priority of invested funds.
- *Legal Skills:* Litigated 10 cases to verdict, record: 9-0-1. Established new corporations, including filings of articles of incorporation, shareholders agreements and corporate minute books.

NEW YORK STATE OFFICE OF THE ATTORNEY GENERAL

Assistant Attorney General: Federal Litigation Bureau; Claims Bureau

New York, NY
1995-1999

- *Financial Skills:* Assisted with the valuations of bankrupt companies to determine adjustment of tax liens held by New York State ("N.Y.S."). Analyzed tax consequences of proposed N.Y.S. Department of Taxation and Finance policy for New York City Public Benefit Corporation employees (adopted). Investigated and successfully defended Suffolk County's equalization real estate tax assessments for local properties and businesses on behalf of N.Y.S.
- *Management & Leadership Skills:* Lead trial counsel and advisor for N.Y.S. Department of Taxation and Finance, Division of State Lottery, Secretary of State, N.Y.S. Troopers, Department of Corrections, and all N.Y.S. Medical Facilities. Regularly supervised diverse team of junior Assistant Attorneys General, and in-house counsel for various N.Y.S. Departments.
- *Legal Skills:* Responsible as lead attorney for devising and executing litigation strategy (including preparation of witnesses, conducting depositions and discovery, and leading direct and cross examinations at trial); Drafted and argued appeals before the Second Circuit, U.S. Federal Appeals Court.
- *Notable Cases:* Lead trial team that successfully defended the Metropolitan Transit Authority against multi-million dollar discrimination claim during fare increase hike of 1995. Successfully defended initiation of N.Y.S.'s Keno game against constitutional challenge brought by Donald Trump.

ADDITIONAL INFORMATION

Charitable Organizations: Board of Directors, Thurgood Marshall Junior Mock Trial Program (for inner city youths).

Other interests: amateur boxing, skiing, reading fiction and non-fiction, running, chess.

SARAH R. LESHNER

1921 Spruce Street apt. 4R • Philadelphia, PA • 19103 • 215-519-4464
sleshner@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

MBA Candidate, Multinational Management and Finance major

Philadelphia, PA
May 2003

- Awarded Wharton Leadership Fellowship; Benjamin Franklin Spirit of Philadelphia Award
- Selected Teaching Assistant, Management department
- Executive Board, Wharton Latin America conference; Founder, MBA holiday giving program

LAUDER INSTITUTE OF MANAGEMENT & INTERNATIONAL STUDIES, U. PENNSYLVANIA

Master of Arts in International Studies Candidate, Spanish and Latin America major

Philadelphia, PA
May 2003

- Latin American Studies departmental scholarship
- Latin American business, culture, and language summer immersion program
- Wal-Mart de Argentina field application project: analyzed and evaluated company's market entry strategy, recommended future growth strategies

Mexico City, Mexico
Buenos Aires, Argentina

UNIVERSITY OF PENNSYLVANIA

Bachelor of Arts, Psychology, Communications

Philadelphia, PA
May 1998

- Senior thesis published in *Journal of Experimental Psychology: Applied*, June 2000.
- Varsity cross country; indoor and outdoor track and field

EXPERIENCE

ENDEAVOR INITIATIVE

eMBA – Senegocia.com

Santiago, Chile
May – August 2002

On-site internship with local Chilean company as part of international effort to drive economic growth in emerging markets through entrepreneurship.

- Created Spanish and English business plans and corporate presentations to use for US and Chilean road show
- Crafted document to initiate and guide international licensing discussions
- Wrote grant application for technology-oriented government program

MERCER MANAGEMENT CONSULTING

Consultant.

Accelerated promotion, 1.5 years

New York, NY
Mexico City, Mexico
Paris, France
1998 – 2001

Recent casework includes:

BUSINESS DEVELOPMENT/ FINANCE: *Business-to-business e-commerce start-up*

- Identified and secured strategic business partners
- Re-structured capital structure; provided investment analysis and due diligence
- Developed marketing messages, participated in business launch

STRATEGIC VISION: *State-owned utility*

- Provided high-level plan for restructuring of world's largest vertically-integrated utility
- Identified potential residual market for strategy implementation through regional analysis of sector

MARKET SIZING AND ANALYSIS: *Specialty manufacturer*

- Built complex, interactive market sizing model used by client to assess market opportunity
- Developed new business design to respond to changing customer priorities

OGILVY & MATHER

Media Department Intern

New York, NY
May - August 1997

Collaborated with senior media buyers to evaluate and execute local advertising placements. Primary clients: *Shell Oil, IBM.*

- Examined competitors' marketplace activity through independent project.
- Conducted extensive secondary research, primary interviews; culminated in group-wide presentation.
- Developed analysis program to assess buyer activity; included metrics such as case load, performance and client relations.

OTHER INFORMATION

Languages: Fluent Spanish; basic knowledge of French, Hebrew and Hungarian

Volunteer activities: Junior Achievement "Personal Economics" instructor; Christmas in April house manager

Other interests: Extensive travel throughout Europe and Latin America; running; scuba diving; *Sabor* Latin dance troupe

FRANK D. LIN

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Strategic Management/Finance Dual Major

May, 2003

- Member: Consulting Club, Finance Club, Greater China Club, Southeast Asia Club, Golf Club, Ballroom Dancing.

UNIVERSITY OF WISCONSIN

Madison, WI

Master of Science in Mechanical Engineering, Systems/Dynamics Specialization

May, 1994

- Dual Teaching and Research Fellowships; Volunteer Tutor; Teaching Award for Excellence in Instruction.
- Research – sponsored by Ford Motor Co.: Customer ergonomics optimization, Vehicle squeak & rattle elimination.

UNIVERSITY OF MICHIGAN

Ann Arbor, MI

Bachelor of Science in Mechanical Engineering, Design Concentration

December, 1992

- Baja Design Team, Automotive Projects (Rotary Engine Design), IM Basketball, Volleyball Coordinator/Chair.

EXPERIENCE

FORMICA CORPORATION (LBO), Executive World Headquarters

Warren, NJ

Summer Associate, Strategic Planning

June 2002-August 2002

- International Strategy: Drove commonized global business plan and growth metrics across all units (diligence and strategic planning at U.K, Spain, and U.S. (OH, WA, NJ) plant operations, identifying key market drivers and competitive strategy.
- Executive Interaction: Direct report to CFO, Director of Strategic Planning, Treasurer, CEO.
- Financial Modeling: Identified key macroeconomic targets and predicted FX effects to projected EBITDA income.
- LBO-Specific: Supported due diligence process, working with private equity investors to gather/model key valuation data. Exposure to distressed debt, Ch. 11 debt restructuring methodologies; wrote elements of offering memorandum.
- Operations Restructuring: Translated global strategy into realized operational gains, improving tracking, planning models, plant capacity utilization. Competitive analysis; reduced manufacturing scrap rates and increased inventory turnover.
- Tools Familiarity: Analyzed strategic industry reports (Bain, Freedonia, JP), Bloomberg real-time data, IB industry reports.

GENERAL MOTORS CORPORATION

Pontiac, Warren, Flint, MI

Manager, Business Information Systems, Vehicle Engineering Center

February 2000-July 2001

- Strategic Leadership: Led Engineering, IT, Web Strategy teams. Created unified web infrastructure/design across all functions. Modular web architecture improved flexibility and commonality. Projected cost savings USD \$1-4M.
- Business Plan Development: Generated group budgets, computing requirements, projected usage.
- Relationship Cultivation: Established strong customer focus, facilitating Internal/External communications. Formed strategic alliances w/ internal (GM engineering, IT staffs), external high-tech product procurement (Oracle, ImageSource).
- Virtual Reality Visualization: Designed software cooperatively with Electronic Data Systems (EDS), Oracle.

Senior Engineer, Product Development/Crashworthiness Group

January 1997-February 2000

- Leadership/Coordination: Led 10-30 person Vehicle Test, Analysis teams; allocated budgets > USD \$ 1M.
- Media/PR/Legal: Commonized federal safety regulations, improved media objectivity and PR (Dateline NBC).
- Global Best Practices: Facilitated US design best practices transfer to OPEL (Germany), GM Do-Brasil international.
- Supplier Engagement: Optimized outsourcing strategy. Synergized GM's scale with external suppliers' flexibility/agility (Dow, Lear). Cost/Time Savings: Saved USD \$20M/yr per vehicle program, 50% less assembly.

Project Engineer, Skills Development Rotation, GM Technical Center, Cadillac Group

January 1996-January 1997

- Primary Analyst, 2000 Cadillac DeVille, front structure design. Recommended directly to Program Executive.
- GM International:
 - Partnered with GM-Germany. Exceeded global vehicle targets, met US & European standards.
 - GM-Toyota Joint Venture (NUMMI)- Competitive Benchmarking: Identified key advantages/benefits of competitive designs w.r.t. costs, manufacturing/assembly, distribution, and quality control. SAE Technical Publication.
- Operations - Plant: Balanced UAW union elements with corporate production targets. Skilled in negotiation, mediation.

ADDITIONAL INFORMATION

- Native English, proficient Taiwanese, intermediate professional Japanese, Mandarin. Limited Spanish.
- Interests: Golf clubmaking, rock climbing, ballroom dancing, piano, violin, crew, basketball, target match, travel.

HAIFENG (FOREST) LIN
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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Master of Business Administration Candidate, Major in Finance

May 2003

- Director's List Honor for Fall 2001 (Top 10% out of 785 students).
- Bruce L. Mayers Scholarship Recipient (Merit-based scholarship awarded to 15 out of 780 students).
- Elected Vice President, Great China Club; member of Finance and Asia Clubs.
- GMAT 780 (99 percentile).

ZHEJIANG UNIVERSITY

Hangzhou, China

Bachelor of Engineering, Industrial International Trade

July 1997

- Recipient of Guanghua and Dingxing Scholarships (top 2% of the entire University).
- Founder and Chairman of Student Art Union.

EXPERIENCE

MERRILL LYNCH (ASIA PACIFIC) LIMITED

Hong Kong, China

Summer Associate, Investment Banking

May – Aug 2002

- Participated in the IPO process of China Telecom: conducted benchmarking researches, built the valuation model, check filing documents, and attended due diligence meetings.
- Prepared pitches for two M&A deals in the construction and trading industry: conducted strategic analysis, prepared the EPS accretion/dilution analysis, and projected pro forma results with different synergy assumptions.
- Prepared the pitch for a HK\$3 billion IPO of a major telecom equipment provider in China.

NOKIA CHINA INVESTMENT CO., LTD.

Shanghai, China

Quality & Process Manager, China Customer Services

1999 – 2001

- Managed an 11-member department, responsible for quality cost budgeting, customer satisfaction management and strategic outsourcing. Controlled budget of \$1.7 million per year.

Financial and Quantitative Skills

- Conduct financial analysis for test bed investment of \$4.9 million, balancing the prevention cost and failure cost.
- Developed a model for customer demand analysis and set up the process of data collection. Contributed to a successful bid of a \$67 million service contract with China Mobile.

Leadership and Teamwork

- Led a joint team to build up the outsourcing strategy and subcontracted 20% of Nokia telecom network services, saving \$2 million per year.
- Led the negotiation of 4 outsourcing contracts valued above \$3 million each.

Business Development and Client Management

- Initiated and managed a project coordinating all functional managers to improve customer satisfaction by 20%, achieving the best within Nokia Group.

SHANGHAI D&B CO., LTD. MOTOROLA GSM PLANT

Shanghai, China

Process Control Section Head/Quality Engineer

1997 – 1999

- Designed Statistical Process Control process and in-process quality control model, cutting final product defect rate by 40%.

ADDITIONAL INFORMATION

- Mandarin (native), Shanghaiese and English.
- Amateur drama actor for 4 years, led a drama club to win the championship of Zhejiang Drama Contest in 1997.
- Interests include: Music, Guitar, Karaoke, and Camping.

WINNIE LIU

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master in Business Administration Candidate

May 2003

Dual Majors in Finance and Strategic Management

Activities: Wharton Technology Conference (Sponsorship Manager), Wharton Women in Business
(Conference Coordinator), Investment Management Club (Conference Manager)

UNIVERSITY OF PENNSYLVANIA, The Wharton School & The College of Arts and Sciences

Philadelphia, PA

Bachelor of Science in Economics, concentration in Accounting, *Magna Cum Laude*

May 1995

Bachelor of Arts in Asian & Middle Eastern Studies, major in Japanese, *Magna Cum Laude*

Honors: Beta Alpha Psi Accounting Honorary Society, Golden Key National Honorary Society, Dean's List

UNIVERSITY OF LONDON

External Program

Bachelor of Laws (LL.B.), *Second Class Honors*

August 1998

EXPERIENCE

TIGER ASIA MANAGEMENT, L.L.C.

New York, NY

Summer Associate

May 2002 – August 2002

- Prepared industry and company analyses of the Greater China region for the Tiger Asia Fund, a US\$150mn equity hedge fund founded by Mr. Bill Hwang and Mr. Julian Robertson in 2001.
- Sector coverage included Chinese IPP and oil industries.
- Presented investment ideas to portfolio managers and investors.

GOLDMAN SACHS (ASIA) L.L.C.

Hong Kong

Securities Analyst, Asia-Pacific Investment Research

February 1998 – May 2001

- Promoted to Securities Analyst from Financial Analyst. Member of tech team ranked by Institutional Investor. Ranked second in 1998, runners-up in 1999-2000.
- Co-covered the regional electronics and semiconductor sectors. Companies under coverage included Taiwan Semiconductor, Samsung Electronics, Hyundai Electronics, and Chartered Semiconductor.

Financial & Quantitative Analysis

- Performed detailed analysis of companies by evaluating industry fundamentals, interviewing senior management, analyzing financial statements, and creating earnings models.
- Performed due diligence and prepared pre-deal research reports to support investment bankers. Transactions included Taiwan Semiconductor Manufacturing Corporation US\$1.1bn secondary offering, ASE Test US\$240mn ADR offering, Acer US\$200mn convertible bonds issuance.

Leadership and Teamwork

- Presented investment recommendations to portfolio managers and internal professionals.
- Coordinated the annual Goldman Sachs Asia Technology Symposium, the largest tech conference in Asia for the global investment community.
- Supervised and mentored junior analysts and summer associates.

MORGAN STANLEY ASIA LIMITED

Hong Kong

Research Associate, Equity Research

July 1997 - January 1998

- Co-covered the regional energy industry.
- Performed due diligence and prepared financial models and pre-deal research on pending IPOs.

ARTHUR ANDERSEN LLP

New York, NY

Auditor, Financial Market Division

July 1995 - June 1997

- Conducted financial statement audits in accordance with Generally Accepted Accounting Principles (GAAP).

ADDITIONAL INFORMATION

- Certified Public Accountant of the State of New York.
- Chartered Financial Analyst Candidate. Passed Level 2 of the 3-part exam in June 2000.
- Fluent in Cantonese Chinese and Mandarin Chinese. Proficient in Japanese.
- Enjoy traveling, swimming, and golfing.

VIKAS LUNIA

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EXPERIENCE

CARLSON CAPITAL

June 2002 – Aug. 2002

Analyst, Relative Value Fund

Dallas

Identified and assessed investment opportunities for leading \$4 billion multi-strategy hedge fund.

- Evaluated market-neutral equity pair-trades and distressed-debt investments in a number of industry sectors.
- Worked directly for founder of fund, employing fundamental investment analysis to assess opportunities.

BAIN CAPITAL

Sept. 1998 – Aug. 2001

Associate, Private Equity

Boston

Evaluated and structured private equity investments for leading \$3 billion fund. Experience in all facets of deal process.

- Directly promoted to post-MBA position. Assessed a broad spectrum of investment opportunities, including LBOs, late-stage minority investments, venture capital, and restructurings that ranged in size from \$5 million to over \$2 billion.
- Ran business, financial, accounting, and legal diligence processes. Managed analysts. Supervised lawyers and accountants. Worked closely with senior management teams. Raised senior, subordinated, and mezzanine debt-financing.
- Developed transaction structures. Designed hybrid-equity vehicle for international investment that substantially reduced tax expenses. Negotiated critical agreements, including term sheets, purchase & sale agreements, and supply contracts.
- Assisted portfolio companies. Performed certain interim-CFO activities for retailer. Raised funding and structured follow-on investments for early-stage ventures. Explored potential liquidity opportunities/IPOs for multiple companies.

Selected Transactions:

- *Sleep Country Canada:* Leveraged investment into the leading Canadian mattress retailer.
- *Definity Health:* First-round funding for provider of defined-contribution health-insurance plans.
- *Icon Health & Fitness:* Restructuring of \$400 MM of debt for consumer products firm that faced possible bankruptcy.

BAIN & COMPANY

Feb. 1995 – June 1998

Consultant

Dallas, Sydney, San Francisco

Managed teams to address critical strategic and operational issues for clients of leading strategic consulting firm.

- Directly promoted to post-MBA position. Led teams for clients in over 15 industries on four continents.

Selected Projects:

- *Manufacturing/Design Strategy:* Overhauled automobile manufacturer's design processes to transform it into a customer demand-driven model. Successful project led to the largest client engagement in Bain & Co.'s history.
- *Portfolio Strategy:* Optimized product portfolio for a \$17 billion automotive parts division prior to spin-off from parent. Led client team to assess existing products for \$2+ billion unit and develop optimal stand-alone portfolio.
- *Expansion Strategy:* Explored growth and acquisition opportunities for Japanese-owned laser company. Evaluated and prioritized markets. Developed detailed assessment of competitors to identify attractive acquisition targets.
- *Operations Optimization:* Improved operating performance by 75% in two subsidiaries for \$2.5 billion Australian manufacturer. Led client team to improve purchasing performance 30% above management's initial stretch goal.

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

June 2003

Master of Business Administration Candidate. Major in Finance.

Philadelphia

- President, Private Equity Club: Restructured 300+ member club to include hedge funds and other alternative-investments.
- Member of investment management, golf, and technology clubs. Teaching Assistant for Private Equity Finance class.

WILLIAMS COLLEGE

June 1994

B.A. cum laude. Double major in Political Science and Psychology.

Williamstown

- *Class of 1960 Scholar* in Psychology. Treasurer, Student Activities Council. President, Dennett House. Disc-Jockey, Campus Radio. Semester Abroad, University of Sydney.

OTHER

Traveled extensively through the South Pacific, Asia, Europe, and North America. Enjoy sports, film, and music.

TODD A. MACLEAN

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maclean@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania *Master of Business Administration Candidate*

Philadelphia, PA
May 2003

- Dual major in Finance and Healthcare Management.
- Chosen as Leadership Fellow. Private Equity Club, community service volunteer and intramural athletics.

DARTMOUTH COLLEGE

Bachelor of Arts, Cum Laude – English

Hanover, NH
June 1995

- Selected for Economics/Government foreign study program, Budapest Economics Institute - Budapest, Hungary.
- Freshman crew, fraternity Vice President, men's basketball radio color commentator, Stepping Stones volunteer.

EXPERIENCE

BAIN & CO.

Summer Associate

Boston, MA
Jun. 2002 – Aug. 2002

- Operational strategy optimizing plant configuration for \$800 million medical products manufacturer.
- Developed internal/external benchmarks & best practices for key cost drivers, modeled cost savings scenarios for new post-integration network footprint, provided product & vendor outsourcing strategy and recommendations.

CAMDENS, INC.

Director, Business Development

White Plains, NY
Oct. 1999 – Mar. 2001

- Responsible for strategic planning, financial forecasting, third-party partnership generation and new product development for corporate reward and recognition company providing extranet-based fulfillment programs.
- Developed operational policies and procedures including company financial projection model, component-costing model and pricing strategy & shipping and handling policy and pricing. Negotiated and structured acquisitions.

SYNAPSE GROUP, INC.

Manager, New Ventures

Stamford, CT
Sept. 1998 – Oct. 1999

- Recruited by CEO for “intrapreneurial” position within General Atlantic-backed, \$450 million customer loyalty and retention marketing company. Responsible for development and implementation of new “products” for sale through established distribution channels to prove viability of Synapse customer acquisition model.
- Built Synapse internet service customer acquisition business. Negotiated revenue share partnerships with affinity partners. Developed creative concept; managed in-house resources to produce, sell and support necessary operational elements of program; managed interdepartmental team of 15 individuals.

SUMMIT PARTNERS

Associate, Healthcare and Business Services Group

Boston, MA
Jul. 1995 – Aug. 1998

- Initiated, analyzed and executed investments for leading \$5.0 billion private equity firm. Extensive work in healthcare and business services industries. Proactively sourced investment opportunities through market research, network of cultivated deal intermediaries and direct contact with entrepreneurs.
- Analyzed potential investment opportunities; conducted meetings; built return and leveraged recapitalization models; proposed and negotiated investment structures; conducted due diligence and edited legal documents.
- Representative investments include: *Cardiovascular Provider Resources, Inc.*, *Omtool, Ltd*, *Hemophilia Resources of America, Inc.* and *Implementation Specialists For Healthcare, Inc.*
- In total, directly responsible for over \$30 million of investment capital committed to private companies. Offered promotion to Senior Associate (MBA level) for fourth year.

INTERESTS

Basketball, indoor rowing, sailing, creative writing, longtime suffering Boston Red Sox fan.

KOICHIRO MAEDA

201 South 18th Street, Apt. No.802, Philadelphia, PA 19103
Tel/Fax: 215-893-8662, maedak@wharton.upenn.edu

Education

THE WHARTON SCHOOL and THE JOSEPH H. LAUDER INSTITUTE

Philadelphia, PA

Master of Business Administration Candidate, Major in Finance

May 2003

Master of Arts Candidate in International Studies - Concentration on North America

- Awarded scholarship from the Long Term Credit Bank Foundation
- Co-chairman of the Japan Club, participate in Private Equity, Real Estate, and Toast Masters Club

KEIO UNIVERSITY

Tokyo, Japan

Bachelor of Arts in Economics

March 1991

- Leader of the resource and environmental economics team, member of the international economics seminar

Professional Experience

MORGAN STANLEY JAPAN

Tokyo, Japan

Summer Associate, Investment Banking Department

May 2002– August 2002

- Engaged in real estate investment projects, responsibilities included running financial models, performing due diligence, conducting market analysis, drafting investment committee memorandum, and leading valuation meetings.
- Facilitated European real estate company sales transaction, negotiating with the domestic seller, coordinating with global team members.
- Presented and prepared international mergers and acquisitions project for a leading technology company.

MITSUI FUDOSAN INVESTMENT ADVISORS, INC.

Tokyo, Japan

The first real estate investment advisory company established in Japan. Subsidiary of Mitsui Fudosan.

Associate: Founding Member

October 1997- April 2001

- Established innovative real estate development fund, which included Japanese pension investor. Led cross-functional teams, evaluated and selected third party consultants, built risk-avoiding scheme and DCF investment model.
- Led real estate equity transaction of a \$250 million high-rise apartment. Developed benchmarks with US models.
- Analyzed, evaluated, and conducted due diligence in cross border team, which won \$1 billion real estate portfolio bid.
- Marketed investors a \$1 billion private equity, which became the first listed real estate investment trust in Japan.
- Supported the CEO and directors in creating business strategy and implementation plan.
- Advised various international and domestic investors, including AIG, CSFB, GIC, JP Morgan, Rodamco, Hitachi Pension Fund, Nippon Life, Tokyo Marine, on real estate investment opportunities in Japan.

DONALDSON, LUFKIN & JENRETTE REAL ESTATE CAPITAL PARTNERS

New York, NY and Los Angeles, CA

Summer Intern

July 1998- August 1998

- Selected to learn and bring US investment practices and management structures to Japan.
- Screened various investment opportunities, researched investment fund structures and practices.

MITSUI FUDOSAN COMPANY LTD

Tokyo, Japan

Japan's leading real estate developer that has more than \$15 billion in assets.

Assistant Manager, Corporate / Institutional Client Consulting Department

October 1995- September 1997

- Coordinated development and financial aspects in an international consortium, including Government of Singapore and Matsushita Electric Works, which won a \$2 billion bid for a prime location development.
- Consulted corporate and institutional clients on real estate development projects for various property types.

Analyst, Wealthy Individual / Private Client Consulting Department

April 1991- September 1995

- Led a five-member team, and prepared bi-annual financial statements and departmental budgeting plans.
- Consulted wealthy individuals on real estate development projects and transactions.

Additional Information

- Languages: Native Japanese and fluent English
- Interests: Performing live music (bass guitar), traveling, running (Completed 42k Tsukuba Marathon)

DAN MAGDER

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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

MBA Candidate; Major in Finance and Strategic Management

Philadelphia PA

2002-2003

Director's List (top 10%); Elected Executive Director of Academics, WGA; Selected as TA for VC Management course; Selected as Private Equity Conference Committee Chair; Member of Finance Club, Canadian Club, Wharton Crew; Admissions Volunteer

YALE UNIVERSITY

B.A. in Ethics, Politics & Economics; Departmental Distinction; 2 years of Engineering; GPA 3.6/4.0

New Haven, CT

1990 – 1994

Selected for 1st Boat Yale Crew; Elected President, Yale Friends of Israel; Appointed Board Member, Hillel

OXFORD UNIVERSITY, LADY MARGARET HALL

Oxford, England

Studies included West European Economic and Political Systems, Philosophy

1993

WORK EXPERIENCE

ROTHSCHILD, INC.

New York, NY

Associate, M&A/Restructuring Group of Boutique Investment Bank

Summer, 2002

- Advised international utilities company on \$7bn acquisition of American power and transmission company. Responsible for valuation of target, including comparables and precedent transactions; devised strategic alternatives to dispose non-core assets
- Prepared valuation analysis and worked with company management to complete financial due diligence for proposed acquisition of \$300M consumer products company from Kohlberg Kravis Roberts
- Conducted all aspects of financial analysis, including DCF, comparables and transaction analysis, LBO models, and pro forma accretion/dilution for companies in the telecom, biotech, healthcare, gas and water utilities, and construction industries

VERTEX PARTNERS/BRAUN CONSULTING BUSINESS STRATEGY GROUP

Boston, MA

Senior Associate, Strategy Group (promoted from Associate)

1999 – 2001

- Led team on licensing project for Pharmacia Corporation; managed senior client relationship, supervised 4 person case-team, and oversaw deliverables: identified clear strategy to enhance competitive position through licensing
- Performed rigorous financial analysis and price modeling, redirected sales force to maximize distribution, and facilitated client groups: created innovative launch strategy into \$1.2bn neurology market and sped product approval by 3 months
- Conducted market assessment of the on-line retail music industry for \$1bn incumbent: identified options for growth
- Oversaw technology team to create enterprise software system for patient management, billing, and research coordination, at a leading U.S. medical center: implemented system to effectively address needs of key medical and administrative users

HBS PROFESSOR PORTER'S MIDDLE EAST COMPETITIVENESS PROJECT

Tel Aviv, Israel

Consultant at the Center for Middle East Competitive Strategy

1997 – 1998

- Advised government ministers and leading CEOs in Israel and Jordan on competitive strategy and cross-border initiatives
- Created Jordanian-Israeli textile project; personally secured initial seed funding of \$15,000 from international sponsors

PRIMARY CAMPAIGN OF M.K. EHUD BARAK (Former Prime Minister of Israel)

Jerusalem, Israel

Aide to Mr. Barak

1996 – 1997

- Broadened Mr. Barak's relationships with foreign politicians and community leaders
- Authored speeches and papers on strategic options; conducted opposition research

INSTITUTE FOR INTERNATIONAL ECONOMICS

Washington, D.C.

Research Assistant to Dr. William Cline, nationally renowned economist specializing in trade policy

1995 – 1996

- Designed a General Equilibrium computer model of world trade (all countries worldwide, over 1000 products, across 20 years); quantified the impact of low-skilled import competition on U.S. income distribution
- Analyzed market share of Chinese exports to the U.S.; measured displacement of US products over 10 year period

CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES

Washington, D.C.

Research Assistant to the Executive Vice President

1994 – 1995

- Project Coordinator for “American Foreign Policy into the 21st Century” study chaired by Zbigniew Brzezinski (former National Security Advisor); drafted policy papers on US global economic interests and foreign policy in Asia
- Research Assistant to visiting fellow Lieutenant General Ehud Barak, Israeli Army Chief of Staff

ADDITIONAL INFORMATION

Languages: Fluent Hebrew, basic French

Interests: Squash, mountain biking, sailing, crew, struggling Latin dancer, and enjoy cooking fine meals

Activities: Founder and President, Boston-Israel Business Forum on High-Tech and Innovation; Recipient of Dorot Fellowship in Israel; Braun Community Service Committee; Tutor for underprivileged youth

DEEPAK MAHAJAN

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Tel: 215.386.9017 E-mail: mahajand@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Finance

May 2003

- Vice-President for the Wharton India Economic Forum. Corporate liaison officer for Finance Conference.
- Member of the Finance, Consulting and Technology Clubs; GMAT 760

SHIPPENSBURG UNIVERSITY

Shippensburg, PA

Master of Science, Computer Science

May 1997

- Worked 40+ hours a week on campus along with full-time graduate work; GPA 3.77/4.0 (top 10% of class)

INDIAN SCHOOL OF MINES

Dhanbad, India

Bachelor of Technology, Mineral Engineering

June 1994

- Ranked 1st in the discipline. Received “*India McNally*” medal, a national award for academic excellence in the field.
- Elected as Sports Secretary by 1400 students. Served as university Tennis Captain.

EXPERIENCE

CAMPBELL SOUP COMPANY, NJ: *Finance Intern, Foodservice*

Summer 2002

- Developed a discounted cash flow model and performed scenario analysis for a business acquisition worth \$130 MM, and assessed Financial Accounting Standard (FAS) 142 compliance.
- Prepared a financial model to conduct a comprehensive pricing study for a \$300 MM business to recommend a distribution strategy.
- Modeled earning variances to evaluate income and expense as functions of volume, mix and rate variations across multiple sales and marketing divisions.
- Analyzed working capital to determine the effect of transitioning manufacturing operations for two businesses to new plant facilities.
- Performed profitability study to rationalize a product portfolio and determine its earnings potential.
- Completed an intelligence study on major competitors that manufacture products in the foodservice industry. Presented the findings to the members of a senior leadership team.

SSI SYSTEMS INC.

Valley Forge, PA

Lead Consultant for an information technology firm. Two major clients were Telcordia and AT&T

1997 – 2001

TELCORDIA TECHNOLOGIES, NJ: *Project Leader*

May 2000 – July 2001

Strategy and Initiative

- Identified the opportunity to streamline application structure. Reduced costs by 30% and lead-time by 75%.
- Developed a platform to create customized solutions. Resulted in revenue increase of \$10 MM and three new clients.

Leadership and Communication

- Led a nine-member team in developing telecom network managing system, a product with sales revenue of \$42 MM.
- Coordinated with a product team of ten people in Australia to increase the efficiency of software development. Negotiated project schedules and deliverables with the Divisional Director.

Received the title of “Most Valuable Worker” at Telcordia

AT&T, NJ: *Team Leader/ Senior Developer*

May 1997 – May 2000

Quantitative Analysis and Problem Solving

- Performed financial analysis for a competitor payroll tax software and convinced the company against outsourcing the tax platform resulting in cost savings of \$5 MM.
- Implemented a tax reconciliation process to calculate company’s tax liability and suggested a process redesign to reduce the downtime that saved AT&T \$1 MM.

Product Development and Client Management

- Initiated and sought three projects for SSI through personal relationship with the clients.
- Redesigned and developed four software products at AT&T. Led the team in using web technology to reengineer a provisioning system; the project was used as a benchmark to convert other legacy applications.
- Mentored various cross-product teams in using prevalent technologies to address their business problems.

Received “Certificate of Merit” twice from AT&T

ADDITIONAL INFORMATION

- Set up a restaurant at Penn State University as pro bono work; US Permanent Resident.
- Other Interests: Racquet sports, fitness training and teaching technical courses.

SOHAIL MALAD

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Sohail.Malad.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA Candidate, Finance and Strategic Management Major

Philadelphia, PA
May 2003

- Ethics Committee (Elected), Academic Advisory Board (Selected)
- Graduate Assistant on Admissions Committee (Selected), Mentor in GUIDE (mentor undergraduate students)

UNIVERSITY OF SOUTHERN CALIFORNIA
Bachelor of Science in Business Administration, Summa cum Laude (GPA: 3.9/4.0)

Los Angeles, CA
December 1996

- Dean's Merit Scholarship, Business Scholar, Thematic Option Honors Program, Beta Gamma Sigma
- President of School of Business Student Government, Delta Sigma Pi, USC Leadership Series

EXPERIENCE

AMERICAN EXPRESS COMPANY
Summer Associate, Strategic Venture Capital

New York, NY
Summer 2002

- Evaluated investment opportunities to assess financial return and strategic contribution to core business functions.
- Assessed accounting and financial implications of investment structures for JV opportunity requiring \$150M in capital.
- Performed industry analysis and created investment strategy for contact center outsourcing in offshore markets.
- Participated in negotiation of strategic investment which included valuation and issuance of warrants in key supplier.

SCIENT CORPORATION
Leader Level Consultant, Business Strategy and Architecture Innovation Center

Los Angeles, CA
2000 - 2001

Strategy Creation and Implementation

- Designed on-line strategy for business magazine contemplating product offerings within private equity markets.
- Developed product line extension strategy for division (\$1B in revenue) of a Lucent Technologies spin-off company.
- Led team of four consultants in cost reduction and consolidation of merchandising functions for leading internet retailer.

Teamwork and Sales

- Awarded Scient Values Award (top 5% of colleagues) for demonstrating superior values in delivering client service.
- Teamed with sales personnel to sell engagement valued at over \$4 million in revenue to established media client.

CAP GEMINI ERNST & YOUNG
Senior Consultant, Management Consulting

El Segundo, CA
1998-2000

Analytical and Operational Assessments

- Increased cash flow by \$30 million for the largest distributor of pharmaceutical products by analyzing key supplier accounts and negotiating settlements.
- Evaluated viability of consolidating the global finance operations of semiconductor manufacturer (\$28B in revenue).
- Implemented turnaround for finance department of an acclaimed medical center facing stakeholder pressures.
- Directed team of five consultants in project management office to launch new service in product lifecycle management.

Leadership and Client Service

- Cultivated high-level (CFO) client relationship which led to "add-on" sales opportunities (\$1 million at single client).
- Credited with "superior account relationship management skills" which led to rapid promotion to Senior Consultant.
- Taught firm wide class in "Rapid Design," a proprietary approach to expediting client operational change.

COOPERS & LYBRAND LLP
Associate, Corporate Finance, Valuation Services

Los Angeles, CA
1996-1998

Quantitative and Financial Analysis

- Valued technology, consumer product, aerospace, and healthcare companies for M&A, tax and SEC purposes.
- Researched and wrote reports on macroeconomic trends to analyze impact on client's business and industry.
- Interviewed clients, industry experts, and authors of trade publications to assess risk and adjust discount factors.
- Performed intangible asset valuations including brand value and specialty stock valuations.

ADDITIONAL INFORMATION

- Prior internships with Walt Disney Imagineering, Apple Computer, and Prudential Insurance.
- Interests include: running and fitness, international travel, foreign cuisine, leadership and politics.

DAVID W. MALONE

1530 Locust St. Apt.15E, Philadelphia, PA 19102

Email david.malone.wg03@wharton.upenn.edu

EDUCATION

The Wharton School, Masters of Business Administration

2001-2003

Philadelphia, Pennsylvania

- Major: Operations, Strategy and Valuation of Private Equity Backed Ventures
- GMAT: 750, 99th Percentile
- Member of China, European, and Private Equity clubs

University of Alabama, Bachelor of Science

1989-1993

Tuscaloosa, Alabama

- Major: Corporate Finance and Investment Management, Minor: German
- Graduated with Honors/Cum Laude and 3.7/4.0 grade point average in major

Additional Study

- Passed CFA I, Taking CFA II Exam in June 2003
- Summer Study at INSEAD Singapore Campus during May 2002
- Summer Study at Padagogische Hochschule in 1992
- Foreign Exchange Student at Queensland University of Technology in 1991

Hong Kong, China

Singapore

Weingarten, Germany

Brisbane, Australia

EXPERIENCE

Private Equity

Summer 2002

Beijing, China

- ***DragonTech Venture Capital – Summer Internship***

Worked on fundraising strategy for next fund. Prepared funding raising pitch. Reviewed management structure of funds. Developed target list of possible fund sources. Worked on wireless and IT start-up strategies with MD.

- ***North Capital – Summer Start-up***

Moscow, Russia

Worked on presentation and strategy for funding raising. Traveled and met with potential investors.

Operations

1995-2001

Chicago, Illinois

- ***DoMondo Café – Founder/CEO***

Founded DoMondo Café AG in Zurich, Switzerland. Moved operations to Chicago and founded DoMondo Café Inc.

Designed marketing material and packaging. Set-up warehouse and importation of coffee. Executed all accounting from taxes to collections to foreign investments. Developed and executed sales plan from cold calls to national advertisements to trade shows. Distributed coffee, tea, cocoa, and equipment to cafes throughout the USA. Managed all aspects of 100% annual growth. Created www.euroroast.com.

- ***Coffeeimages.com – Co-founder/Director of Negotiations***

Originated idea and implemented at low cost. Negotiated and acquired 50 year rights to London-based International Coffee Organization's collection of coffee art and images. Located and partnered with leading marketing company in coffee industry and major web development and hosting company. See www.coffeeimages.com.

- ***Rotary Coffee Fundraiser – Co-founder/CEO***

Structured and launched business. Managed fulfillment and accounting.

- ***Present Business Plan Projects***

Clothing technology, game and movie on sci-fi book series with historical market, and self-propagating UWB network.

Structured Finance

1994-1995

Zurich, Switzerland

- ***Citibank Global Finance***

Created and marketed derivative linked products for European funds. For example, I created, priced, marketed, sold and executed a \$50 million, 3 month structured note with 30 year treasury yield curve range play and made the bank 150 b.p.

- ***Citibank Private Bank***

Calculated world product performances. Created tailored investment proposals for worldwide relationship managers.

Additional Leadership

1992-1993

Tuscaloosa, Alabama

- ***University of Alabama***

Taught microeconomics to class of 50 students. Tutored disadvantaged and disabled students.

- ***AIESEC Alabama***

Is the world's largest student organization. Was president of 100+ local committee. See aiesec.org for more info.

INTEREST

- Basketball, computer programming, creative writing, directing, fishing, golf, music, volleyball, and weightlifting

VLADISLAV MAMOULKINE
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA Candidate, Major in Finance

Philadelphia, PA
May 2003

- Coordinator of the Russian Career Treks of 2001 and 2002 (participation: Wharton, HBS, Columbia, MIT, Chicago)
- Member of Finance and Private Equity Clubs
- GMAT 760

MOSCOW STATE INSTITUTE OF INTERNATIONAL RELATIONS
MA, Economics

Moscow, Russia
1990 - 1995

- Majored in Finance and Marketing
- Graduated in top 10% of class

PROFESSIONAL EXPERIENCE

TEXAS PACIFIC GROUP (*\$11B Global Private Equity Group of Funds*)
Summer Intern

Moscow, Russia
2002

- Developed business plan, built model, participated in strategy sessions with management and worked with strategic investors in a media company expansion project
- Assisted the Partners in evaluating, negotiating and final structuring of an acquisition in the metals sector
- Personally sourced 7 investment opportunities (\$10-300M) with one succeeding into due diligence stages

ESN GROUP (*\$250M Leading Eastern European Private Equity Investors*)
Investment Officer and Controller

Moscow, Russia
1998-2001

- Performed financial and organizational restructuring (including recruitment of new Treasurer and Controller) of Kolenergo, a \$100M electricity utility and a portfolio company
- Co-managed post-crisis 1998 restructuring (\$150M in syndicated loans) of KomiTEK, a vertically integrated oil company with crude production of 190,000 barrels per day
- Participated in the largest public M&A transaction in Russia: divestiture of KomiTEK (share swap with LukOil – responsible for succession in the Treasurer and Controller functions)
- Completed (member of a 3-person team, responsible for execution) a sovereign capital markets deal between one of the Russian republics and a French Bank (\$50M loan facility arbitrage)
- Developed restructuring strategies and performed evaluations of 14 companies under the group's Russian operations
- Managed the Finance Department and its team of 10 people

ALFA-ECO (*\$2.3B Commodity Trading House*)
Head of Treasury

Moscow, Russia
1996-1998

- Led an 11-member Treasury Department team in the effort to gain institutional status for Alfa-Eco, the first non-financial company in the Russian market to enter direct inter-bank trading. The initiative resulted in annual banking commissions savings of over \$4M
- Developed and led the implementation of a company-wide system of budget controls, new charter of payment rules and budget development procedures
- Headed the Financial Markets Group and managed a \$35M portfolio in fixed income securities
- Assisted senior management in loan portfolio refinancing
- Developed systems for offsetting the effects of the company's large open currency position, price risk hedging facilities and credit risk monitoring

CREDO BANK
Foreign Exchange Trader

Moscow, Russia
1994-1996

- Traded in international Foreign Exchange markets: clients' and proprietary operations
- Co-developed and managed a 24-hr. client collateralized trading platform

ADDITIONAL INFORMATION

- Language skills: Russian (native), English (fluent), French (good)
- Started an international trading company in 1992, which was acquired in 1994 at over 1000% of initial investment
- Personal interests include sports (scuba-diving) and international travel (visited over 20 countries)

STEPHANIE OHLANDT MANN
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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA Philadelphia, Pennsylvania
Master of Business Administration Candidate in Finance. May 2003 graduation. 2001 - Present
Treasurer of Penn Biotech Group, member of Diversity Committee, Wharton Women in Business and NetImpact.

WELLESLEY COLLEGE Wellesley, Massachusetts
Cum Laude, B.A. dual degree in Mathematics and Economics. First Year Honors. 1992 - 1996
Research Assistant for Economics Professor Ann Witte, Teaching Assistant for Mathematics Department and Resident Advisor.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY Cambridge, Massachusetts
Cross-registered in three courses across math, computer and business departments. Falls 1994 & 1995

CHARLES UNIVERSITY Prague, Czech Republic
Studied abroad in the East and Central European Studies Program offered through CIEE. Spring 1995

WORK EXPERIENCE

JOHNSON & JOHNSON – McNeil Consumer & Specialty Pharmaceutical Fort Washington, Pennsylvania
Finance Intern with the Specialty Pharmaceutical Finance Team Summer 2002

- Led team in analysis of direct to consumer (DTC) marketing campaign for Concerta®
- Evaluated specialty pharmaceutical benchmarking to assess validity of pipeline assumptions underlying strategic plan
- Analyzed P&L impact of various pricing decisions and operational issues, recommended courses of action

NEIGHBORHOOD HOUSING SERVICES OF AMERICA Lawrence, New Jersey
Investor Support Specialist November 1999 - July 2001

NHSA, a national non-profit, is the secondary market to the NeighborWorks® Network, a network of non-profit organizations primarily engaged in fostering economic and social empowerment through homeownership and community revitalization.

- Led project team to construct business plan for affiliate and gain U.S. Treasury certified CDFI status and funding
- Created, with the President & CEO, the NHSA \$750 million Capital Campaign “Road Show” presentation
- Developed materials with Sr. Vice President to secure private sector capital through social investments
- Negotiated, secured and monitored advances through the Federal Home Loan Bank System’s Affordable Housing Program

GOLDMAN SACHS (ASIA) L.L.C. Hong Kong, SAR, People’s Republic of China
Analyst in Corporate Finance, Investment Banking Division January 1999 - July 1999

Transferred to Hong Kong office to contribute energy and power experience to industry efforts in Asia. Key projects included:

- Restructuring and execution of an initial public offering (IPO) for China National Petroleum Company
- Strategic equity sale of a US\$200 million stake in a company with a pan-Asian portfolio of power producers

GOLDMAN SACHS AUSTRALIA L.L.C. Sydney, NSW, Australia
Analyst in Corporate Finance, Investment Banking Division August 1998 - December 1998

Transferred to Sydney office to be part of a global team effort to develop Goldman Sachs’ advisory presence in Australia.

GOLDMAN, SACHS & CO. New York, New York
Analyst in the Energy and Power Group, Investment Banking Division July 1996 - July 1998

Involved in soliciting and executing M&A and strategic advisories and capital markets transactions for a broad range of U.S. and international oil and gas companies and utilities. Conducted due diligence, analyzed financial models, and prepared presentations to management and government officials. Notable transactions/assignments include:

- Buyside advisory for Schlumberger on acquisition of Camco for \$3.4 billion, including merger analysis, negotiations, assessment of strategic value amongst industry consolidation and impact of debt financing due to international tax arbitrage
- Exclusive sale of Monterey Resources (\$1.4 billion) to Texaco, accelerated timetable for negotiating and evaluating an exclusive offer and presenting fairness opinion to Monterey Board, 17 day process from first offer to announcement
- Advisory assignment to PDVSA (national oil company of Venezuela) on strategies for accessing international equity markets, including structuring \$500 million IPO of subsidiary, in-the-field due diligence and consideration of political impact on timing

OAK INDUSTRIES INC. Waltham, Massachusetts
Analyst in the Corporate Development Department Summer 1995

CS FIRST BOSTON Boston, Massachusetts
Analyst, Investment Banking Department Summer 1994

PERSONAL

Enjoy running, swimming and biking (two triathlons, two marathons), and golfing. Enjoy piano and community service. Extensive personal travel in Eastern Europe, East and Southeast Asia, Western Europe, South Africa and Fiji.

AVI A. MANNIS

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

MBA Candidate, double-major in Statistics and Strategic Management

Elected first-year Academic Representative; volunteer with Wharton Community Consulting.

Philadelphia, PA
2003

BROWN UNIVERSITY

BA with Honors in Old World Archaeology and Art

Summa cum laude, Phi Beta Kappa; squad captain on varsity fencing team.

Providence, RI
1997

EXPERIENCE

THE BOSTON CONSULTING GROUP

Summer Consultant

New York, NY
Summer, 2002

- Worked on streamlining product lines and developing sales incentives for bankers at the private banking division of a financial services firm
- Provided analytical support for a case examining drivers and opportunities for reduction of bad debt at a major electronics wholesaler

CHRISTIE'S AUCTION HOUSE

Assistant Vice President, Financial Analysis

New York, NY
1997 to 2001

- Managed budgets for the company's Operations divisions in North America and Asia (US\$60M)
- Proposed, developed, and led the implementation of a new world-wide budgeting system
- Developed the Christie's cash-flow forecasting model, allowing the firm to mitigate risks during peak seasons
- Worked closely with regional and global Chief Operating Officers on strategic planning and objective-setting

Assistant Vice President, Operations Analysis

- Worked as an internal consultant on fine arts logistics, warehousing, and catalogue production and distribution
- Designed predictive models for warehousing needs and used simulation to assess the associated risks
- Led an initiative to more closely track and eliminate sources of damage to art stored in-house
- Coordinated a multi-functional taskforce to improve post-sale storage of property—a program expected to save US\$16M

Digital Imaging Systems Administrator

- Responsible for the maintenance and long-term development of systems for the digital imaging of fine art
- Implemented a digital asset management system that cut service times in half for archival image requests
- Developed the group's first system and metrics for measuring employee productivity

ADDITIONAL INFORMATION

LANGUAGES: Conversational proficiency in French and Hebrew; basic proficiency in Arabic and Middle Egyptian Hieroglyphics

PUBLICATIONS: Mannis, M.J. and A.A. Mannis. *Corneal Transplantation: A History in Profiles*. Oostend, Belgium: Wayenborgh, 1999

INTERESTS: Painting, writing (short fiction), solar-powered robotics

TAREK J. MANSOUR

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EDUCATION

THE WHARTON SCHOOL – University of Pennsylvania

Philadelphia, PA

MBA Candidate

May 2003

- Selected to teach the introductory undergraduate Management course and to TA the introductory MBA Marketing course.
- Selected to evaluate and interview MBA applicants to the Wharton Class of 2005.
- Director's List – Recognized in Fall 2001 and Spring 2002 semesters for academic performance in top 10% of class.
- Co-President of the Canada club; member of the Marketing and Finance clubs.

MCGILL UNIVERSITY

Montreal, QC

Bachelor of Commerce, Dean's Honor List, Great Distinction

June 1997

- Led the Management Undergraduate Society finance portfolio. Achieved the highest budget surplus to date.

EXPERIENCE

MCKINSEY & COMPANY

Montreal, QC

Summer Associate

May 2002-August 2002

- Assessed the consumer telecom landscape and identified resulting imperatives for a leading player to meet growth objectives.
- Evaluated the attractiveness of an acquisition target for a leading North American B2B player.
- Led the study of a lumber production bottleneck process and recommended significant throughput improvement alternatives.

MERRILL LYNCH & Co.

New York, NY & Toronto, ON

Associate, Institutional Client Relationship Management Group

1999-2001

Mission: To develop and implement strategy to reposition ML services and products with its top institutional clients

Analytical and Problem Solving Skills

- Assessed client needs through client interviews and sales force surveys. Identified product mix opportunities resulting in an average 25% increase in revenues per client.
- Identified top 10 Canadian client opportunities. Developed and implemented action plan resulting in an immediate uncovering of \$5 million revenue opportunities in equity derivatives and European equities.

Leadership and Teamwork Skills

- Led the Research project team of 4 to perform industry trend analysis: coordinated 60 interviews with portfolio managers at the top 30 institutional clients located in 8 major financial centers across North America, Europe and Asia.
- Led the Canada leg of the Group's global expansion (Voluntary relocation to Toronto). Worked as part of a large cross-functional effort to grow the Group's reach to an additional \$250 billion in assets under management.
- Christmas Calls volunteer: on Christmas day, assisted senior citizens in calling from ML offices to their families abroad.

Client Relationship Management and Performance

- With a focus on building long-term relationships, developed and maintained dialogue with clients' senior management.
- Top ranked in performance reviews. Special mention for client focus. Accelerated promotion to Associate, class of 1999.

Montreal, QC

Analyst, Investment Banking

1997-1999

Mission: To provide equity, debt and advisory services to Canadian corporations and the Quebec provincial government

Project Management and Execution Skills

- Advised clients on M&A, debt, equity and hybrid security financing transactions in Canada and the US totaling approx. \$1 billion, in sectors covering paper and forest, consumer finance, biotechnology and telecommunications.
- Facilitated client credit rating advisory project. Developed qualitative and quantitative credit profile analyses. Rating upgrade resulted in the client saving \$1 million in yearly interest.

Communication Skills

- Prepared and delivered corporate client and institutional investor presentations. Worked with the legal and sales teams to draft prospectuses and offering memoranda.

ADDITIONAL INFORMATION

- Interests include basketball, ski, golf, cooking, and classical arts.
- Fluent in English, French and Arabic.

PAUL M. MASSARO
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massarop@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, The University of Pennsylvania
Masters of Business Administration Candidate

Philadelphia, PA
May 2003

- Major in Finance and Strategic Management
- Member of Finance, Investment Management, and Squash Clubs

CORNELL UNIVERSITY
Bachelor of Science

Ithaca, NY
May 1997

- Majored in Business Management; graduated with distinction
- Dean's List, Golden Key Honor Society, Order of Omega, GPA: 3.9
- Vice-President of Zeta Psi Fraternity, V.P. of Interfraternity Council

EXPERIENCE

BANC OF AMERICA SECURITIES

Summer Associate, Equity Research, Specialty Chemicals

New York, NY
May 2002 – August 2002

- Published pension analysis report; examined company assumptions, funded status, and forecasted implications on pension expense and funding contributions for all companies under coverage
- Published working capital review and foreign exchange research reports; assessed working capital trends to forecast economic turnaround; analyzed effects of US dollar decline on covered companies
- Contributed to a report on the effect of expensing stock options and a report for coverage initiation

J.P. MORGAN CHASE

Associate, LabMorgan (e-finance venture capital)

New York, NY
September 2000 – July 2001

- Performed valuation analysis, investment return scenarios and revenue projection modeling for prospective venture capital investments; average investment usually \$5 - 10 million
- Reviewed and researched new business idea submissions in the credit and fixed income space; met with entrepreneurs daily to review proposals for new ventures
- Performed validation market research, financial modeling, partnership sourcing, and business plan development for internally generated business ideas
- Assisted senior management of portfolio companies on client acquisition, market segmentation, operational setup and strategy; notable deals include FXall, TransactPlus and RiskMetrics

Associate, High Yield Research, Healthcare Industry

April 1999 – September 2000

- Covered loans of healthcare providers from a sell-side perspective; published research reports for clients including *Leveraged Loan Comments* and *The JPM Leveraged Loan Handbook*
- Published research internally for traders and credit portfolio managers including industry reviews, company earnings outlooks and credit rating reviews
- Modeled companies to estimate effects of industry events, earnings announcements, acquisitions, or other corporate actions; performed asset quality reviews for distressed companies
- Evaluated syndicated loan deals for participation by J.P. Morgan's credit portfolio; evaluated credits of healthcare portfolio companies and assessed opportunities for hedging and credit protection
- Refined a relative value model for security comparisons between high yield bonds and leveraged loans

Analyst, Internal Consulting Group

July 1997 – April 1999

- *Private Client Investment Management* - tested and managed a single interface which allowed portfolio managers to view, trade, and rebalance client accounts
- *Commodities Credit* - designed, tested and successfully implemented an interface (Abacus/Credit) which calculated credit exposure on precious metals trades

ADDITIONAL INFORMATION

- CFA Level II candidate (passed CFA Level I exam in June '01)
- Series 7 & 63 Certified; completed training programs including JPM Core and JPM Markets program
- Interests include basketball, volleyball, skiing, golf, squash, piano and drums

KEVIN MCKENZIE

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EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania United States 2003
MBA Candidate, Finance / MA Candidate, International Studies-China

FUDAN UNIVERSITY and BEIJING FOREIGN STUDIES INSTITUTE *Summer Chinese Program* China 2001
BELJING UNIVERSITY OF FOREIGN LANGUAGES AND CULTURE *1Year Chinese Program* China 1997
HEBEI TEACHERS UNIVERSITY *1Year Chinese Program* China 1996
UNIVERSITY OF WESTERN ONTARIO BA *Administrative and Commercial Studies* Canada 1995

EXPERIENCE

MORGAN STANLEY ASIA (Morgan Stanley Real Estate Fund, Morgan Stanley Properties Asia) China
Summer Associate 2001

- Worked with the Morgan Stanley Real Estate Fund IV International (MSREF) on non-performing loan acquisitions in China. Functioning independently as MSREF representative cooperating with consortium members General Electric Commercial Finance Inc., Merrill Lynch, and New Huatong Investment and Development Ltd. to bid on a portfolio of non-performing loans being offered for sale in an international auction by the asset management company of a State Owned Bank.
- Worked with a team of underwriters and legal, accounting, consulting, and real estate professionals, to carry out site inspections and investigate resolution strategies and evaluation for over \$700 million (book value) of non-performing loans.
- Assisted Morgan Stanley Properties China to service a newly acquired portfolio of non-performing loans and start-up a distressed debt asset management company in Beijing, China.

BANK OF CHINA Canada, China
Marketing Manager, Corporate Finance 1998-2001

- Spearheaded the structure and negotiation of a \$3 million financing for a deep-sea fishing venture in the South China Sea, and a \$10 million facility for an aerospace training center in China. Executed participations in project finance facilities of \$225-\$700 million in oil and gas, pulp and paper, and entertainment sectors.
- Led five participatory roles in syndicated acquisition bridge and term loan financings of \$275 million - \$7.7 billion in manufacturing, and telecommunication sectors.
- Directed nine participatory roles in revolving general corporate credit facilities of \$220 million - \$1.7 billion for aerospace, brewing, retail, media, and telecommunication companies.
- Created and implemented strategic overseas business development plans. Initiated relationships with financial institutions, sourced and evaluated investment opportunities, conducted due diligence, prepared investment proposals, and presented deals for internal approval.

ROYAL BANK OF CANADA – SHANGHAI China
Canadian Department of Foreign Affairs China Management Trainee 1997-1998

- Co-managed credit portfolio of \$100 million with relationship manager.
- Researched prospective new clients, analyzed financial statements, and coordinated legal and financial documentation with senior management.
- Project Leader to relocate Shanghai office to the Pudong New Financial District.

ADDITIONAL INFORMATION

Languages - Fluent in Mandarin Chinese (ACTFL Level 3)

Interests - travel, ice hockey, skiing, tennis

FIONA MCKONE

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EXPERIENCE

TOWER HILL CAPITAL GROUP, INC.

New York, NY

Vice President, Venture Funding & Venture Development

2000-2001

- Sourced and screened potential investment opportunities, negotiated investment terms, managed financial and legal due diligence processes including valuation analysis, and supervised a team of analysts and associates.
- Successfully raised second round investments for two early stage portfolio companies.
- Performed buy-side and strategic partnership searches for 3rd party clients and portfolio companies.
- Assisted newly funded companies with future financing options and the creation and implementation of strategic plans.
- Developed internal and external reporting requirements for investments.

COMMONWEALTH ASSOCIATES

New York, NY

Vice President, Private Equity and Merchant Banking

1998-2000

- Analyzed, structured and closed private placements and merchant banking investments (\$120mm) in early stage companies.
- Managed all aspects of due diligence, including market and industry analysis, business strategy evaluation, management team assessment, business model validation, and valuation and exit scenario analysis.
- Prepared institutional pitch book and private placement memorandum, developed and coordinated road show presentations, prepared management for road show and made recommendations to investment committee.

CREDITANSTALT CORPORATE FINANCE

New York, NY

Senior Associate, Corporate Finance

1995-1998

- Structured and underwrote cash flow based middle market leverage transactions (including recapitalizations and LBOs) totaling \$200 million. Responsible for proposal and commitment letters, credit, purchase and warrant agreements.
- Managed all aspects of financing including financial and legal due diligence, negotiation of warrant positions and equity investments and negotiation of documentation. Actively managed and monitored portfolio and generated new business.

BANQUE INDOSUEZ

New York, NY

Assistant Vice President

1993-1995

- Analyzed transactions proposed by Indosuez Capital, the merchant banking arm of Banque Indosuez, concentrating on acquisitions, highly leveraged transactions, private placements of debt and equity, recapitalizations, restructurings and LBOs.
- Performed financial analysis, due diligence, valuation, and forecasting and sensitivity analysis.

HEALTH PROJECTS ABROAD / MINISTRY OF HEALTH, TANZANIA

Tanzania, Africa

Volunteer

1992

- Developed water quality and medical facilities in rural villages and raised funds to meet project objectives.

HILL SAMUEL BANK LIMITED

London, England

Assistant Vice President

1989-1992

- Successfully completed two-year graduate-training program.
- Reviewed and analyzed Corporate Finance, Private Banking & Asset Finance transactions for medium sized UK companies

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Major in Finance

2001-2003

- Founding committee member of WOW, providing network and other resources to female alumni of the Wharton Executive MBA program. Class representative for career management services. Member of Finance and Private Equity Clubs.

TRINITY COLLEGE, University of Dublin, Ireland

Dublin, Ireland

BBS (Economics & Business), MA (Economics)

1985-1989

- First class honors degree awarded (Top 5%).

ADDITIONAL INFORMATION

- **Dual Citizenship:** Irish (European Union) and US.
- **Community Leadership:** (2002-current) Analyzed NY Recovery Fund grant applications from organizations and individuals financially impacted by 9/11 and presented recommendations to committee. Volunteer at men's homeless shelter since 1995.
- **Personal Interests:** Skiing, scuba diving, high altitude trekking, tennis, reading, theater and opera. Trekking to remote parts of Peru (archeological trips), Nepal (Everest Base Camp and ice climbing 20,000 ft.), Africa (successfully summited Mt. Kilimanjaro in 1992 and 2000) and Papua New Guinea (wreck diving and highland trekking).

JOHN HEED McLANE

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EDUCATION

THE WHARTON SCHOOL and THE JOSEPH H. LAUDER INSTITUTE

Philadelphia, PA

MBA Candidate: International Strategic Management

May 2003

MA Candidate: International Studies: Concentration in Latin America and Spanish

- Academic honors: Lauder Institute Dean's List. GMAT score: 740.
- Developed U.S. market entry strategy for an Argentine agricultural export company
- Wharton Community Consultants: developed pricing strategy project for National Community Capital Association

CARLETON COLLEGE

Northfield, MN

BA, Magna Cum Laude, Art History

1993

UNIVERSITÉ PARIS-IX DAUPHINE

Paris, France

Diplôme d'Études Universitaires Générales, Economics

1991

EXPERIENCE

DIAGEO PLC (Guinness / United Distillers and Vintners)

Dallas, TX

Summer Intern, Finance and President's Office

Summer 2002

- Created performance management framework for strategic accounts with \$80 million in annual sales. Identified key profit drivers, developed performance metrics and baselines. Obtained senior management buy-in for using the new tools.
- Led senior project managers to coordinate their work streams thereby improving efficiency of execution of several major business changes including Seagram's integration. Implemented best practice planning & communication tools.
- Analyzed financial impact of an organizational restructuring and developed transition overhead budget of \$3.9 million.
- Organized training for 1,500 salespeople across five states, supporting a strategic realignment of the distributor network.
- Identified 4 key cultural barriers to performance in business change and recommended solutions to regional president.

PAINTINGSDIRECT, INC.

New York, NY

Director of Operations

1999–2001

- Built the Internet's largest gallery of original art for sale. Managed staff in e-commerce site content production and maintenance, order processing, fulfillment, and customer service. Negotiated and executed distribution partnerships.
- Directed technical product development in close partnership with marketing team.
- Invented and produced an innovative search engine interface for visual products (patent pending).
- Managed general operations including web-site hosting, networking, telephony, office and real estate.

CHRISTIE'S, INC.

New York, NY

Business Manager, Art Specialist Departments

1998–1999

- Managed planning, budget control, operations, and marketing for five auction departments with sales over \$47 million.
- Instituted management controls in historically independent sales groups and increased profits by 4%.
- Negotiated financing for major clients, helping to increase market share by 5% across departments.

Project Manager, Operations Department

1997–1998

- Led process reengineering projects through consensus-building and project management.
- Reduced annual warehousing costs by \$400,000 or 5% by reorganizing and outsourcing logistics processes.
- Analyzed processes using quantitative logistics modeling, workflow analysis, and staff interviews.
- Planned and managed operations for auctions of institutional art collections and shipwreck treasures.

Assistant Manager, Art Transport Department

1994–1995

- Designed and implemented an IT system to cut order fulfillment time by 85% and reduce shipping headcount by 30%.
- Organized international traveling exhibitions of multimillion-dollar paintings, antiques, jewelry and silver.

ADDITIONAL INFORMATION

- Languages: Native English and French, advanced fluent Spanish.
- Computer: Relational database design.
- Patent pending: Web programming.
- Interests: Led Peru and Nepal expeditions. Taught sailing. Cooking, painting, dancing Salsa and Tango.

FREDERIC C. MCMAHON
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA Candidate in Healthcare Management

Philadelphia, PA
May 2003

- Wharton Healthcare International Volunteer Project: antiretroviral drug cost analysis in Cape Town, South Africa
- Wharton Business Plan Competition: finalist
- Wharton Healthcare Club: president

PRINCETON UNIVERSITY
BA in Politics

Princeton, NJ
June 1996

- Men's Lacrosse, NCAA champions 1994, 1996

EXPERIENCE

CENTOCOR, INC.
Summer Intern

Malvern, PA
2002

Designed an account review and decision support tool for better capacity management at clinical sites of care

- Conducted a needs assessment, analyzed strategic alternatives, and designed a product that incorporated existing technologies and initiatives to improve capacity management at the site of care; key functions included managing CRM vendor relationships and compiling proprietary internal content while building cross-departmental consensus around the project

SYLOGIC NETWORKS
Founder

Manhasset, NY
2000 - 2001

Created software company focused on building brand equity for healthcare providers

- Performed industry and competitive product analysis; developed the economic assumptions on which the design of the company's product was based; managed product development and budget; drafted marketing materials, business plans and correspondence

THE MARIAN CENTER
Consultant

New York, NY
1999 - 2000

Launched a private group medical practice focusing on integrative medicine

- Built corporate presence; performed industry analysis; drafted business plan; made presentations to potential investors in both the angel and venture capital communities; negotiated partnership agreements; interviewed potential partners and employees
- Led a commercial real estate search working with three firms; completing tasks including on site inspection, performance of cost-benefit analysis for each site and workflow optimization analysis for each site

BUTLER, CHAPMAN & CO., INC. (IBJ Schroder Bank & Trust Co.)
Associate

New York, NY
1996 - 1999

Gained strategic and financial decision-making skills while completing over \$100M in transactions for private equity firms and middle market corporations in the specialty manufacturing, textile and plastics industries

- Developed general understanding of how to assess corporate funding requirements and how to evaluate the suitability of varying types of capital to meet financing need
- Participated in corporate finance assignments including strategic valuation, fairness opinion, debt financing, and mergers and acquisitions
- Performed industry and company analysis, a wide variety of financial modeling, due diligence; drafted marketing materials, memoranda and correspondence, and created presentations to senior management and the boards of directors of clients

ADDITIONAL INFORMATION

Interests include: Competitive sailing on a 40ft. race boat that has won 11 regattas in the last 5 years, Minds Matter Tutor/Mentoring Program

JENNA B. MCNEILL

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA Candidate in Finance and Strategic Management

Philadelphia, PA
May 2003

Co-President, Wharton Women in Business; Wharton Admissions Committee reader and interviewer.

CAMBRIDGE UNIVERSITY

Cambridge, England

Masters in European Studies (Contemporary European History)

July 1996

Dissertation: "Upheaval in the Academy: The Student Revolts of 1968-69."

HARVARD UNIVERSITY

Cambridge, MA

B.A. cum laude in English

June 1995

Central Coordinator for the House and Neighborhood Development (HAND) public service program overseeing 450 students. Outstanding Senior Award; Harvard *Crimson* Editor; Radcliffe Crew, Freshman and Varsity boats.

EXPERIENCE

DELOITTE CONSULTING

New York, NY

Summer Associate

2002

Developed Deloitte's Business Transformation Outsourcing (BTO) practice, a one-stop business strategy, outsourcing and financing solution.

- Created a BTO implementation plan for post-merger integration at a large industrial manufacturing client.
- Conducted extensive financial analysis, including creation of a BTO investment return simulation.

THE PRUDENTIAL INSURANCE COMPANY OF AMERICA

Newark, NJ

Prudential International Insurance

Director, New Markets

2000 – 2001

Sought out and developed new business opportunities in overseas markets through start-up ventures, acquisitions, and strategic alliances. Responsibilities ranged from in-country market analysis to implementation of operations, including:

- Led strategic planning and asset disposition projects for Prudential's \$1.3 billion acquisition and integration of Kyoei Life Insurance, Japan's 11th largest life insurer.
- Managed the development of a greenfield life insurance operation in Germany, as well as a new back office in Ireland to support Prudential's European expansion efforts. Total committed capital was \$200 million.

Senior New Markets Analyst

1999 – 2000

Managed implementation and due diligence efforts for major overseas expansion projects.

- Served as lead Project Manager for the establishment of a Polish life insurance company with initial capital of \$23 million. Sales began in January 2000, and continue to be more than double the market average.

New Markets Analyst

1998 – 1999

Responsible for the research and development of international expansion strategies and implementation plans.

- Developed business plans to create life insurance companies in Germany and Poland.

Prudential Investments

Associate Manager, Communications and Public Relations

1996 – 1998

Responsible for internal communications and external promotion of products created by Prudential Investments, the asset management subsidiary of Prudential, which employed more than 2,500 associates.

- Marketed Prudential's new variable annuity, Discovery Select, through articles in the *Wall Street Journal*, *Kiplinger's*, and trade publications. The annuity sold a record-breaking \$1 billion in its first year.

ADDITIONAL INFORMATION

Champion equestrian. Enjoy travel, hiking, and pottery. Conversant in French and Spanish.

R. MARK MECHEM

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Tel.: (215) 382-1244 Randall.Mechem.WG03@Wharton.UPenn.edu Cell: (215) 779-0092

EDUCATION

THE WHARTON SCHOOL & THE LAUDER INSTITUTE, UNIVERSITY OF PENNSYLVANIA **Philadelphia, PA**
MBA Candidate, International Finance & Public Policy **May, 2003**

MA Candidate, International Studies (Mandarin track, East Asian Business concentration)

- Lauder Director's List; Vice President (Career Development) Greater China Club
- Student Coordinator, Wharton Greater China Global Immersion Program; Member, Finance and Consulting Clubs

COLUMBIA UNIVERSITY (GRADUATE SCHOOL OF ARTS & SCIENCES) **New York, NY**
Graduate Studies, Social/Intellectual History of Modern China; GPA: 3.9 **1994-1997**

- Research Assistant/Visiting Scholar Guide, Columbia Law School Center for Chinese Legal Studies
- Hopkins'-Nanjing Center for Chinese & American Studies (1996, all work in Chinese); theses nominated for honors

THE UNIVERSITY OF PENNSYLVANIA (COLLEGE OF ARTS & SCIENCES) **Philadelphia, PA**
BA *Magna Cum Laude*, East Asian Studies (China concentration), Russian Minor; GPA 3.61 **1987-1991**

- Dean's List 1988-1991, Freshman Advisor, Peer Tutor, Penn Marching Band
- Researched Soviet sociopolitical-economic interactions (in Russian) at Moscow's Pushkin Institute, autumn 1989; elected US student *Starosta* (group leader/representative to administration and student government)

EXPERIENCE

AIF (ASIA INFRASTRUCTURE FUND) FUNDS MANAGEMENT, LTD. **Hong Kong**
A \$1 billion private equity management company with investments in 8 Asian markets **Summer, 2002**

Intern, Special Projects

- Evaluated performance metrics; compiled regional and global macroeconomic indicators; generated comparative models subsequently used by sell side with existing AIF I & II LPs as well as with potential additional AIF II LPs
- Developed financial analytic metrics used as filters to identify PIPE (Private Investment in Public Entity) opportunities in Asian markets to be fed into buy-side deal flow

OIC (OPPORTUNITIES INDUSTRIALIZATION CENTERS) INTERNATIONAL **Philadelphia, PA**
A 32-year-old education and training non-profit with operations in 19 developing countries **Summer, 2002**

Intern, Business Development & Strategic Planning

- Spearheaded development of self-sustaining (profitable) basic skills and IT CBT programs for Africa
- Developed financial models to test feasibility of specific services and curricula at each affiliate program office
- Identified potential sponsors (investors) and strategic partners; structured proposals, and initiated contacts

CLAYDON GESCHER ASSOCIATES, LTD. **Beijing, China**
A strategy consultancy specializing in market entry and development **1999-2001**

Senior Consultant (specialization in telecommunications and broadcast services and technologies)

- Promoted to Senior Consultant within six months of joining – managed team of consultants and research assistants
- Analyzed regulatory environment, policy trajectories, and key personnel influencing clients to recommend revisions in their respective strategic and tactical plans (e.g., satellite earth station, broadband head-ends, wireless standards)
- Created strategic structuring and partnering options enabling clients to establish positions in tightly regulated and highly contested industries (such as natural resource exploration, media and telecommunications)

UNITED STATES INFORMATION TECHNOLOGY OFFICE (USITO) **Beijing, China**
A trade association that represents the collective interests of the American Electronics, Software & Information Industry, Semiconductor Industry, and Telecommunications Industry Associations in China **1997-1999**

Deputy Director

- Planned and coordinated implementation of IT policy lobbying initiatives with both the US and PRC governments
- Conceived and launched three new information products; company membership doubles under my tenure
- Drafted IT, telecommunications, and e-commerce sections of the American Chamber of Commerce *White Paper*

ADDITIONAL INFORMATION

Community: Conducted Penn undergraduate admissions interviews with Penn Club of Beijing; developed and taught introductory Mandarin courses with CFU, Denver's adult continuing education program

Languages: Fluent Mandarin Chinese; advanced Russian; functional Cantonese

Interests: Enjoy organizing group hikes; avid reader of science magazines; collector of rare language books

PETER EVANGELOS MELLIS

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EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania

Philadelphia, PA

MBA Candidate: Double Major in Strategic Management and Finance

May 2003

MA Candidate in International Studies: Concentration in Latin America and Portuguese Language

- Chosen to present strategic consulting project on Brazil's leading exporter, Embraer, to Lauder Board of Directors.
- Selected for Global Consulting Practicum (GCP) to develop U.S. market entry strategy for Television Nacional de Chile.
- Completed 2-month Brazilian language, cultural and business immersion program.
- Recipient of Ronald Schnitzer Memorial scholarship for academic and professional distinction.

BROWN UNIVERSITY

Providence, RI

Bachelor of Science with Business Economics Concentration

May 1996

- Graduated Magna Cum Laude (highest honors) with Honors in Business Economics. Overall GPA: 4.0 / 4.0.
- Selected Phi Beta Kappa and awarded Samuel Lipton Prize for Honors Thesis on European Monetary Integration.
- Elected President of Brown Investment Group and Brown Soccer Club; Treasurer of Hellenic Society.

WORK EXPERIENCE

HENRY SCHEIN INC.

Paris, France

World's largest distributor of healthcare products and services to office-based practitioners

Summer Associate reporting to President of International Group

Summer 2002

- Identified critical business and operational issues through 30 on-site interviews in 7 regional offices in France and extensive industry and company research. Visited top performing business units in England and Spain to identify best practices.
- Presented and recommended detailed implementation plan to more effectively monitor business units across company and ensure efficient and streamlined processes. Proposed new marketing strategy and incentive program to improve salesforce effectiveness over one year period.
- Supervised implementation of J.D. Edwards ERP application with focus on realizing procurement efficiencies and improving inventory management processes on local and Pan-European levels.

ECUALITY E-COMMERCE QUALITY S.A.

Madrid, Spain

Holding company for Alcoste and Diversia, leading e-commerce companies in Spain and Latin America

Corporate Strategy Director reporting to CEO

2000 - 2001

- *Leadership and Teamwork:* Managed 7-person strategy team in areas including new market entry, product positioning, joint ventures and strategic alliances, and M&A. Led a global team of auditors, bankers and lawyers in preparation of €50m private placement offering memoranda and S-1 Registration.
- *Strategy Development:* Wrote business plan and developed financing strategy for holding company that helped secure first round financing of €20m and second round financing of €15m. Developed turnaround strategy focused on streamlining purchasing, marketing and logistics operations as well as selling key technological assets that led to €5m in cost savings. Led the definition and development of e-commerce strategy in Europe and Latin America that contributed to 100%+ sales growth.
- *Analytical Skills:* Performed extensive market and financial analysis including financial modeling, business and financial due diligence, and scenario analysis. Developed financial reporting system to project earnings and valuations of portfolio companies.

J.P. MORGAN & CO.

New York, N.Y.

Associate reporting to Global Markets Strategist for Asset Management Group

1996 - 1999

- *Leadership and Teamwork:* Member of six-person team responsible for investment strategy, investment performance and asset allocation of all J.P. Morgan private client managed accounts, covering over \$50 billion in assets. Managed and trained team's analysts and summer interns. Ranked in top tier of peer group in performance reviews.
- *Analytical Skills:* Performed extensive financial modeling and valuation analysis including discounted cash flow, comparables, and evaluation of similar transactions to identify potential investments and monitor existing positions. Participated in identifying, evaluating and structuring direct investment opportunities in all S&P sectors.
- *Marketing and Client Interaction:* Presented investment ideas, company analyses and industry perspectives to institutional money managers, high net-worth clients and internal sales & trading desks. Prepared offering memoranda highlighting investment opportunities.

ADDITIONAL INFORMATION

- Fluent in French, Greek, Portuguese and Spanish. Dual EU and US citizen. Graduate of Phillips Exeter Academy (Class of 1992).
- Interned at Federal Reserve Bank with Governor Lawrence Lindsey, Merrill Lynch and Morgan Stanley Dean Witter.
- Interests include soccer (Yale MBA Cup Champions 2001), tennis, martial arts. Elected Project Coordinator for "Midnight Run".

DIMA MELNIK

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Philadelphia, PA 19104, USA
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Dmitri.Melnik.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
Candidate for Master of Business Administration
Wharton Crew Captain

Philadelphia, PA
May 2003

HARVARD LAW SCHOOL
Master of Laws and Certificate in International Taxation
Recipient of the HLS merit-based scholarship

Cambridge, MA
June 1999

LAW SCHOOL, MOSCOW STATE INSTITUTE OF INTERNATIONAL RELATIONS
JD with Honors (Highest Distinction), Major in Private International Law
Class President (elected)

Moscow, Russia
June 1997

EXPERIENCE

GOLDMAN, SACHS & CO.
Associate, Investment Banking Division, Mergers and Strategic Advisory Group

New York, NY
Summer 2002

- Performed financial analyses, including accretion/dilution, stock and credit comparables, leveraged buyout, share flowback, share repurchase for diversified industrial companies, a vertical oil major, and a consumer goods retailer
- Developed strategic alternatives, performed valuation, and presented capital structure recommendations to financial sponsors and management for a \$6bn leveraged buyout of industrial services business
- Managed offering process for \$800mm sale of a private consumer goods company to financial sponsors. Drafted Offering Memorandum for marketing to potential financial buyers

MCKINSEY & COMPANY
Associate

Moscow, Russia
1999 – 2001

- Responsible for all aspects of project management and thought leadership: led and coordinated development of client relationships; coached junior team members; performed extensive strategic, marketing, and financial analyses
- Analyzed market size and development trends for various brands and developed strategic plan for a major international \$4bn consumer goods company resulting in its approval by the Board of Directors
- Valued investment proposals exceeding \$400mm and restructured \$1.2bn annual capital expenditure and portfolio management process for a vertical oil major
- Led due diligence and valuations for a \$1.6bn merger with \$630mm spin-off that created a top 10 aluminum company in the world; advised the combined company on strategies in its upstream and downstream operations

JOHN TINER & PARTNERS (Law Firm)
Associate

Moscow, Russia
1996 – 1998

- Advised clients on tax optimization strategies, with up to 60% reduction in the corporate income taxes
- Resolved disputes with tax authorities, including apportionment between multiple jurisdictions and withholding on dividend payments
- Drafted, executed and managed a \$120mm secured finance transaction, including tax implications to the borrower and governmental approvals and licenses

ADDITIONAL INFORMATION

- Navy officer (3 years) in Russian Northern Fleet, promoted from private to officer and head of division (12 people) in first year; actively deployed in enforcing UN sanctions against Iraq
- Representative publications: *Forms of Conducting Business in Russia: U.S. Tax Planning Opportunities*, Tax Notes International (U.S. tax journal), Volume 19, Number 10, Sept. 6, 1999 (#915), coauthored; *Tax Management* (book), Finance & Statistics Publishing House, Moscow, 1999
- Attache Intern for the Legal Department of the Russian Ministry of Foreign Affairs while completing Law School
- Language skills: Russian (native), English (fluent)

HASAN METLA

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Home: (215) 545-6807, Mobile: (914) 643-0926; hasan.s.metla.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Entrepreneurial Management and Finance

May 2003

- Obtained sponsorships for the Private Equity Conference, Chair of 2002-3 West Asia Conference
- Member of Technology Club, Consulting Club, Private Equity Club and Finance Club
- Represented Wharton at the 2002 Venture Capital Investment Competition

CARNEGIE MELLON UNIVERSITY

Pittsburgh, PA

Bachelor of Science in Electrical and Computer Engineering with additional majors in Industrial Management and Economics. Graduated with Honors (GPA 3.76/4.00).

May 1995

- Honors thesis was published in proceedings of the 8th International Workshop on Micro Electro Mechanical Systems, Amsterdam, January 1995
- Member of Eta Kappa Nu, Tau Beta Pi and Omicron Delta Upsilon Honor Societies

EXPERIENCE

INFINITY CAPITAL

Palo Alto, CA

Infinity Capital is an early stage venture capital firm with three funds and \$400 million under management

Summer Intern

Summer 2002

- *Investment Thesis:* Identified potential investment white spaces in the application integration market particularly web services; this led to an investment hypothesis in business applications using services-oriented architecture.
- *Due Diligence:* Performed due diligence efforts for follow-on investments in existing portfolio companies. Analyzed potential exit scenarios, solicited feedback from customers and partners, researched market landscape and competitive overview, conducted interviews with the management teams, and reviewed cap tables and term sheets for follow-on investments.
- *Portfolio Companies:* Performed sales pipeline analysis for portfolio companies, assisted in establishing a product roadmap and analyzed potential buyers for portfolio companies respectively.

ADEXA INC.

Norwalk, CT

Provides supply chain and collaborative planning software and services

Director, Solutions Group

2000-2001

- Managed a global team of 14 professionals to formulate and coordinate strategic sales initiatives, product management efforts, and third party solutions.
- Formulated a mid-tier market business model to create a new sales channel that increased yearly revenues by six percent.
- Created, distributed and educated industry verticals and business units worldwide with sales material, demos and best practices.
- Initiated efforts for better inter-department communication and teams to roll out new software solutions quicker.
- Advised clients on implementations of optimized and collaborative supply chain solutions in the semiconductor, hi-tech, textiles, apparel and automotive industries

Senior Manager, Technology and E-business Solutions

1998-1999

- Developed a strategy leveraging e-commerce and utilizing integration technologies for Enterprise Application Integration (EAI) and B2B collaboration, addressing business and organizational processes.
- Built interfaces between Adexa Applications and third party applications (ERP, EAI/B2Bi, Portal Tools, Market Exchanges).

NUMETRIX INC.

Norwalk, CT

Provides supply chain management software and services

Project Manager

1997

- Responsibilities included project, resource, contract management, and sales support.
- Team leader (10 members) working on a \$4.5MM project designing supply chain processes and solution implementation.

Senior Consultant (1996); Consultant (1995)

1995-96

- Analyzed planning and scheduling requirements for global corporations to implement supply chain solutions.

ADDITIONAL INFORMATION

- Work experience in Belgium, Canada, England, Germany, Japan, Netherlands, Pakistan, Singapore, Taiwan, Korea and US
- Founder and President of the Cricket Club and Pakistan Student Association at Carnegie Mellon University

MARTA MENDES MIGUEL
226 West Rittenhouse Sq. ap. 2303 - Philadelphia, PA 19103
1-215-732-6037 email: mmiguel@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

MBA Candidate, Dual Major in Strategic Management and Marketing

Awarded a merit-based scholarship from “Fundação Estudar”, program managed by the largest Brazilian Private Equity house Consulting, Marketing and Latin American Clubs

Philadelphia, PA, USA

May, 2003

Faculdade de Engenharia de Alimentos - UNICAMP

Specialization in Industrial Management

Campinas, SP - Brazil

Nov, 1999

Bachelor's Degree, Food Engineering

Graduated first in class

Dec, 1994

PROFESSIONAL EXPERIENCE

BAIN & COMPANY

Summer Associate

London, UK

June to August, 2002

- Worked on a strategy case for a Telecom Client, midway through a turnaround. Developed a customer segmentation map, based on understanding of customers' needs and purchase decision to guide the changes in client's sales approach.
- Worked with a consumer goods company to identify alternatives for brand protection and develop a retail accreditation program plan

BAIN & COMPANY

Associate Consultant

Sao Paulo, SP - Brazil

1999-2001

- Business Development and Planning:
 - Defined strategy, organizational structure, budget and business plan for three internet ventures. Organized presentations for the road show of a dot com, which raised US\$20 million in the first round.
 - Assisted the implementation of an e-Banking site, forging alliances with major partners.
 - Advised an American client in a deal in the Food and Beverage Industry in Brazil. Accompanied clients' senior management in plant and market visits. Developed the company valuation and presentation for the client's CEO.
- Marketing Strategy:
 - Advised a major Telecom company on profitability improvement. Developed market segmentation and strategies to retain most profitable clients and increase quality of service. The plan brought US\$5 million profit increase.
 - Designed the strategic plan for a new entrant in the retail market for office supplies in Brazil.
 - Developed a recommendation on Internet strategies for the biggest shopping mall chain in Brazil, evaluating market size and researching target segments.

GRUPO VIGOR – Vegetable Oils and Fats Industry

Quality Assurance Manager

Sao Paulo, SP - Brazil

1999

- Implemented Process Control in margarine production lines, reducing quality department running costs in 30%.
- Decreased product returns in 10% and increased client's satisfaction by creating a Positive Release System.

MARS

Process Engineer

Porto Alegre, RS - Brazil

1997-1998

- Designed a US\$14 million new pet food plant, developing a flexible and innovative layout.
- Achieved a 12% cost reduction in the recipes for products, by using alternative raw materials and suppliers.
- Trained and coordinated the new plant start up.

New Products Development

1996- 1997

- Coordinated a multidisciplinary work team for new product launchings.
- Designed new experiments to research market, identifying untapped segments.
- Developed new products to complete company's portfolio on canned dog and cat food.

NABISCO

Line Manager

Piracicaba, SP - Brazil

1994-1996

- Managed production and maintenance teams, responsible for two product manufacturing lines and a team of 52.
- Coordinated production trials for new products together with marketing team.
- Introduced Total Productive Maintenance program and standardization of operation procedures on the three shifts. It reduced downtime by 40% and significantly decreased the waste of finished products and packaging material.

ADDITIONAL INFORMATION

- Portuguese native speaker, conversational in Spanish.
- Personal interests: movies, soccer, reading novels and hosting dinner parties.

CHRISTIAN T. MILLER

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Phone: (215) 563-9608 • E-Mail: millerc2@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, Pennsylvania

Master of Business Administration Candidate, Finance

May 2003

- Director's List (Fall 2001)
- Activities: Private Equity Club, Consulting Club, G.U.I.D.E. Mentor, Admissions Committee, Volleyball Club

PRINCETON UNIVERSITY

Princeton, New Jersey

Bachelor of Arts in Economics (Cum Laude)

June 1996

- Major GPA: 3.7, Overall GPA: 3.6
- Thesis: "An Empirical Analysis of the Theory of Efficient Capital Markets and its Practical Application"

EXPERIENCE

EUREKA GROWTH CAPITAL

Philadelphia, Pennsylvania

Summer Associate, Private Equity

Summer 2002

- Active in all aspects of investment process as sole Associate of an \$85 million fund that invests in both debt and equity securities of growth companies located primarily in the Mid-Atlantic region.
- Reviewed business plans and made recommendations on attractive investment opportunities; developed financial models to determine appropriate company valuations and capital structures; negotiated transaction terms; performed extensive company and industry-level due diligence; and prepared internal investment memoranda.

BERWIND FINANCIAL, L.P.

Philadelphia, Pennsylvania

Associate, Investment Banking

July 1999 – June 2001

- Provided both merger and acquisition and general financial advisory services, including company valuations and strategic planning, to over 20 financial services clients.
- Participated in 12+ M&A transactions with a combined value of over \$300 million, representing public and private clients on both the buy side and the sell side.
- Conducted due diligence, drafted offering memoranda, and built financial models for the sale of banks, thrifts, and insurance companies and agencies.
- Managed the Financial Services Group's usage of Berwind's pool of seven analysts; rolled out three-week analyst training program with two other associates and a VP, and provided on-going mentoring.

ACCENTURE (Formerly Andersen Consulting)

Philadelphia, Pennsylvania

Consultant

September 1998 – June 1999

Analyst

September 1996 – August 1998

Strategic Analysis

- Conducted front-end diagnostic analyses and developed integrated change programs to improve the pure loss and expense results of multi-billion dollar insurance companies; the project teams identified over \$40 million in opportunity for each of two clients.
- Led activity-based costing efficiency analysis of 10 functional areas of the claims department of a \$2 billion property & casualty insurer; managed two analysts on project and identified \$8 million in savings opportunity.
- Conducted merger-needs analyses on issues including training and communications required for the successful integration of two recently-merged property and casualty carriers; reported findings to top client management.

Leadership and Teamwork

- Co-managed team of eleven claims professionals in effort to identify areas for improvement in claim handling practices; prepared presentation of findings that was given by senior client manager in all field offices.
- Led training sessions on "best practices" claim handling for claims managers in the home office of a \$4 billion property & casualty insurer; training rolled out by claims managers in over forty offices nationwide.

ADDITIONAL INFORMATION

- Series 7 and Series 63 licensed.
- Ranked "exceptional" (top 10% of my peer group) in my final year at Andersen Consulting.
- Compete in state professional beach volleyball tournaments; certified scuba diver; enjoy film, travel, and basketball.

JUSTIN F. MILLER
220 W. Rittenhouse Sq. #11B, Philadelphia, PA 19103
phone 215.893.1392
justin.miller.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA Candidate, Dual Major in Finance and Operations

Philadelphia, PA
May 2003

- Fall and Spring Director's List (top 10%), First Year Honors, GMAT 760.
- Teaching assistant for Advanced Corporate Finance course.
- Sailing Club (Co-President), Consulting Club (First Year Director), Veterans Club.
- Led a Tiger Team consulting on customer sales strategy for a \$9 billion office products company.

CORNELL UNIVERSITY

Master of Engineering, Computer Science

Ithaca, NY
May 1996

- 3.98 GPA, Machine vision and computer networking concentrations.
- Awarded GTE Research Fellowship for contributions to multimedia and image processing research.

Bachelor of Science, Computer Science, with Distinction

May 1995

- Awarded a 4-year Naval ROTC Scholarship and the John McMullen Dean's Scholar Award

EXPERIENCE

BAIN & COMPANY, INC.

Summer Associate

New York, NY
Summer 2002

- Performed due diligence on a consumer products company strategic acquisition by a private equity firm. Determined revenue quality and projected sales growth. Developed specific presentation materials for client and funding bank.
- Evaluated consolidation opportunities in a business services industry for a large commercial bank. Determined supply and demand trends for an industry lacking coverage by banks or market researchers. Identified entry geographies and acquisition targets. Analyzed strategies of existing consolidators and predicted their reaction to new entrant.

UNITED STATES NAVY, USS BATFISH and USS KAMEHAMEHA

Lieutenant, Submarine Warfare Officer, Certified Nuclear Engineer

Pearl Harbor, HI
1996-2001

- As Officer of the Deck, led a forty-person watch team controlling a \$1 billion nuclear submarine. Planned and executed missions supporting Navy SEAL special warfare operations and national defense requirements. Responsible for safe navigation, weapons employment, and diplomacy in "hot-spot" operating areas that included the Persian Gulf.
- Directly supervised teams of 6 to 24 technicians in maintenance and operation of ship's nuclear propulsion, navigation, and communications equipment. Responsible for work planning, training, supply management, personnel evaluation, and regulations compliance.
- Revamped ship's Damage Control Equipment maintenance program. Identified key program failures, devised new methods, and re-trained personnel. On-time work completion rate improved from 55% to 95%. Program subsequently evaluated "Above Average" by two fleet evaluations and the Navy's Board of Inspection.

CORNELL UNIVERSITY, Department of Computer Science

Research and Teaching Assistant

Ithaca, NY
1993-1996

- Developed new video indexing and content retrieval techniques. Research results were published in four peer-reviewed articles. Awarded US Patent No. [US05767922](#).
- Created original course lectures and assignments for a graduate-level robotics course. Mentored undergraduate student research teams. Received Department's Outstanding Teaching Assistant Award.

ADDITIONAL INFORMATION

Awards and Accomplishments

- Awarded the Navy Commendation Medal for superior leadership, an award normally reserved for officers with 3-5 years more experience.
- Cited by two commanding officers as the top performer out of ten junior officers. Cited by one captain as, "one of the top three junior officers encountered in my [14-year] career."

Personal

- My interests include sailing, SCUBA diving, fitness training, and films.

DENIS BENCHIMOL MINEV

1500 Locust St. Apt 2602 / Philadelphia, PA 19102
(215) 546-9818 / denis.minev.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Master of Business Administration Candidate

Philadelphia, PA

2001-2003

- 1st Year Honors (Top 20%)

STANFORD UNIVERSITY

Master of Arts in Latin American Studies

Stanford, CA

1998-1999

Bachelor of Arts in Economics

1994-1998

- Teaching assistant for “Labor Economics” and “Economic Development” courses
- Instructor of Stanford University’s windsurfing athletics class

EXPERIENCE

BENCHIMOL IRMÃOS (home appliance retail leader in Northern Brazil)

Operations Analyst

Manaus, Brazil

Summer 2002

- Implemented automatic replenishment process from distribution center to stores that diminished inventory distortions between stores and reduced stockouts.
- Developed purchasing process based on “Newsvendor” and “Order Upto” inventory management models, reducing inventory levels at the distribution center by 17% over the summer.
- Designed price markdown strategy to maximize profits on sales of perishable products and damaged goods.
- Performed statistical analysis of *Bemol* credit card granting process to improve prediction of client creditworthiness and increase profitability.

GOLDMAN, SACHS & CO.

International Structured Finance Analyst

New York, NY

1999-2001

New Product Development

- Designed and executed marketing plan for weather derivatives and catastrophe bonds in emerging markets.
- Coordinated the development of the Goldman, Sachs & Co. emerging markets website.

Strategic and Analytical Experiences

- Performed strategic review and financial analysis for emerging markets clients regarding potential acquisitions or financings.
- Developed strategies to reduce funding costs for emerging markets borrowers through export receivables securitization, and options on interest rates, currencies and commodities.
- Executed liability management transactions for the government of Brazil and Argentina amounting to \$11 billion, during period of regional crisis.

BRAZILIAN ARMED FORCES

Infantry Forces – Jungle Warfare

Manaus, Brazil

1993

ADDITIONAL INFORMATION

- Fluent in Portuguese and Spanish, working knowledge of French
- Enjoy tennis, soccer, fishing, skiing, and chess.

DEEPAM MISHRA

27 Wyndmoor Drive, E. Windsor, NJ 08520
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EMPLOYMENT

SARNOFF CORPORATION

Director, Business Development:

VP, Marketing, PVT Inc.

(additional responsibility for a new Sarnoff subsidiary):

Member of Research/Scientist Staff

Princeton, NJ

1998-Present

1997 – Present

1995-1998

Business Development

- Responsible for creating markets for new technologies and for creating \$5M of new business per year.

Venture Creation and Management

- Co-founded and currently managing hi-tech product development subsidiary (PVT Inc.). Directed end-to-end business – communications, sales, marketing, field support, customer service for 3 years
- Maintained profitability every year; grew revenue from \$300K in year 1 to about \$3M in year 4. Financed 100% through sales.
- Exceeded revenue/profit goals, generated internal funding for future product development
- Co-founded Sensar Inc. as part of the core technical team, secured \$50M in financing. Fastest company of the Year Award – '96.

Market Research and Strategy

- Managed business development for \$14M/yr business unit, including prospecting, proposing and closing R&D contracts.
- Identified target niche market (Automotive Safety) for company and established strong presence within 3 years. With minimal internal investment, procured >\$3M in contracts over 3 years.
- Enabled customer to win Concept Car of Year Award (2002). Articles in New York Times, TV Technology, US 1 etc.
- Strong experience in funding technology/product development through Govt. contracts

Sales and Distribution

- Created new customer accounts, managed customer relationships, product promotions, sales and support.
- Set up international distribution channel of commissioned reps, CRM system and integrated PR/marketing/sales reporting.
- Created high-level, multi-million dollar accounts with most leading Auto. companies, within 3 years.

Scientific Research and Development

- Conducted scientific research in computer vision technology – developed new algorithms, systems and software to solve client problems or to introduce novel products
- Researched vision biometrics for security application, won 2 patents and launched a new company.
- Developed iris-recognition system, won patent and NJ Tech Council Award for Product of the Year.
- Researched aerial video monitoring for US DoD, won patent. Technology used in Kosovo / Bosnia etc.
- Numerous technical papers in International journals, extensive peer research review.

INDIAN INSTITUTE OF TECHNOLOGY

Research Engineer: led software design and development, for Japanese multinational firm.

Kanpur, India

1992 – 93

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Master of Business Administration Candidate, Executive

Directors List, in all previous semesters. Honors in first year

Philadelphia, PA

2001-03

TEXAS A&M UNIV,

Master of Science, Electrical Engineering

Krishner Mendon and Departmental Awards for research in image compression and academic performance. (GPA – 4.0)

Won Aga Khan International Fellowship for Most Promising Technocrat in S. Asia (92-94).

College Station, Texas

1993-95

INDIAN INSTITUTE OF TECHNOLOGY,

Bachelor of Technology in Electrical Engineering

Graduated in top 2% of class, with perfect GPA in specialization area. Dean's List. (GAP 3.7)

Best Product Award for designing low-cost water monitoring system– National Student Product Design Competition ('92).

Kanpur, India

1988-92

ADDITIONAL INFORMATION

- Board Member, Habitat for Humanity, Trenton. Chaired Partners Relations Committee, assisted new low-income home owners.
- Board Member, Sales and Marketing Track, New Jersey Technology Council.
- Summer employment in 95, 94, 90 and 89. Self-funded entire education, through scholarships/grants.
- Rock Climbing (completed Himalayan Rock Climbing course), soccer (college team), cricket.
- Languages: Hindi, Urdu, Sanskrit, elementary German.
- National Talent Award from Govt. of India – selected through a three stage, national competition.

EMILY FONG MITCHELL

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(215) 605-9228, emily.f.mitchell.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate – Marketing

May 2003

- Elected as Social Chair, Marketing Club; Selected as Interviewer and Reader, Wharton MBA Admissions Committee
- Cast Member, Wharton Follies; Act Coordinator & Performer, Wharton International Cultural Show
- Board Member, Rebuilding Together with Christmas in April; Elected Community Service Cohort Representative

JOHNS HOPKINS UNIVERSITY (SAIS)—NANJING UNIVERSITY

Nanjing, China

Masters Certificate –International Relations and Economics

June 1997

- Completed coursework and independent research in economics and political science. All courses conducted in Mandarin Chinese.

HARVARD UNIVERSITY

Cambridge, MA

B.A. with High Honors – East Asian Studies, GPA 3.7/4.0

June 1996

- Magna cum Laude Honors Thesis, Agassiz Certificate of Merit for academic excellence, Arts Award for Music Leadership.
- Managed \$50K annual budget and raised \$75K for tour as President and Tour Manager for internationally-acclaimed choir.

EXPERIENCE

JOHNSON & JOHNSON Consumer Products Company

Skillman, NJ

Assistant Product Director Intern – Adult Skincare (*Shower to Shower Brand*)

Summer 2002

- Developed 2003 marketing plan, recommending a multi-layered regional strategy to target lapsed and private label powder users. Analyzed IRI, Nielsen, and retail data to identify key markets and create programs aligned with regional consumer demographics. Partnered with Agency and cross-functional teams to design \$9MM integrated media and promotional campaign.
- Formulated strategy to generate \$1.4MM in incremental sales by expanding in the Dollar Store channel. Recommended target retailers and evaluated the financial feasibility of a line extension. Led teams to develop in-store displays and sales presentations.
- Analyzed Brand's monthly share against competitors, reporting results to senior management and cross-functional partners.

RICH PRODUCTS CORPORATION, \$1.6 billion Food & Beverage Manufacturer

Hong Kong

Marketing Manager

2001

- Led research study to develop value-added service strategy for multinational food manufacturer's flagship brand.
- Developed scope and framework for evaluating customer needs and perceptions towards market-leading brand with sales of \$20MM in China. Led senior management discussions of service package formulation.
- Managed multiple market research studies, including conjoint analysis, focus groups, and end-consumer surveys.
- Interviewed key customers in China's baking industry to evaluate market sophistication and growth opportunities.

ALIBABA.COM, Goldman Sachs/Softbank-invested Internet B2B Marketplace

Hong Kong

Marketing and Product Manager

2000 – 2001

- Built regional brand for Asia's leading B2B marketplace through \$1MM TV, print, and direct mail ad campaign designed to create the first global brand to emerge from China. Membership increased 200% by the end of the campaign.
- Managed suite of revenue products, setting pricing structures to target different segments of Alibaba.com's 500,000 member base.

COURTAULDS TEXTILES, Global Textile & Garment Manufacturer, now part of Sara Lee Corporation

Hong Kong

Regional Commercial Manager

1999 – 2000

- Managed sales and marketing strategy for Asian division of the global leader in stretch fabric, overseeing annual sales of \$50MM.
- Designed framework for global partnership between Courtaulds' Asian factories, sister business units, and major customers.
- Serviced multinational accounts—including Victoria's Secret, Speedo, and The Gap—as main contact for capacity issues arising as a result of 20% sales growth over the previous year. Personally managed the flow of product through the three Asian factories.

RENAISSANCE TECHNOMIC, Management Consulting Firm

China/Hong Kong

Market-entry Consultant

1997 – 1999

- Analyzed market entry opportunities, determining market size, segmentation, and growth trends for leading multinational chemical, food, and industrial goods companies, liaising directly with senior client management.
- Conducted field research throughout Asia. Executed over 200 in-depth face-to-face interviews; 80% conducted in Chinese.

ADDITIONAL INFORMATION

- Languages: Native English, fluent Mandarin Chinese, conversational Cantonese.
- Published Articles: "Just say no", 1997; "Coping with crisis – The tough get going", 1998, The Economist Intelligence Unit.
- Interests: Singing choral music, musical theatre, hula dancing, sailing, and windsurfing.

TAEJIN MOON

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215-640-0593

moont@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

May 2003

Master of Business Administration Candidate, Major in Finance

- Active member of Finance, Tennis and Golf Clubs.
- Director of Korean Fan Dance team of 20 in 2002 international cultural show.
- Participated in A.T. Kearney competition: conducted a DCF valuation on an automobile company.

YONSEI UNIVERSITY

Seoul, Korea

February 1996

M.S. in Electronic Engineering, concentration in Digital Display

- LG Electronics scholarship recipient (1993-1996).
- Interacted extensively with Samsung Electronics staff in performing MPEG2 project for the company.

B.S. in Electronic Engineering

February 1994

- President of the Student Government for Department of Electronics.

EXPERIENCE

ARTHUR D. LITTLE

Seoul, Korea

May 2002-July 2002

Summer Associate, Consultant

- Conducted a comprehensive analysis of and developed an overall restructuring plan for major Korean semiconductor company with Deutsche Bank and Morgan Stanley.
- Executed an analysis of client's financial performance, market position, cost structures and technology position.
- Performed an analysis of semiconductor industry trends and market/business environment.
- Evaluated restructuring options for client based strategic fit with industry and company, and financial robustness and operational viability of residual business.

BAIN & COMPANY

Seoul, Korea

March 2001-May 2001

Research Associate

- Developed an industrial competitiveness enhancement plan for Korean government. Heavily focused on telecom and multimedia industries.
- Co-published 'Bain Report: Knowledge Exporting Nation' which was presented at the 7th National Forum for Vision Korea.

WITNET (Mobile Internet solution development start-up)

Seoul, Korea

1999-2001

Manager, Strategic Planning Team

- Formed strategic alliance and developed a post merger integration plan for a joint venture with Sigmatec, a network security solution provider. Launched a mobile security solution development joint venture of 10 members.
- Led a team of 6 to assess a mobile Internet authoring tool market and develop a technology strategy necessary to launch the product, which was successfully marketed to approximately 50 content providers.
- Managed development of the mobile community program for Hitel, Korea's largest Internet service provider. Responsible for US\$5 million budget, communication with Hitel, and technological planning.

LG ELECTRONICS

Seoul, Korea

1997-1999

Assistant Manager, LCD Projector Mass Production Team, Display R&D Center

- Led patent application TFT during mass production. Obtained 18 patents as a team and 2 personally.
- Managed a software development team through an entire manufacturing process from prototype to mass production of the first commercialized LCD Projector. Resulted in annual sales of 2,000 units valued at US\$30 million.
- Developed and maintained technological partnership with foreign companies, including Barco and Epson.
- Initiated client relationship by successfully introducing LCD Projector at 1998 Comdex Show.
- Won the 'Korean Technology Award' and 'Chang-Youngsil Award' (annual awards given to the most innovative product by the Ministry of Science and Technology) with LCD Projector.

Research Engineer, Multimedia Lab

1996

- Trained 40+ researchers on the software system of the display product.
- Designed electronic hardware systems for a 16x CD-ROM Driver which generated \$20 million annual sales.

ADDITIONAL INFORMATION

- Language skills: native Korean, fluent English.
- Effective communicator: Taught GMAT to business school applicants. Co-authored '7 People's TOEFL Know-How.'
- Enthusiastic bowler: Led the Yonsei bowling team as a captain in winning 3 intercollegiate championships.

ALEXANDER D. MOSKOVITZ

1512 Spruce Street #1407, Philadelphia, PA 19102

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almoskov@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, Pennsylvania

Master of Business Administration, Finance and Strategic Management Major, GMAT 730

May 2003

- Siebel Scholar; Director's List (Fall 2001, Spring 2002)
- Wharton Follies – Co-Executive Producer of student run musical comedy
- 2001 Dell Case Competition Winner
- Member of Private Equity, Media & Entertainment, and Israel Clubs; Wharton Admissions Volunteer 2001-2003
- Teaching Assistant for Financial Analysis and Advanced Corporate Finance; Leadership Fellow 2002-03

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Boston, Massachusetts

Bachelor of Science in Mechanical Engineering with Minor in Economics

June 1997

- GPA: 4.8/5.0; Tau Beta Pi Honor Society, Pi Tau Sigma Mechanical Engineering Honor Society
- Alpha Epsilon Pi Fraternity- Rush Chair ('96-7), Treasurer ('96-7), Risk Manager ('95-6), Social Chair ('94)

WORK EXPERIENCE

GRAND EXPEDITIONS, a North Castle Partners company

Boca Raton, Florida

Assistant to the CEO and CFO, Special Projects

Summer 2002

- Developed business plan for fractional yacht ownership program to support further growth opportunities for The Moorings in a post-9/11 travel industry
- Initiated inventory assessment and quantified opportunity for product alignment of African tours to assist integration of three operating companies

BAIN & COMPANY

San Francisco, California

Consultant – early promotion (5/2000 – 6/2001)

2000-2001

Senior Associate Consultant (8/1999 – 4/2000)

Boston, Massachusetts

Associate Consultant (8/1997 – 7/1999)

1997-2000

Private Equity Group

- Performed strategic due diligence for 10 leveraged buyout acquisitions ranging in size from \$50M to \$1.25B
- Developed and assisted execution of successful turnaround strategy for a collectible doll manufacturing company; Led meeting to management team and BOD for establishing new financial targets (grow \$300M sales over 33%)
- Industries included computer VARs, natural gas distribution, do-it-yourself equipment, collectible dolls, high speed printing equipment, and landscaping machinery and services

Traditional Case Experience

- Recommended comprehensive portfolio strategy and implementation program to US electric utility
- Rationalized manufacturing capacity for a worldwide manufacturer of nuclear plant equipment, fuels, and services
- Integrated distribution system for merged supermarket chain - process reengineering & supply chain management
- Redesigned the sales force structure and compensation program of an express shipping & logistics company
- Examined relative product line profitability for a \$300M automobile glass Original Equipment Manufacturer
- Built valuation model to assess the viability of a \$1B+ acquisition of privately held competitor by automotive OEM
- Created next generation (3G) wireless equipment strategy for a top three global equipment manufacturer
- Identified partnership opportunities, established guidelines, and set goal timeline and schedule for professional services B2B commerce site

Internal Management Skills

- Managed, coached, and mentored junior team members
- Recruited and interviewed new job applicants for Associate Consultant position
- Trained new associates through in-office professional development program

ALLEN & COMPANY, Investment Bank to Media, Entertainment, & Technology industries

New York, New York

Summer Intern

Summer 1996

- Benchmarked company valuations using trading multiples, industry mergers & acquisitions, and DCF
- Prepared fairness opinion for Cisco Systems' acquisition of Telebit Corporation

ADDITIONAL INFORMATION

- **Community:** GUIDE Officer & Mentor to 3 Wharton Undergrads; MIT Educational Council Interviewer
- **Personal:** Learning to fly; Golf; SCUBA Open Water certified; Squash; ASA Certified Skipper

JOEL A MUÑIZ
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA candidate in Finance and Strategic Management

Philadelphia, PA
May 2003

INSTITUTO TECNOLÓGICO AUTÓNOMO DE MÉXICO
BA in Economics

Mexico City, Mexico
1997

UNIVERSIDAD IBEROAMERICANA
BSc in Mechanical Engineering

Mexico City, Mexico
Thesis pending

EXPERIENCE

THE BOSTON CONSULTING GROUP

Mexico City, Mexico
Summer 2002
(May 02- to Jul 02)

Summer consultant

Worked in a turn around project for a canned goods manufacturer in two different modules:

- Production module: Managed the client relationship with the operations director to fully leverage on the company's resources and make sure the implementation was done correctly. Analyzed the production process identifying opportunity areas and then developed detailed strategies to reduce costs from a sourcing and packaging perspective by 6% and 10%, respectively.
- Commercial Strategy module: Redefined the commercial strategy to provide the correct pricing and discount structure to the different trade types and client size, improving EBIT by 11.5 percentage points of sales.

PROCTER & GAMBLE

Mexico City, Mexico
1996- 2001
(Apr 00- to Jun 01)

Home Care Category Manager

- Defined the five year business plan with the regional and global teams, setting priorities as a sector to better allocate resources.
- Had volume and profit responsibility over seven brands (Downy, Dawn, Mr Clean, Salvo, Fit, Febreze) from four different categories (Dishwashing, Fabric Softeners, Hard surface cleaners and New Business) with sales over \$160 US million.
- Coordinated the design and implementation of the marketing plan with a \$22 US million dollar budget.
- Supervised the career and trained seven marketing direct reports and supervised four non marketing indirect reports (Finance, sales, demand planning).

Fabric Softeners and New Business Brand Manager

(Jun 99- Apr 00)

- Had Volume and profit responsibility over the Downy franchise with over \$60 US million sales, an \$8 million budget and a 3 people support team.
- Evaluated the potential market for the launch of four different brands (Fit, Febreze, Swiffer and Dryel) that delivered a potential market of \$60 US million sales for Fit and \$20 US million for Febreze.
- Led the Mexican segment of the Global testmarket for the Fit brand with constant coordination with the other two countries in the program. Designed and implemented the heavily supported national expansion plans and behind a global corporate priority change designed the withdrawal strategy from the Mexican market.

Ariel (Tide in Mexico) Senior Brand Assistant

(Jul 98- May 99)

- Developed all communication strategies and copy projects, coordinating the agency relation from brief stage to final production.
- Designed and implemented the largest test market in the history of the brand to deliver dosing scoops resulting in a 5% volume growth. This implied the coordination of the 16 people delivery team for the initiatives of the brand to deliver all target objectives.
- Designed the Ariel with Bleach brand restage to revert the negative sales trend, resulting in a 20% volume recovery.

Ace detergent Junior Brand Assistant

(Dec 96 – Jul 98)

- Led the national introduction delivery team of the largest sector initiative during the last 15 years. The team was able to advance the launch time by five months behind a competitive preemption threat, growing the Laundry detergent business by 15 %.
- Developed the marketing recommendation for the National Expansion of the brand defining the marketing plan and coordinating the financial pay out proposition for a total marketing investment of more than \$9 US million.

ADDITIONAL INFORMATION

- **Work Permits:** European community (French passport), Mexico
- **Language proficiency:** Spanish and French native speaker and fluent in English.
- **Wharton organizations:** Graduate Assistant in Admissions Office, GUIDE program mentor, Latin American Conference organizer, elected as cohort social representative, Consulting & Marketing club member.
- **Interests:** Traveling, music, golf and reading

JOHN W. MURRAY

2020 Walnut Street, Apt. 16F, Philadelphia, Pennsylvania 19103
(215)640-0357 Home/ (267)977-7700 Cellular
john.murray.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

MBA Candidate, Dual Major in Finance and Real Estate

Philadelphia, PA
May 2003

- Awarded Wharton's merit-based John A. Mayer Scholarship
- Vice President for Real Estate Finance, Finance Club; Co-President, Volleyball Club; Cohort Athletic Representative
- GMAT: 750

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

M.S. in Civil Engineering. GPA: 4.92/5.00

Cambridge, MA
January 1999

- Awarded Full tuition Research Assistantship

LEHIGH UNIVERSITY

B.S. in Civil Engineering. GPA: 3.74/4.00

Bethlehem, PA
June 1994

- Awarded Four-year Army ROTC Scholarship, President's Award for Leadership, Distinguished Military Graduate

EXPERIENCE

MORGAN STANLEY

Summer Associate, Real Estate Investment Banking and Private Equity

New York, NY
Summer 2002

- Evaluated and compared private and public capital-raising alternatives including Joint Venture, Commingled Fund, and Initial Public Offering (IPO) alternatives for a \$2Bn real estate owner/developer in the retail sector.
- Developed sell-side valuation for a public real estate finance and investment management company. Analysis resulted in a drastically improved model for the company's investment management fund.
- Performed financial analyses for the restructuring of a \$360MM Morgan Stanley Real Estate Fund (MSREF) investment.

MOCA SYSTEMS, INC.

Senior Account Engineer

Boston, MA
2000 - 2001

- Co-Invented a computer simulation model that analyzes the cost, time and safety impacts of design and construction decisions on complex building projects. Assisted in starting the company along with two other co-inventors.
- Managed product development, identified potential strategic partnerships and clients, and co-wrote the business plan.
- Analyzed the cost impacts of project decisions for clients in the real estate and construction industries. Identified cost-saving measures that reduced project costs by \$200K on a laboratory renovation.
- Developed and delivered presentations to over 30 investors and potential clients in the real estate industry.

CLARK CONSTRUCTION GROUP

Assistant Project Manager

Bethesda, MD
1999 - 2000

- Directed a consulting project for a national real estate developer to rescue a troubled \$35MM residential construction project. Audited the accounting and operations of the project, and identified \$10MM in cost overruns.
- Negotiated a \$26MM contract to take over and manage the completion of a residential development project.
- Managed \$20MM in contracts on the construction of a \$46MM office tower complex. Directly responsible for scheduling, payment requisitions, and change order negotiations with the developers.
- Supervised the final 6 months of construction of an \$11MM luxury apartment building.

UNITED STATES ARMY

Combat Engineer Officer

Fort Hood, TX
1994 - 1997

- Managed 35 U.S. Army engineers and 16 military vehicles valued over \$4.8MM in support of military operations and construction projects.
- Decorated for outstanding leadership in two emergency fire-fighting missions.
- Rated as the top first-year performer out of 17 fellow officers. Ranked in the top 10% of Army lieutenants for overall performance in every formal evaluation.

ADDITIONAL INFORMATION

- Captain in the Army National Guard.
- Proficient in Spanish. Lived in Argentina for three years.
- Avid Basketball and Volleyball Player, Guitar Player.

BRIGITTE N. NEIGUT, CPA
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration, Candidate in Finance

Philadelphia, PA
May 2003

- President, Investment Management Club; Member of the Finance, Wharton Women in Business, and Wine Clubs.
- Wharton Fellows Fund: Elected to 12-student team managing \$300K portion of Wharton Endowment as a small-cap value fund.

LEAVEY SCHOOL OF BUSINESS, Santa Clara University
Bachelor of Science, Commerce, Magna Cum Laude, Major in Accounting
Bachelor of Arts, Philosophy, Magna Cum Laude

Santa Clara, CA
June 1995

- Research Intern with Austrian research firm exploring impact of institutional investors on European market liquidity.
- Dean's List – 1992, 1993, 1994 and 1995 (Achieved by top 10%); Honors Scholar (Outstanding academic accomplishment).
- Member of Beta Gamma Sigma, Phi Beta Kappa, Phi Sigma Tau (Philosophy), Alpha Sigma Nu (Jesuit) - Honor Societies.

EXPERIENCE

FIDELITY MANAGEMENT AND RESEARCH COMPANY
Equity Analyst, Auto Retailers and Auto Aftermarket Parts Industries

Boston, MA
Summer 2002

- Prepared and presented two comprehensive industry reviews to Fidelity portfolio managers and analysts.
- Delivered two written industry reports and six company reports (four detailed reports recommending purchase).
- Conducted investigative field research and company management meetings to continually test the validity of investment theses.
- Responsible for communicating investment ideas to 40 portfolio managers across a variety of investment disciplines.

WIND RIVER SYSTEMS (Software)
Manager, Americas Sales Forecasting and Analysis

Alameda, CA
2000-2001

- Successfully negotiated, secured funding for and implemented a \$1.2 million commissions software solution.
- Reengineered complex Excel commissions model for 350+ sales reps, increasing accuracy from 65% to 99%.
- Mentored, motivated, and developed a team of four.

ASPECT COMMUNICATIONS CORPORATION (Hardware/Software)
Senior Cost and International Analyst

San Jose, CA
1998-2000

- Managed the financial integration of a \$72 million acquisition, directing systems assimilation, defining reporting protocol, and coordinating with executive management to solidify final asset valuations.
- Prepared disclosures and related financial entries for a \$490 million zero-coupon convertible subordinated debt offering.
- Reengineered Corporate Elimination Procedures and streamlined close process from 7 days to 4 days.
- Prepared and monitored multinational \$23 million annual operating budget for the manufacturing organization.

ARTHUR ANDERSEN LLP
Audit Senior, Silicon Valley High Tech Practice

San Jose, CA
1995-1998

- Directed financial statement audit teams for venture capital, manufacturing and software clients.

Financial Statement Valuation and Analysis

- Investigated asset and liability valuation issues with legal, tax and corporate finance professionals.
- Developed financial models, ratio and trend analysis templates, and other analytical tools to audit balances.
- Assessed magnitude of risk relative to financial statement exposure and concluded on audit strategy.

Leadership and Communication

- Managed registration filing for \$1.1 billion contract manufacturer in consummation of a merger. Supervised engagement team of twelve professionals, coordinated tax involvement, and directed concurrent subsidiary audits in eight countries.
- Authored technical memorandums analyzing the accounting implications of complex transactions and emerging issues.
- Led royalty audit, successfully winning \$2 million incremental royalty compensation in litigation.

ADDITIONAL INFORMATION

- Passed all parts of the CPA Exam in first sitting, May 1995 (achieved by <5% of candidates); CPA July 1997; CMA June 1999.
- 2003 Chartered Financial Analyst (CFA) Level II Candidate.
- Enjoy personal investing, riding sport bikes, Pilates, equestrian riding, gourmet cooking, and Beethoven piano concertos.

TIMOTHY J. NELSON

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Masters of Business Administration Candidate, Strategic Management and Technology

May 2003

- Completed First Year with Academic Honors (top 20%)
- Christmas in April House Manager, Toastmasters, Admissions Volunteer, Private Equity Club, Consulting Club

UNIVERSITY OF ILLINOIS

Urbana-Champaign, IL

Bachelor of Science, Finance with Academic Honors (top 20%)

May 1995

- Dean's List, Cumulative GPA 3.6, Major GPA 4.0
- Chick Evans Scholarship recipient, all-expense, four-year competitive scholarship

EXPERIENCE

PA EARLY STAGE PARTNERS

Wayne, PA

Summer Associate, *Venture Capital Investing*

Summer 2002

- Participated in Series D financing of an agribusiness biotechnology company that will be used for completion of proteomics research and proof of concept.
- Conducted due diligence, reviewed term sheets, and observed the negotiation process.
- Prepared an investment memorandum, valuation analyses and capitalization tables, and recommended the transaction internally with investment professionals.
- Observed at board and compensation committee meetings, reviewed and recommended investment opportunities, and assisted in writing business plans that will be used to raise capital for a healthcare ASP and an end-to-end network solutions provider based in Singapore.

CIVC PARTNERS

Chicago, IL

Associate, *Late Stage Private Equity Investing*

1999-2001

Analyst

1997-1999

- Completed 6 buyout, growth equity and add-on transactions of middle-market companies totaling \$120 million of invested equity capital in financial services, media, business services, and manufacturing industries.
- Assisted in corporate development activities at a wholesale mortgage bank portfolio company over 24 months, and in its cash sale to National City Corporation returning over \$300 million in capital gains representing over 100% IRR. Responsibilities included executing an acquisition program, financial budgeting, reengineering a direct marketing program, analyzing the economics of internet distribution, and evaluating an initial public offering. Directly evaluated 8 prospective acquisitions, and completed the acquisition of NEC for \$30 million.
- Managed due diligence processes and teams to analyze business, competitive, financial and accounting issues with senior managers, assess management teams, review legal agreements, and recommend or turn-down investment opportunities.
- Pursued debt financings, wrote investment memoranda, and assisted in the negotiation of purchase, credit, and employment agreements to facilitate the transaction process.

WILLIAM BLAIR & COMPANY

Chicago, IL

Financial Analyst, *Investment Banking*

1995-1997

- Performed comprehensive financial analyses of companies to assess capital market and M&A strategies, gaining broad exposure to consumer products, retail, manufacturing, and business services industries.
- Participated in all aspects of the public offering and private placement processes for 8 companies raising over \$550 million in capital.
- Completed 3 sell-side assignments totaling \$320 million in enterprise value. Structured valuation analyses including comparable companies, comparable transactions, discounted cash flow, and leverage buyout analyses to validate transactions.

ADDITIONAL INFORMATION

- Participated on Evans Scholars Foundation Chicago-area Board of Directors from 2000-2001. Led a team to research methods to rejuvenate money donations from its alumni network and corporate sponsors. Recommended and persuaded foundation to adopt an electronic communication and marketing strategy to manage its alumni network.
- Avid golfer. Semi-professionally played lead guitar in Chicago rock band. Enjoy beach volleyball and flag football.

CRISTIANE WINCK NEUMANN
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EDUCATION

THE WHARTON SCHOOL AND THE JOSEPH H. LAUDER INSTITUTE
UNIVERSITY OF PENNSYLVANIA

PHILADELPHIA, PA
MAY 2003

MBA Candidate: Entrepreneurial Management - MA Candidate: International Studies - Spanish and Latin America
Business, Language and Cultural Immersion Program at ITESM, Mexico City and Universidad de San Andres, Buenos Aires.

PONTIFÍCIA UNIVERSIDADE CATÓLICA DO RIO GRANDE DO SUL

PORTO ALEGRE, BRAZIL
DECEMBER 1999

Post-Graduate Course Specializing in Finance Management

Focus on asset management, securities analysis, budgeting, managerial and cost accounting

UNIVERSIDADE FEDERAL DO RIO GRANDE DO SUL

PORTO ALEGRE, BRAZIL
MARCH 1999

Bachelor of Science in Social and Legal Studies, focus on Contracts, Trade Regulation and Privatization

EXPERIENCE

TIBCO SOFTWARE INC.

PALO ALTO, CA

MARKETING INTERN – STRATEGIC MARKETING GROUP

JUNE-AUGUST, 2002

- Identified the business impact of total business integration strategies and the return on investment (ROI) for application integration software through interviews with executives from prospective pharmaceutical customer. Elaborated specific marketing recommendations for pharmaceuticals vertical and collaborated with software architects and account executives to improve the positioning of TIBCO's product line.
- Supported sales efforts by elaborating case studies demonstrating the value and managerial implications of implementing business integration software in industrial and financial customers. Participated in the development and launch of a customer intelligence database designed to provide real-time information about the impact of TIBCO products in diverse business fields.

CASA DAS CORRENTES LTDA.

PORTO ALEGRE, BRAZIL
1996 – 2001

(Power Transmission Equipment Distributor)

IMPORT MANAGER

Supply Chain Management and Logistics

- Responsible for reorganizing the import department to comply with the deregulation and abolition of trade barriers in the company's market segment. The successful restructuring resulted in a 2000% increase in imports, making the company the largest importer of mechanical power transmission equipment in Brazil.
- Managed supplier relationships with foreign companies. Identified opportunities to improve supplier base and sourcing through international fairs, business and trade associations, government agencies and research institutes. Held annual quality inspections in production lines located in China and Taiwan.
- Reorganized logistics, cost and customs procedures to comply with the larger volume of purchases and decreased purchase costs by 35%. Processed payments to foreign suppliers, supervised issuance of import licenses and foreign exchange transfers to comply with trade and tax regulations.

Marketing

- Led the development of the company's own product brand, corporate identity, advertisement and sales strategy nationwide.

International Finance

- Negotiated fees and agreements with local and foreign financial institutions to finance import operations and successfully reorganized the company's hedging structure to lessen the effects of January 1999's 40% currency devaluation and hedge future operations.

IMPORT ASSISTANT

1994 – 1995

- Controlled official documents of import processes to comply with current regulations. Contacted port authorities and customs officials to organize the legal procedures concerning imports and foreign exchange payments. Negotiated freight charges and liability restrictions with international shipping companies.

ASSISTANT (BILLING DEPT.)

1993 – 1994

- Analyzed financial statements from current and prospective customers to establish ratings and purchase limits. Controlled bank statements, payments and receipts to organize reports and remit original documents to the accounting department. Contacted clients to renegotiate past due bills, interests and expenses.

ADDITIONAL INFORMATION

Languages: Native Portuguese speaker, fluent in English and Spanish.

Hobbies and interests: Sailing, cooking, reading, trekking, opera.

GMAT Score: 740

TONY K. NOBUYUKI
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anthony.nobuyuki.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
Master of Business Administration Candidate, Dual Major in Finance & Strategic Management May 2003

- Successfully completed Field Application Project for Bain Capital portfolio company (Data Synapse)
- Wharton Journal Editor, Admissions Committee Volunteer, GUIDE Mentor
- Active member of the Finance Club, Consulting Club, and Private Equity Club
- GMAT Score: 730 (98th percentile), SAT-Math: 760

THE MARSHALL SCHOOL, University of Southern California Los Angeles, CA
Bachelor of Science, Business Administration May 1996

- Selected by faculty for Emerging Leader Program
- Dean's List: Spring 1994 (4.0 gpa), Fall 1995 (4.0 gpa), Spring 1995 (4.0 gpa)

EXPERIENCE

BAY HARBOUR MANAGEMENT, LC New York, NY
Distressed Debt/Special Situations Hedge Fund – Summer Associate Summer 2002

- Evaluated distressed credits and securities, developed investment theses, and identified investment opportunities.
- Analyzed corporate structures, reviewed bond indentures, and prepared covenant and liquidity analyses.
- Interacted with sell-side high yield and equity research analysts focused on the energy sector.

MORGAN STANLEY & CO. Los Angeles, CA
Real Estate Private Equity Fund – Senior Acquisitions Analyst 1999 – 2001

Primary responsibilities included identifying and underwriting new opportunities by analyzing industry attractiveness, competitive dynamics and risks, industry trends, company strengths and weaknesses, and management capabilities.

- Prepared internal investment memoranda and participated in investment committee discussions that launched two new joint venture investment platforms requiring capital commitments totaling \$70MM of equity.
- Identified new growth opportunities and worked closely with the development team's CEO and senior executives to successfully reposition, re-capitalize, and dispose of the \$140MM Glendale Plaza office tower.
- Led the cross-divisional efforts of the acquisition, loan workout, and securitization teams in Tokyo culminating in the first successful 21 billion-yen securitization of distressed, non-performing real estate loans in Japan.

NOMURA ASSET CAPITAL CORPORATION Los Angeles, CA
Commercial Mortgage-Backed Securities Division – Underwriting Analyst 1998 – 1999

Provided debt financing with the intent of a public market exit strategy via securitization and sale of commercial mortgage-backed securities.

- Developed cash flow models based on market assessment and analysis of historical financial statements.
- Provided risk assessment and analysis of commercial real estate loans and participated in internal discussions regarding pricing and appropriate terms and conditions for new loans.
- Supervised the banking team's closing and due diligence efforts and participated in the securitization process.

PRICE WATERHOUSE LLP Los Angeles, CA
Business Turnaround & Corporate Restructuring Group – Associate Consultant II 1996 – 1998

- Worked directly with CEOs and executive teams to develop reorganization strategies, restructure company finances, and implement new initiatives resulting in the successful turnaround of three companies.
- Prepared detailed financial models and projections, conducted business plan development and evaluation, and monitored company performance and operating results in a crisis/turnaround environment.
- Led client teams and supervised the work product of up to 16 junior staff consultants on engagements.

ADDITIONAL INFORMATION

Extracurricular Activities: Director & Executive Board Vice President, Little Tokyo Service Center Community Development Corp. (1999 – 2001); Director, Asian Business League of Southern California (1997 – 2001)
Interests: Travel, community service, arts and entertainment, tennis, and golf.

CHARLES C. NTAMERE

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EXPERIENCE

LUCENT TECHNOLOGIES

Holmdel, NJ

Product Manager, Metropolis™ Enhanced Optical Networking (EON)

2002-Present

In charge of technical marketing and marketing communications for global and domestic customers. Responsible for developing new go-to-market strategy for key enterprise companies and building alliances with business partners like EMC and IBM.

Marketing Communications:

- Hired and managed three MBA students from Wharton, NYU, and Univ. of Michigan for five week 'guerrilla' marketing project. Students crafted cost-effective Marcom strategy to increase brand awareness of our product among targeted enterprise companies.
- Generated product brochures on SAN, Ethernet, and Wavelength services applications for external and internal audiences.

Market Development Manager (promoted from market developer)

1999-2002

Provided pre- and post-sales support (bids, offers, product positioning and testing, deployment, etc) for optical networking products. Used knowledge of customer business drivers to help achieve revenue goals. My customers included Emerging Service Providers (ESP) like Choice One, TDS and IDT and IXC's like WorldCom and Sprint.

Customer and Market Management:

- Positioned, certified, or deployed over 90% of products (legacy, current, and next-generation) in optical portfolio.
- Initiated/managed deployment projects with more than \$30M in value and crafted numerous multimillion-dollar deals.
- Negotiated terms and conditions (pricing structure/discounts, revenue targets, etc) for Global Merchandizing and Purchase Agreement (GMPA) signed with major IXC. Optical revenue target was over \$1B in 3 years.
- Extensive experience with SONET, Optical/electrical cross-connect, and DWDM business cases and RFPs.

Strategic Leadership Initiatives and Awards:

- Participant, August 2000 Organizational Review meeting with new ONG Group President Jeong Kim and 30 selected employees to help review and refine his new organizational structure and vision.
- Participant, 2000 Reinvention Strategy and Capability Enhancement teams. Teams created 'new' ONG strategic vision and identified critical ONG systems and process capability gaps.
- Past member, ONG Diversity Roundtable. Team's charter was to incorporate diversity into business operations.
- Co-founder, ONG Campus Hire Network. Goal was to improve the experience and retention of college hires.
- Past coordinator, Stanford ONG Recruitment. Interviewed candidates and enhanced executive presence on campus.
- Four-time winner of ONG Starlight Award.

MCKINSEY & COMPANY

Atlanta, GA

Business Analyst

Summer 1998

Analyzed key marketing, strategic, and supply chain issues for client.

- Developed profitability models, analyzed changing customer profiles and identified \$1-2 million of potential savings.
- Used external information and interviews with executives to benchmark company against competitors.

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

MBA Candidate, Executive Program. Finance & Entrepreneurial Management.

2001-2003

STANFORD UNIVERSITY

Stanford, CA

M.S. in Electrical Engineering. M.S. in Engineering Management.

1996-1998

Recipient of NSF fellowship and Stanford Graduate Student Service award. Served on Graduate Minority Student Recruitment and Retention subcommittee (designed and analyzed recruitment survey). Graduate Mentor, Partners for Academic Excellence program.

MANHATTAN COLLEGE

Riverdale, NY

B.S. in Electrical Engineering.

Summa Cum Laude

1994-1996

Received Manhattan College Draddy Medal and National Society of Black Engineers (NSBE) Fellow award. Inducted into Eta Kappa Nu, Tau Beta Pi and Epsilon Sigma Pi honor societies. Chapter VP: I.E.E.E. and Tau Beta Pi. Residential Staff Assistant.

ADDITIONAL INFORMATION

Served as NSBE Alumni Region and chapter Telecom Special Interest Group (TSIG) chair. Won TSIG Chair of the Year award. Organized digital divide project and enlisted volunteers who connected school's library to the Internet. Initiative was TSIG Project of the Year. Frequent speaker at annual Manhattan College Engineering Day event. Nominated to join Manhattan College ECE program consultants group that provides input on department programs. Excellent Latin dancer. Working to reduce golf handicap, learning Spanish and training for marathon to raise money for Team Diabetes. Lived over 13yrs in Nigeria. Dual U.S. and Nigerian citizen.

DAVID M. NUZUM
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Email: david@nuzum.net

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate - Dual Major in Finance and Healthcare Management, GMAT: 770/800

May 2003

- Field Application Project: Process and role redesign for a division within a leading Pharmacy Benefits Management company.
- Independent Research Project: Examination of the business case for clinical data sharing among healthcare providers & payers.
- Milken Young Entrepreneurs Program: Mentor to a high school student starting her own business and applying to college.

HARVARD UNIVERSITY

Cambridge, MA

Bachelor of Arts, Biological Sciences

June 1996

- Dean's List. Harvard National Scholarship. Graduate coursework in health care management, economics, and public policy.
- Peace Games: Taught weekly class in conflict resolution and violence prevention to inner-city fifth graders.

WORK EXPERIENCE

EMPIRE BLUE CROSS AND BLUE SHIELD

New York, NY

Management Intern

Summer 2002

- Worked with senior management of \$4 billion insurer to develop the company's five-year strategic plan.
- Proposed leading indicators for financial and operational management of the business following for-profit restructuring.
- Supported the CEO and VP of Public Affairs in managing patient safety initiatives with several major national accounts.

GALEN INTERACTIVE, INC.

New York, NY

Vice President

1999-2001

- Oversaw strategy, finance and business development for an early-stage health care technology company.
- Modeled revenue and expenses associated with multiple business models and marketing strategies.
- Forecasted capital requirements and authored business plan, securing \$1.25 million in invested capital.
- Refined product positioning through concept testing with patients, providers, health plans and self-insuring employers.
- Reached agreement with a 200,000-member managed care organization to deliver tools and training to 250 case managers.

WILLIAM M. MERCER, Health Care Provider Consulting

New York, NY

Associate

1999

Consultant

1996-1998

Summer Analyst

Summer 1995

Project and Client Management

- Managed consulting teams involved in delivery of six client engagements, totaling nearly \$1 million in professional fees.
- Sold follow-on work to satisfied clients, generating over \$500,000 in additional revenue to the firm.

Strategy, Finance and Operations

- Built a start-up HMO from business plan to launch, served as Interim Director of Operations: designed risk-sharing model; contracted provider network; implemented medical management; managed outsourcing relationship for back-office functions.
- Performed due diligence for an investment in a national Managed Workers' Compensation franchise: evaluated infrastructure, operations and financial performance of local platform business; and identified barriers to profitable scaling of the business.
- Performed due diligence for an investment in a next generation insurance product combining best-of-breed technologies: sourced prospective vendors of I/T and services; and flagged challenges for implementation of the proposed model.
- Redesigned home health, infusion therapy and DME networks for a 500,000-member Medicaid managed care plan: consolidated supplier contracts from 300 to 30; reduced unit prices by 20-40%; and improved quality control.
- Benchmarked clinical and operational performance for an academic medical center; trained and supported department managers in process redesign; achieved \$8 million in annual cost savings, a ten-fold return on investment in year one alone.

Practice Development

- Formalized Mercer's approach to managed care market analysis—increased analytical throughput by 300%.
- Automated Mercer's approach to actuarial analysis of physician fee schedules—reduced turnaround time by 90%.
- Formalized Mercer's approach to hospital cost structure analysis—increased analytical throughput by 100%.

PATRICK DAVID O'CONNELL
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EDUCATION AND CERTIFICATES

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master in Business Administration Candidate, Dual Major in Finance and Accounting

May 2003

- Member of Finance Club, Assisted with Wharton Finance Conference planning
- Member of NYC Trek Committee; Christmas in April Selection Committee; Admissions Host; GUIDE Mentor
- GMAT Score 750

THE FISHER SCHOOL OF ACCOUNTING, University of Florida

Gainesville, FL

Master of Accounting & Bachelor of Science in Accounting with High Honors

May 1996

- Completed dual degree in four years, Cumulative GPA 3.7/4.0, Class rank 3/48
- Elected to Board of College Councils and Fisher School of Accounting Council
- Member of Beta Alpha Psi (Accounting Honorary), Andersen Scholar, and Alternative Spring Break Graduate Advisor

CERTIFIED PUBLIC ACCOUNTANT (CPA)

February 1997

CHARTERED FINANCIAL ANALYST (CFA)

November 2001

EXPERIENCE

GOLDMAN, SACHS & CO.

New York, NY

Summer Associate, Investment Banking Division

Summer 2002

- Built and analyzed an integrated financial model to determine the effects of various financing scenarios associated with SBC's put-back of its 20% stake in Bell Canada and assisted in the negotiation of a settlement price for the put option
- Assumed a leading role in developing strategic alternatives, performing valuation analysis, and presenting recommendations to the Board of Directors of an IT Services company
- Developed acquisition candidate profiles, analyzed strategic and financial rationale and developed pro-forma financial statements for each candidate for a major pharmaceutical company
- Performed financial analysis including discounted cash flow, comparable transactions, and accretion/dilution

PRICEWATERHOUSECOOPERS LLP

Arlington, VA

Senior Associate - International Private Sector Development Practice

1999 - 2001

Associate - Public Sector Consulting Practice

1997 - 1998

Auditor - Public Sector Audit Practice

1996 - 1996

Analytical and Problem Solving Skills

- Led team of six professionals to develop a standardized discounted cash flow valuation model and uniform prospectus documents for the Government of Egypt to use in the privatization of state-owned enterprises
- Co-led team to develop a financial model to convert the financial statements of Polish municipal enterprises from Soviet-era accounting standards to International Accounting Standards
- Developed capital markets certification examination (roughly equivalent to the NASD Series 7 exam) for the Government of Armenia, including a 500 question database and associated study manuals
- Conducted strategic review of the U.S. Navy's worldwide network of infectious disease research laboratories to examine the appropriate role of U.S. Navy research vis-à-vis other public and private researchers

Leadership and Communication Skills

- Top-rated member of 1996 Price Waterhouse - Arlington audit class; one of three auditors recruited to the Consulting Practice; one of only two consultants invited to join the International Private Sector Development Practice
- Identified potential follow-on project for major client and independently developed project proposal and methodology and prepared \$500,000 project budget for senior management
- Led training sessions for over 200 World Bank employees on the development and interpretation of performance measurement and evaluation techniques

ADDITIONAL INFORMATION

- Extensive foreign travel in over 22 countries including Honduras, Guatemala, Lebanon, Syria, Nepal and Thailand
- Other interests include scuba diving, reading (C.S. Lewis, Ayn Rand), politics and British rock & roll bands

KEVIN P. O'KEEFE
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate

Philadelphia, Pennsylvania
May 2003

- Dual major in Finance and Strategic Management.
- Member of Private Equity, Finance, and Golf Clubs.
- Christmas in April House Manager.

FAIRFIELD UNIVERSITY
Bachelor of Science

Fairfield, Connecticut
June 1995

- Major in Finance.
- Division I - Varsity Swimming, Student-Athlete Advisory Board, Treasurer – Council of Student Organizations, Head of Voter Registration, Student Senate, computer lab assistant.

EXPERIENCE

ISLAND ECN, INC.

New York, New York
Summer 2002

Summer Associate, Finance Department

Island is an electronic communications network ("ECN") that electronically matches buyers and sellers of primarily NASDAQ securities. Portfolio company of a consortium of private equity firms including Advent International.

- Assisted senior management with \$508 million sale of Company to Instinet Group, public subsidiary of Reuters PLC.
- Performed analyses for CEO and CFO related to strategic decisions such as pricing, trade and quote reporting, new business initiatives and competitive positioning.
- Evaluated alternative vendor arrangements presented to vendors with the potential to generate over \$10 million in annual revenues and cost savings.

ADVENT INTERNATIONAL CORPORATION

Boston, Massachusetts
1999 - 2001

Associate, Private Equity Media and Communications Group

- Responsible for sourcing and executing transactions in the media and communications sectors.
- Active in all aspects of investment process including evaluating investment opportunities, conducting due diligence, determining appropriate valuation and capital structures and preparing internal investment memoranda.

Representative transactions include:

- \$19 million equity investment in ScoreBoard Inc., Herndon, VA, network management company. Sourced investment and worked on all stages of investment process through funding in June 2000.
- \$15 million equity investment in Resort Sports Network, Portland, ME, TV broadcasting company with stations in major ski resort regions.

J.P. MORGAN & CO. INCORPORATED

New York, New York
1996 - 1999

Analyst, Financial Sponsors Group

- Created complex financial models for leveraged buyouts/recapitalizations, mergers and acquisitions.
- Performed extensive valuation analyses including discounted cash flow, trading and transaction comparables and accretion/dilution.
- Participated in all aspects of high yield bond and equity offering processes including due diligence, drafting sessions and investor meetings.

NATIONAL FUTURES ASSOCIATION

New York, New York
1995 - 1996

Experienced Staff Auditor

- Performed financial and compliance audits in accordance with GAAP and GAAS for Futures Commission Merchants, Commodity Trading Advisors and Commodity Pool Operators.

ADDITIONAL INFORMATION

- Interests include golf, triathlons, and travel.

T. DEVIN O'REILLY
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Philadelphia, PA**
Master of Business Administration Candidate, Finance and Entrepreneurial Management May 2003

- Elected Co-Director of the Wharton Finance Conference; managed twenty person team and \$100K budget
- Selected as an Admissions Committee Graduate Representative; active in Marketing and Private Equity Clubs
- Consulted with GM's Hummer division on the launch of the new H2 Sport Utility Vehicle

PRINCETON UNIVERSITY **Princeton, NJ**
A.B., *cum laude*, concentrations in Politics and Economics June 1996

- Wrote senior thesis on the economics of Internet regulation (Shultz Fellowship Award)
- Director of 200 member Big Brother/Big Sister Program; Varsity Water Polo; Varsity Swimming

EXPERIENCE

J.P. MORGAN CHASE & CO. **New York, NY**
Associate, Investment Banking (Healthcare/Consumer Group) Summer 2002

- Participated in the origination and execution phases of equity, debt, and M&A transactions.
- Developed merger model and presentation for a \$1B healthcare services company acquiring a competitor.
- Performed valuation and strategic fit analysis for a biotech buy-side transaction; presented targets to client.
- Evaluated the spin-off of a division of a \$14B consumer products company.

ITS, INC. (CRM software company majority owned by Softbank) **Hayward, CA**
Senior Director, Business Solutions Group (Promoted from Director, Business Development) 1999 - 2001

- Founded and served as general manager of the Business Solutions Group, a division that licenses software to computer hardware, retail, and financial services industry customers. Managed P&L and seven person team.
- Launched JV in Japan; developed market entry strategy and initiated business development activities.
- Managed the successful acquisition of a \$9M, forty employee competitor; defined new go-to-market strategy.
- Designed and implemented international expansion plan which resulted in successful launches in eight foreign countries; developed distribution partnerships with foreign companies valued at \$12M.

CLASSIFIED VENTURES, INC. (Software company owned by six large media companies) **Chicago, IL**
Manager, Business Development (Promoted from Associate Product Manager) 1998 - 1999

- Managed team responsible for identifying, negotiating, and closing strategic partnerships; resulted in ten deals representing over \$12M in projected revenue; partners included Aon, GE Capital, ADP, and General Motors.
- Managed strategic planning process including the creation of business unit financial statements.
- Led five person cross-functional team responsible for launching and managing the company's first generation of ecommerce services resulting in a 100% month-over-month growth rate in year one.

ACCENTURE – STRATEGIC SERVICES GROUP **Chicago, IL**
Consultant (Promoted from Business Analyst) 1996 - 1998

- Worked with clients in the Healthcare, Consumer Products, and Financial Services industries to develop corporate strategies, analyze partnerships, and conduct shareholder value analysis.
- Served in corporate development role for Covation, an Accenture/Bank of America JV focused on automating financial transactions in the healthcare industry; led competitive analysis study.
- Developed turn-around strategy for a healthcare provider that resulted in a 10% reduction in total cost.
- Ranked in the top 5% of analyst class in North America – the highest possible performance rating.

ADDITIONAL INFORMATION

- Founded *pro bono* consulting company; raised over \$1M in funds to launch and support the program.
- Elected the youngest board member of the Princeton Entrepreneurs' Network; national conference chair.
- Hobbies include triathlons, water polo, golf, and exotic barbecuing.

RACHEL STEEL OBENZINGER

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Dual Major in Marketing and Strategic Management

May 2003

- Wharton Omnicom Communications Fellow; recommended to TA three Marketing courses; selected Finance tutor
- Wharton Leadership Venture Fellow: Ecuador mountaineering expedition team leader
- Marketing Club Social Chair; Women in Business Undergraduate Mentor

WILLIAMS COLLEGE

Williamstown, MA

Bachelor of Arts, Dual Major in Economics and Political Science, GPA: 3.6

June 1997

- Cum Laude, Dean's List every semester, Economics Honors; Selected Class of 1997 Alumni Fund Representative
- Self-financed college education through work as economics tutor and TV/print model

UNIVERSITY of CAMBRIDGE

Cambridge, England

Joint program through Cambridge and the London School of Economics, GPA: 3.7

Fall 1995

EXPERIENCE

KRAFT FOODS, INC.

East Hanover, NJ

Summer Associate Brand Manager, Kids Cookie Group

Summer 2002

Led and aligned cross-functional team through the development of a \$120mm market repositioning strategy:

- Designed and managed consumer research studies and synthesized key learnings
- Worked with R&D team to develop new product formulation, removing allergens and driving contribution margin 6%
- Coordinated with sales force to develop trade marketing communication and close crucial distribution gaps
- Presented market repositioning strategy to EVP and General Manager, Biscuit Division. Recommendations were approved and will be implemented in Q1 2003.

NOTIFYME NETWORKS (assets acquired by AT&T in April 2001)

Sunnyvale, CA

Business Development Manager, Strategic Partnerships Group

2000 – 2001

- Recruited by NBC Internet's departing SVP to help found his new team at this venture-funded telecom start-up
- Identified and structured technology and financial partnerships to enhance competitive advantage and build market leadership
 - Closed deals with FedEx, PwC, Sabre, and Webvan, generating 15% incremental revenue
 - Developed mission-critical Voice-over-IP strategy, reducing operating costs by 10%
- Coordinated and prioritized deal pipeline with cross-functional team including sales, engineering, marketing, and PR
- Designed marketing materials for launch at Demo 2001 Tech Conference, resulting in BusinessWeek and NYT press coverage

NBC INTERNET, INC.

San Francisco, CA

Business Development Manager, Broadband Group (promoted from Associate)

2000

- Negotiated strategic relationships to add new functionality to NBC's broadband portal, focusing on rich media content, broadband distribution, and technology/infrastructure partners
 - Drove internal process from initial contact to term sheet to final contract
 - Teamed with product development group to prepare category strategies to maximize long-term revenue and goals
- Collaborated with GE parent to close highly sensitive Olympics Internet content deal
 - Forged concurrent distribution partnerships with Telocity (now part of Hughes' DirecTV unit) and Akamai
 - Authored press release and CEO's public statement announcing the deal
- Analyzed relative economics of individual transactions and presented key findings to senior managers and President/COO

LEHMAN BROTHERS, INC.

San Francisco, CA

Corporate Finance Analyst, Technology Group and Consumer Products/Retail Group

1997 – 1999

- Experience includes client relationship development and extensive analytical responsibilities
 - Performed rigorous valuation analyses for public and private companies and industries
 - Delivered M&A and financing recommendations to CFOs and Boards of Directors
 - Wrote prospectuses and transaction marketing materials and coordinated due diligence
- Managed Analyst mentoring program; served as core team member for undergraduate recruiting
- Key transactions: • Strategic acquisition advisory for Levi Strauss • \$1.6bn+ in equity and debt for Safeway Inc. / Kohlberg Kravis Roberts • \$260mm equity offering for RealNetworks • M&A targeting for Vitesse Semiconductor

ADDITIONAL INFORMATION

- Submitted three 14,000 ft. Colorado peaks. Teach kayaking, snow mountaineering, and whitewater rafting to teenagers.
- Pursued TV/print modeling career to finance high school and college education. Appearances include Clearasil, Coca-Cola, Entenmann's, Jell-O, Minute Rice, and Stove Top Stuffing.
- Art history enthusiast, marathon runner, aspiring tennis player. Elected to Alumnae Board, The Spence School, NYC.

CHIKE N. OKONKWO
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate
Concentration in Finance

Philadelphia, PA
May 2003

- Member: Finance Club
- Alumni Relations Director: African American MBA Association
- President, Wharton Christian Fellowship

IMPERIAL COLLEGE, UNIVERSITY OF LONDON
Masters of Science in Environmental Technology

London, UK
November 1996

UNIVERSITY OF BENIN, NIGERIA
Bachelor of Engineering (Chemical Engineering)

Benin, Nigeria
September 1990

- Member of Rotaract Club
- Awarded best Engineering Design Award
- Awarded 3rd prize – National Chemical Engineering Design Contest

EXPERIENCE

CREDIT SUISSE FIRST BOSTON (EUROPE) Ltd.
Summer Associate

London, UK
Summer 2002

- LBO: Involved in putting together an LBO strategy for the acquisition of a target in the Chemicals sector. Collated and prepared data for strategic analysis. Developed a financial model of the target company, and attended client meetings
- M&A: Involved in preparing a buy-out pitch to an electrical retail company looking to enter the European market. Involved in preparing a buy out pitch to a hotel chain looking to increase presence in Europe
- Industry (Energy): Involved in research to develop a financing strategy for a company in the Utilities sector.
- Industry (Real Estate): Involved in research to understand the liquidity of the stocks of companies in the real estate sector in continental Europe.

GLOBENET SYSTEMS LTD
Founder & Principal SAP Consultant

London, UK
1999 – 2001

- Built a client base that resulted in revenues in excess of £0.3M in the first year of operation
- Led implementation teams in analyzing requirements and implementing finance-/manufacturing-related SAP technology solutions that significantly improved processing efficiency for the businesses. *SAP/Citigroup; British Nuclear Fuel; Warner Lambert, B&W Loudspeakers*
- Led a team (5) that designed and implemented features of a novel settlement and finance solution (SAP/Citigroup), eliminating the risk of payment default associated with the traditional settlement in a supply chain.

LOGICA LTD (FORMERLY TEAM 121)
Technology Consultant

Birmingham, UK
1998 – 1999

- Led a team (4) that successfully implemented SAP technology solutions for Boots Healthcare International, enabling them to centralize key activities of their international operations within the UK – increasing efficiency by about 8%, and reducing annual processing costs by about £2M.

NATWEST GLOBAL FINANCIAL MARKETS
Analyst Programmer

London, UK
1996–1998

- Designed, developed, and supported systems used in back-office settlements for money market trades between NatWest GFM, brokers, and counterparties : *Netting, Mark-to-Market, Liquidity Portfolio Processing (LPP)*

CARDINAL CONSOLIDATED LIMITED
Co-founder-Executive Director (Operations)

Lagos, Nigeria
1991 – 1995

- Performed extensive product research that led to the development of two product lines – industrial chemical sales and agricultural commodity exports. Negotiated annual export contracts in excess of \$0.25M. Streamlined the procurement process reducing costs by about \$0.03M.

ADDITIONAL INFORMATION

- Interests: Soccer, photography, rowing, playing the saxophone

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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
MBA CANDIDATE, EXECUTIVE EDUCATION

Philadelphia, PA
May 2003

HARVARD SCHOOL OF PUBLIC HEALTH
MPH, HEALTH POLICY & MANAGEMENT/OCCUPATIONAL MEDICINE

Boston, MA
1997-1999

DARTMOUTH MEDICAL SCHOOL
DOCTOR OF MEDICINE

Hanover, NH
1990-1994

DARTMOUTH COLLEGE
A.B., HISTORY/CLASSICS—Summa cum Laude; Phi Beta Kappa

Hanover, NH
1985-1989

EXPERIENCE

CAREGROUP OCCUPATIONAL HEALTH NETWORK
Medical and Clinical Director, Landmark Occupational Health

Boston, MA
2001-Present

- Practicing clinician and medical director of a hospital based occupational health clinic providing urgent care, rehabilitation, preventive services, health education, travel medicine and employee assistance programs to companies in southern Massachusetts and northern Rhode Island.

COCA-COLA ENTERPRISES, NEW ENGLAND
Medical Director

Needham, MA
2002-Present

- Appointed as the first Medical Director for Coca-Cola Bottling Company of New England
- Direct health and disability management programs for 3,500 employees.

H.C. STARCK/BAYER COMPANY
Chief Medical Consultant

Newton, MA
2001-Present

- Develop and implement on-site medical services and safety programs for 500 employees in the production of refractory metal powders for use in the telecommunications, aerospace and defense industries.

LIBERTY MUTUAL CENTER FOR DISABILITY RESEARCH
Research Consultant

Hopkinton, MA
1999-Present

- Researching new models for the prevention of work-related disability and indemnity
- Identified risk prediction models for work-related back pain in an effort to improve the quality of medical care and reduce the cost of disability management for Liberty Mutual Insurance Company.

ADDITIONAL INFORMATION

- Harvard School of Public Health—Chief Resident, Occupational and Environmental Medicine Residency, 1999-2000
- Occupational Physicians Scholarship Fund Award Recipient, 1999-2000
- Carney/Tufts Preventive Medicine Residency Program—Resident, 1997-1999
- New England Medical Center/New England Eye Center—Fellow in Health Policy and Management, 1996-1997
- Brown University Medicine Program—Medical Intern, 1994-1995
- Presentations and Publications: List of poster presentations, presented and published papers available upon request.
- Professional Organizations: American College of Occupational and Environmental Medicine; New England College of Occupational and Environmental Medicine; American Medical Association; American College of Physician Executives.
- Personal Interests: Marathon Runner, Triathlete, and Coach of Masters Athletes

AKAN E. OTON
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EDUCATION

The Wharton School, University of Pennsylvania Master of Business Administration (Strategic Management, WEMBA Program)	Philadelphia PA April 2003
Massachusetts Institute of Technology MS in Mechanical Engineering (National Science Foundation Fellow)	Cambridge MA June 1998
Columbia University Bachelor of Science, Mechanical Engineering	New York NY May 1996

PROFESSIONAL EXPERIENCE

The Procter & Gamble Company R&D Engineer, Package and Device Development <i>Technology Management & Strategic Planning</i>	Hunt Valley MD May 1998 – Present
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- Recommend new product launches to the category leadership of the Cover Girl™ and Max Factor™ brands. Assess the development and manufacturing feasibility of products as the R&D chair on cross-functional brand teams. Championed products that are projected to add \$60 million in sales during the '03-'04 fiscal year.
- Orchestrate global package development for the Procter & Gamble cosmetics lip color business. Manage device and equipment design in addition to the subsequent installation of manufacturing equipment at a network of first and second tier suppliers in the US, Europe & Asia. Oversee an installed base of \$8 million in existing manufacturing assets (injection molding tooling and assembly equipment) and \$2 million in planned investments. Interface significantly with design firms, manufacturers and P&G marketing to successfully marry functional product features with branded elements.
- Restructured the department's work process to fully leverage supplier capability by initiating an outsourcing program to link key packaging suppliers with new development opportunities. Gained management support to the program by outlining key focus areas and defining the financial payout model. Partnered with legal & purchasing resources to negotiate contracts with designated suppliers. The program resulted in incremental annual sales of \$12 million.

New Product Development

- Led a multi-regional team in developing a precise dosing device for skin care. Formulated original concepts, guided prototype fabrication and wrote patent disclosures. Received P&G Corporate Recognition Shares award for R&D.
- Directed market research studies for product and consumer needs segmentation that determined market executions.

MIT Laboratory for Manufacturing & Productivity Research Assistant: Three Dimensional Printing (3DP[®]) Laboratory <i>Basic Research</i>	Cambridge MA Sept 1996 – May 1998
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- Improved the technical performance of proprietary technology (3DP™) by 35%. Authored technical reports and presented findings to corporate sponsors and research partners.

COMMUNITY INVOLVEMENT

African Media, Inc. Director (Advisory Board), The African Magazine	New York NY November 2000 – Present
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- Wrote the business plan for the magazine and co-developed the commercialization strategy.
- Structured financing that grew the magazine to a readership level of 60,000 in six months.

Harford Community College Adjunct Staff Lecturer in CAD and Math Departments	Bel Air MD Sept 1999 – May 2001
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- Instructed an 8-person practicum (CAD Course) and a 25-person course (Introduction to Statistics).

INTERESTS

Muddy Water Blues, Fela Kuti's AfroBeat and John Le Carre novels.

KIMBERLY C. PAGE

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THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

M.B.A. Candidate, Entrepreneurial Management and Operations Management

May 2003

- Wharton Grant Recipient (merit-based scholarship)
- VP of Internal Affairs, African American MBA Association
- Wharton Community Consultants, Milken Young Entrepreneurs Program Mentor
- Member: Consulting and Marketing Clubs, Net Impact, and Wharton Women in Business
- Field Application Project (Developed online consumer strategy for Ford Motor Company)

HARVARD UNIVERSITY, Radcliffe Institute for Advanced Study

Cambridge, MA

Radcliffe Seminars Graduate Certificate in Management

June 2000

- Maintained a 3.6 G.P.A. while working full-time.

DUKE UNIVERSITY

Durham, NC

B.A. in Public Policy Studies, Concentration: Nonprofit Management

May 1998

- Dean's List
- President, Alpha Kappa Alpha Sorority, Iota Mu Chapter

EXPERIENCE

LEADERSHIP FOR QUALITY EDUCATION

Chicago, IL

Marketing Consultant to Noble Street Charter High School

Summer 2002

- Redesigned promotional tools, including school website and brochures. Developed a long-term website strategy.
- Devised and implemented marketing strategy for a \$50,000 web-based student information system.
- Conducted market researches, including the design and distribution of surveys to assess parental involvement and teacher responsiveness.

BACK BAY INTERACTIVE

Boston, MA

E-business Consultant

1999- 2001

- Redesigned and managed a \$500,000 electronic customer relationship management system, resulting in a 60% increase in the client's email management capabilities.
- Led a 14 member cross-functional team in the development and execution of new business processes, reducing average response time to customer e-mail inquiries from 5 to 1 business days.
- Designed and implemented training programs, which increased employees' electronic communication skills.

JOHN HANCOCK FINANCIAL SERVICES

Boston, MA

E-commerce Consultant

1998-1999

- Managed the design and successful launch of 70 websites for client's agencies, increasing agents' sales leads by 15-20%.
- Collaborated with client's e-commerce development teams to write test scripts and test website functionality for more than 20 sites, resulting in improved user experience.

CAMBRIDGE ARTS COUNCIL

Cambridge, MA

Public Policy Intern

Summer 1997

- Marketed and organized 15 citywide arts events, exceeding attendance projections by 25%.
- Initiated needs assessment of Cambridge residents and presented findings to board members. Grant application guidelines were revised to better address these needs.

INSTITUTE FOR PUBLIC MEDIA ARTS

Durham, NC

Public Policy Intern

Spring 1997

- Raised approximately \$10,000 in donations for the "From the Hip" photography exhibition.
- Developed and executed youth recruitment strategies. Achieved organization's goal of reaching over 1,000 youth.

ADDITIONAL INFORMATION

- Community: Board Member of the Vine Street Community Center, Resident Panelist for a Casey Foundation grant program
- Interests: Visual arts, reading, kickboxing

AMBAR PANSARI

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration. Concentration in Marketing.

May 2003

- Academic Honors: Director's List (top 10% of class), Fall 2001 and Spring 2002. First Year Honors.
- Co-President, Wharton Technology and E-Commerce Club. Austin Trek Committee chair. Director, Net Impact.
- Semifinalist, Wharton Business Plan Competition 2002. Sponsorship manager, Wharton Technology Conference 2002.
- Salsa Club cofounder. Cohort social chair. Active member of Entrepreneurship, Marketing, Private Equity, and Wine Clubs.

CORNELL UNIVERSITY, College of Engineering

Ithaca, NY

Bachelor of Science with Distinction. Major: Computer Science.

May 1995

- GPA: 3.99. Elected to *Tau Beta Pi* and *Phi Kappa Phi*.
- Board Member of *Cornell Entrepreneurs* and *Association of Computer Science Undergraduates*.

EXPERIENCE

MICROSOFT

Redmond, WA

Product Manager, Windows Server

Summer 2002

Part of the Windows product line, Windows Server is Microsoft's enterprise server operating system and third-largest business.

- *Product Management*: Designed new business metrics for file and print server segment (40% of server revenue). Executed primary market research to populate metrics report and track progress against key company-wide goals.
- *Marketing Execution*: Designed demo of advanced new storage technologies in next version of Windows Server. Clarified customer benefits with engineering, product design, and marketing. Demo was posted to Microsoft.com.

FISHEYE

Austin, TX

Cofounder and Director of Product Management

2000-2001

Startup developing enterprise software for specialized management of digital media assets.

- *Venture Creation*: Led development of business plan and secured \$1 million seed funding from Austin Ventures. Recruited key advisors and senior executives, including former CEO of major photo equipment manufacturer.
- *Market Development*: Launched sales efforts and signed \$1 million commitments from several Fortune 2000 prospects. Launched partnership initiatives with Canon, Kodak, Apple, and Adobe.
- *Product Management*: Designed and built complex product demo. Hired and worked with engineering team to incorporate three unique new technologies. Obtained feedback from over 100 prospects and led initial beta trials.

TRILOGY SOFTWARE

Austin, TX

Director of Business Development, carOrder.com (Internet auto retail division of Trilogy)

2000

- Led team of four to negotiate and execute \$32 million strategic partnership with Yahoo!.
- Led team of eight to launch auto leasing program in industry-record 14 days, generating \$10 million in three weeks.

Venture Capital Associate, New Enterprise Associates (Trilogy internship with top-tier venture capital firm in Reston, VA)

1999

- Led due diligence on 10 deals, closed \$8 million in investments, reviewed over 100 business plans.
- Conducted weekly meetings with senior management of early-stage startups. Assisted with management recruiting.

Director of Marketing

1997-1999

Manager of Pricing Products Group and advisor to Trilogy management.

- *Product Management*: Executed direct marketing programs to build sales pipeline of \$25 million. Designed and launched two new enterprise software products. Arranged co-marketing partnership with McKinsey & Company.
- *Venture Creation*: Wrote business plan for successfully-executed \$100 million joint venture with Ford Motor Company. Wrote original business plans for four spin-off businesses including CollegeHire.com and carOrder.com.
- *Business Development*: Started oil vertical and managed ten multi-million-dollar sales cycles with Fortune 500 prospects.

McKINSEY & COMPANY

New York, NY

Business Analyst

1995-1997

- Management consultant to top executives of major corporations on strategy, operations, and organization.
- Strong focus on cash flow and capital deployment analysis for IT and telecom projects.
- Served clients in multiple verticals, including telecommunications, media, pharmaceuticals, and financial services.

ADDITIONAL INFORMATION

Working knowledge of German and Hindi languages, learning Spanish. Avid salsa and merengue dancer. Runner, biker, aspiring golfer. Extensive international travel. Want to design beautiful homes and travel in space someday. GMAT: 740

ANDRÉ E. PAPILLON
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andre.papillon.wg03@wharton.upenn.edu

EDUCATION

WHARTON SCHOOL OF BUSINESS – UNIVERSITY OF PENNSYLVANIA Philadelphia, PA
Master of Business Administration Candidate; Major in Strategic Management and Marketing May 2003

- Cohort Professional Representative; Leadership Fellow; Music Director, Wharton's Singing Group
- Led marketing consulting project to help top Japanese surgical products company target unpenetrated markets.
- Participated in 4-week European Union immersion that spanned government and business centers in 5 countries.

DARTMOUTH COLLEGE Hanover, NH
Master of Science, Biomedical Engineering Thesis: Coatings for Total Hip and Total Knee Implants June 1989

- Work presented at Society for Biomaterials Annual Meeting, Charleston, SC, 1990.

UNIVERSITY OF CALIFORNIA, IRVINE Irvine, CA
Bachelor of Science, Mechanical Engineering – *cum laude* June 1986

- Commencement Speaker, 1986; Phi Beta Kappa; President, Tau Beta Pi Honor Society, 7 University Choirs

PROFESSIONAL CAREER

INGERSOLL-RAND CORPORATION – IR TORRINGTON Torrington, CT
Marketing Management Intern Summer 2002

- Developed marketing concept to convert company from a product-driven to a service-driven organization.
- Defined and implemented integration strategy for launching products from an acquired European company into the U.S. market. Included research, pilot program, and defining a take to market strategy.
- Developed rigorous and comprehensive company process for new product launch and implementation

DANAHER CORPORATION – HENNESSY INDUSTRIES INC. La Vergne, TN
Director, New Product Development 1999-2001

- Restructured group of 11 engineering professionals into skill-based flat organization, with a matrix reporting arrangement between engineering and marketing. Created new cross-functional roles to accomplish objective.
- Defined and implemented new product development process inspired by world-class PACE approach.
- Led development of design of patented on-the-vehicle brake lathe to penetrate \$20 million market.
- Fostered strategic partnership with Italian supplier and U.S. customer to launch innovative new tire changer.

BARNES GROUP INC. – ASSOCIATED SPRING HEADQUARTERS Farmington, CT
Group Manager, Advanced Product Development 1997-1999
Group Leader, Advanced Product Engineering 1993-1997
Senior Product Design Engineer 1992-1993

- Key role in increasing revenues from \$185 million to \$300 million and operating profits from \$15 million to \$47 million.
- Conceptualized and built the Center for Advanced Research, industry leader in product and process research.
- Implemented US-Spanish technological partnership to penetrate \$35 million market. 4 new complex products in 1999.
- 92% development cycle-time reduction with a seamless interaction between design, manufacturing, and measurement.
- Honored as 1 of 10 key company employees in 1997 and Outstanding Employee of the Company in 1993.

ICI AMERICAS, INC. – ICI POLYURETHANES Sterling Heights, MI and Baton Rouge, LA
Technical Service, Sales, and Applications Development Engineer 1990-1992
Project Engineer, Rubicon Chemical Plant 1989-1990

- Developed flexible foam chemical system that saved customer \$2 million and generated \$2 million revenue for ICI.

ADDITIONAL INFORMATION

- U.S. Citizen; Fluent in English and French, conversant in Intermediate Spanish and Beginning German.
- Managed campus-wide para-professional peer counseling program for students at UC Irvine, 1986-87.
- Professional singer; write and arrange music. Enjoy hiking, tennis, collect presidential biographies, and memorabilia.

CLAIRE SANGEUN PARK
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sangeun.park.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA Candidate, Major in Finance

Philadelphia, PA
May 2003

- Member of the Finance Club, Korea Club, and Wharton Women In Business
- Hong Kong Trek Committee, Christmas In April Homeowner Selection Team, and Asia Club Committee

YONSEI UNIVERSITY
Bachelor of Arts, Major in English Language & Literature

Seoul, Korea
February 1992

- Dean's List (1991-1992: 3.83/4.0). Active member of SIWA (Seoul International Women's Association)
- Internships: Citibank Risk Management Division (1988) and Treasury Division (1990 and 1991)

EXPERIENCE

UBS WARBURG
Summer Associate, Corporate Finance

Hong Kong / Seoul, Korea
Jun-Aug 2002

- Engaged in the sell-side execution of a Korean power company privatization. Responsibilities included preparation of engagement letter, information memorandum, due diligence list and case studies on power privatization precedents
- Advised a major Korean bank on a strategic sell-side opportunity including comparable trading and transaction analysis
- Drafted roadshow presentations for a GDR offering of a Korean state-owned enterprise

DUN & BRADSTREET INTERNATIONAL
Senior Business Analyst

Hong Kong / Seoul, Korea
1998-2001

Financial & Information Analysis

- Conducted risk analysis, company investigations and industry research to assess credit worthiness of a range of Korean corporations for the international investment community
- Compiled key financial and industry performance indicators based on economic, competitive and benchmarking analysis

Project Management

- Managed an international team of 16 professionals to develop an on-line credit rating model to forecast company bankruptcy risk and financial health
- Re-engineered a financial database system to facilitate credit reporting, increasing productivity by 60% and realizing significant cost savings

Leadership & Teamwork

- Selected as a recipient of the Annual Regional Managing Director's Award (4 chosen out of 300 candidates)
- Managed the day-to-day activities of four junior analysts. Mentored and conducted their year-end evaluations

HPL-21 HOLDINGS PTE LTD.
Associate, Strategic Planning and Business Development

Hong Kong
1996-1998

Singapore-based investment holding company focusing on real estate, retail and distribution businesses in Asia and Europe

- Performed apparel market research, developed promotional strategies and sales projections for a US high-end retail rollout project. Conducted project feasibility studies, customer behavior research and segmentation analysis
- Analyzed strategic and financial feasibility of joint venture partnership alliances with local conglomerate groups

THE BANK OF NEW YORK
Assistant Credit Analyst, Credit and Marketing

Seoul, Korea
1993-1994

- Developed credit risk assessment proposals on commercial credit lines and working capital facilities for major Korean conglomerates and multinational corporations
- Conducted market research on growing foreign exchange business opportunities with other banks in Korea

ADDITIONAL INFORMATION

- Native fluency in Korean and basic knowledge in French. Attended primary and secondary schools in London
- English Interpreter for NBC during the 1988 Summer Olympic Games
- Volunteered to establish English tutoring programs at a Korean kindergarten and primary school
- Interests include teaching English to children, skiing, interior decorating and the literary works of Robert Frost

PEDRO PARRA

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parraurp@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **MBA Candidate, Major in Finance and Strategic Management**

Philadelphia, PA

May 2003

- Active member of Finance and Whalasa Clubs. International Admissions Collaborator
- First-year Honors (top 20% of the class)

POLYTECHNICAL UNIVERSITY OF CATALONIA

Barcelona, Spain

MS Telecommunications Engineering

1993 - 1998

- Ranked top 2% of class
- Dissertation thesis on "Future Value of on-line Marketplaces" developed for British Telecom
- Active member of BJT, the university student-run company. Managed a team of 3 students in the design of a radio link for Seur, a Spanish leading logistics company, with a project budget of \$30K

EXPERIENCE

MORGAN STANLEY INTERNATIONAL **Summer Associate, Investment Banking Division**

London, UK

Summer 2002

- Evaluated strategic options for an Italian electric utility with particular emphasis on divestment of non-core businesses
- Performed valuation analysis and due diligence of two Indian oil companies and evaluated the strategic fit of these investments with the expansion program of a multinational oil company
- Analysed funding alternatives for a cross border M&A transaction involving a Spanish electronics company
- Conducted extensive research and prepared a detailed presentation regarding small scale acquisition opportunities in the Nordic region for a large electric utility

McKINSEY & COMPANY **Business Analyst**

Madrid, Spain

1999 - 2001

- Analysed feasibility and designed business model of a new Internet B2B company for a major bank as part of its diversification strategy. Developed financial model, valuation analysis and stock options plan. Led a team of 8 client managers during implementation
- Evaluated M&A opportunities in Spain and Latin America. Performed due diligence sessions, discounted cash flow analysis and assessments of comparable publicly traded companies
- Designed a Human Resources transformation plan for a leading telecom operator in order to increase its innovation capabilities and improve employees' performance. Coordinated 16 middle and senior managers
- Designed a Management Information System for a \$4 billion government owned HMO, which resulted in cost reductions of over 12%. Managed client interaction with the IT, Pharmacy and Finance units

BRITISH TELECOM **E-commerce Team leader**

Ipswich, England

1997 - 1999

- Prepared bids for customers. Evaluated vendor products and negotiated contracts with suppliers
- Participated in the implementation of an on-line platform for graphics arts companies. Evaluated business model, development costs and financial projections. Revenues generated exceeded \$3 million
- Managed a team of 5 engineers in the design and implementation of an E-commerce sales channel for tax advisors throughout the country, which generated revenues of \$1.2 million

SONY SPAIN **Junior Product Manager**

Barcelona, Spain

1996 - 1997

- Developed the financial plan for the commercial launch of Sony Digital photo camera in the Spanish market
- Provided customers and distributors with technical assistance and consultancy on Sony products
- Worked full-time while finishing the last two years at the university

ADDITIONAL INFORMATION

- Native Spanish and Catalan speaker. Fluent in English and basic knowledge of French
- Enjoy cycling, squash, soccer, canoeing and dancing

ANISH R. PATEL
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anish.r.patel.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Masters of Business Administration Candidate, Finance and Marketing

Philadelphia, PA
May 2003

- Member of Finance, Sales and Trading, and Technology Club
- Wharton Wildmen Hockey, Wharton Soccer Club, GUIDE Undergraduate Mentor
- GMAT: 760

UNIVERSITY OF CALIFORNIA LOS ANGELES (UCLA)
Bachelors of Arts, Business Economics (Accounting Minor)

Los Angeles, CA
March 1997

- Cum Laude, GPA: 3.6/3.8 major
- Amigos de las Americas Volunteer (Community development in South America)

EXPERIENCE

DOW CHEMICAL COMPANY
Summer Intern, Treasury

Midland, MI
Summer 2002

- Applied Value at Risk (VaR) and Extreme Value Theory to analyze the effect of crises (Gulf War and California Energy Crisis) on a derivative portfolio of commodity products.
- Drafted strategy for conversion of a \$450 million tax-exempt bond portfolio from floating to fixed rate notes.
- Developed a credit risk assessment model to assist with managing credit risk of the \$4 billion accounts receivable portfolio.

NONSTOP SOLUTIONS (*Provider of Supply Chain Management Technology & Services*)
Manager (2000 - 2001), Pre-Sales Consulting

San Francisco, CA
1999 - 2001

Strategic Sales and Marketing

- Quantified the NONSTOP value proposition through DCF and optimal pricing analyses for prospective sales accounts.
- Analyzed financials to identify prospects with operational cost savings potential from improved inventory management.
- Oversaw design team of financial tool created to graphically present the NONSTOP value proposition. Application increased autonomy of sales force and eased resource constraints within pre-sales team.
- Interviewed Fortune 500 purchasing and finance executives and developed customized sales strategies to target client needs.
- Researched industry supply chain management needs to develop entry strategy for targeted verticals (grocery and e-tailing).

Manager (1999 - 2000), Client Operations

Operations Management

- Led development team of demand cleansing algorithm reducing client inventory safety stock requirements by ten percent.
- Supervised data validation and quality assurance teams for implementation with \$2 billion pharmaceutical distributor.

RISK MANAGEMENT SOLUTIONS (*Provider of Services to Quantify Financial Risk from Natural Disasters*)
Consultant (1998-1999), Analyst (1997-1998), Risk & Technology Consulting Group

Menlo Park, CA
1997 - 1999

Leadership and Teamwork

- Led multi-departmental team to provide risk analysis and marketing support for \$200 million global catastrophe bond. Functioned as RMS project lead contact for Goldman Sachs and \$12 billion Bermudan reinsurance client.
- Presented RMS catastrophe risk modeling techniques as a procedural expert during credit rating agency meetings.
- Directed team of three analysts to complete two hundred analyses to quantify catastrophe risk for largest domestic reinsurer.

Financial and Quantitative Analysis

- Constructed theoretical portfolios to analyze risk/return trade-off and optimal bond structure to satisfy investor demand.
- Developed best practices for modeling risk with limited historical data and for reconciling foreign currency exchange issues.

Client Management

- Negotiated per project fees and maintained ongoing account management duties with a commercial real estate client.
- Managed eight insurance risk assessment projects over four month period accounting for over \$400 thousand in revenue.

ADDITIONAL INFORMATION

Interests: Golf, hiking, international travel and history.

Languages: Intermediate-level Spanish.

NEVILLE H. PATEL
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate, Finance and Marketing Major

Philadelphia, PA
May 2003

- Member of Finance, Investment Management, and Consulting Clubs
- Equity Research Analyst- Wharton Fellows Fund
- Wharton Wildmen Ice Hockey, Mentor for Milken Young Entrepreneur and G.U.I.D.E. programs
- Director's List (Top 10%) - Fall 2001 and Spring 2002, GMAT: 760

NORTHWESTERN UNIVERSITY
Bachelor of Arts in Economics

Evanston, IL
March 1997

- Graduated Summa Cum Laude (GPA: 3.9/4.0)
- Honors: Phi Beta Kappa, James Alton James Scholar (given to top three students in the social sciences)

EXPERIENCE

THE BOSTON CONSULTING GROUP
Summer Consultant

Chicago, IL
Summer 2002

Business Strategy Project for a Package Delivery and Logistics Industry Leader

- Performed industry analysis to determine key macroeconomic factors that correlate with shipping demand
- Identified and quantified growth opportunities in emerging industries to maximize revenue for a declining product line
- Conducted primary research through customer interviews and a sales force survey to understand customer purchasing behavior and competitive threats

ZS ASSOCIATES
Business Associate, Consultant

Evanston, IL
1997-2001

Quantitative and Analytical Skills

- Created a sales forecast model to assess the financial impact of a \$35 billion global pharmaceutical merger in the Philippines
- Developed alternative resource allocation plans to maximize returns on a U.S. firm's \$250 million investment in its sales force
- Evaluated the marketing strategy implications of a \$1 billion product co-promotion agreement by identifying and valuing key customers for both participating companies

Project Management and Client Relationship Skills

- Led team assisting in the launch of a \$3 billion global pharmaceutical product in Japan by analyzing customer segments and market trends to recommend and help implement a 220% increase in the size of the sales force
- Managed largest consumer products client, supporting the corporation in sales force sizing, account targeting, and hiring decisions in the U.S. and Puerto Rico
- Supervised team that analyzed several integration strategies for the Canadian sales operations of two pharmaceutical firms following their \$90 billion merger

Additional Roles and Responsibilities

- Served as a Professional Development Manager for two Business Associates
- Headed recruiting efforts at Northwestern University for the Business Associate position

EVANSTON YOUTH JOB CENTER
Volunteer Business Consultant

Evanston, IL
Fall 2000

- Participated in the creation of a business plan submitted to the Ben & Jerry's Ice Cream Partner Shop program
- Interviewed current B&J franchise owners and store managers to research industry trends and opportunities
- Constructed a financial model to project income during the first five years of operations

ADDITIONAL INFORMATION

Internship Experience

- Research Assistant, Kellogg Graduate School of Management (1995-1996) – researched and edited airline industry case study
- Runner, Refco (1994) - worked on the S&P 500 and commodity futures trading floor of the Chicago Mercantile Exchange

Interests: Personal Investing, Sports and Fitness, Travel

ANIRUDH N. PATNI

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Master of Business Administration Candidate, Finance and Strategic Management

Fall 2001 Director's List (Top 10% of Class), First-year Honors

Vice-Chairman, Wharton India Economic Forum. Technology and Private Equity Clubs.

Philadelphia, PA

May 2003

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

S.B. in Electrical Engineering and Computer Science; Minor in Economics

S.B. in Management Science (Information Technology)

National Science Scholar, International Students Association Executive Committee (elected), GPA: 4.54/5.00

Cambridge, MA

June 1998

EXPERIENCE

MCKINSEY & COMPANY

Summer Associate

New York, NY

Summer 2002

- **Private Equity:** Assisted a leading private equity firm with the strategic due diligence of a target company in the retail sector. Analyzed expansion plans, identified key performance metrics, and assessed potential competitive threats.
- **Financial Services:** Worked with a large financial institution to improve fixed income sales effectiveness. Identified gaps in the current organizational structure, account coverage processes, and incentive system. Developed and presented recommendations based on industry best practices and internal strategic imperatives.

PATNI COMPUTER SYSTEMS LTD. (PCS)

IT Consultancy (\$200MM+ Revenues, 4,500+ Professionals Worldwide)

Cambridge, MA and Mumbai, India

July 1998 – August 2001

Project Manager, Corporate Center

- **Private Equity Placement:** Led a cross-functional core team of 9 people to successfully position PCS for a \$100MM transaction. Identified and met potential investors; integrated SBU business plans and strategies; created corporate presentations and forecasts; prepared materials for due diligence.
- **Initial Public Offering:** Developed IPO positioning and marketing strategy with investment bankers; created benchmarking methodologies; designed and initiated a major brand-building and renaming exercise.
- **Strategic Investment:** Structured an investment (\$15MM) by a large multinational corporation. Worked with lawyers on term-sheet/shareholders agreements and business due diligence materials. Created models for valuation using discounted cash flow projections, comparable M&A transactions and comparable equity market multiples.
- **Restructuring:** Key member of the internal cross-functional team charged with refocusing PCS' corporate structure from operational efficiency to growth orientation. Persuaded key stakeholders of the necessity of strategic and cultural change; responsible for developing and communicating a global implementation plan.

Project Leader, New Ventures Group

- **Mobile Internet:** Assembled and led a team of over 30 software engineers; wrote business plan and crafted strategy; identified prospects, developed service lines and created marketing collateral; architected alliances with consulting firms, customers, and technology providers.
- **Domestic Internet:** Developed corporate strategy for the Indian e-commerce market; negotiated several consulting for equity deals; created partnerships with leading design and business process firms.

ACCENTURE

Summer Analyst, Media Technologies Group

Chicago, IL

Summer 1997

- Designed and implemented a videostreaming system for a web based digital asset management system.

DEUTSCHE BANK

Summer Intern, Corporate Systems

New York, NY

Summer 1996

- Developed new functionality for a system supporting new expense reporting processes.

PERSONAL & COMMUNITY

Patni Family Charitable Trust: Led the growth of the medical operations from 5 clinics in Mumbai to 25 across India. Created processes enabling over 250,000 patients to be treated for free in 2000. Established scholarship programs.

Languages: Native English speaker, fluent in Hindi and Urdu, conversational German.

Interests: Urdu poetry, motorsports, squash, downtempo electronica, diasporic literature.

LORENZO PELLEGRINI

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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Master of Business Administration Candidate - Major in Health Care Management

May 2003

- GMAT score: 790 / 800 - Director's List (top 10% of class), Spring Semester 2002 - First-Year Academic Honors
- Member of Soccer Team; Member of Health Care, Private Equity, Consulting and Finance Clubs
- Co-Chair, Wharton Welcome Weekend 2002 Registration Committee

MAX-PLANCK-INSTITUTE FOR BRAIN RESEARCH

Frankfurt Am Main (Germany)

Ph.D. – Biochemistry

1993 - 1997

- Coordinated efforts of Japanese, German and American research teams on multidisciplinary scientific project at the MBL (Woods Hole, MA) – Results were published in *Cell* (highest ranking scientific journal by impact factor)
- Presented original research results in front of > 400 audience at 1996 European Neuroscience Association Conference
- Recipient of 3 research fellowships, awarded based on GPA and research plan (German DAAD, 2 Italian Universities)

UNIVERSITY OF PADOVA

Padova (Italy)

M.S. – Chemistry, summa cum laude, best of class of 120 (GPA 29.8 / 30.0 corresponding to 3.98 / 4.0)

1986 - 1991

- Awarded Enichem Prize for best chemistry students in Italian Universities in 1989, 1990 and 1991

EXPERIENCE

CARE CAPITAL, LLC

Princeton, NJ

Associate

Summer 2002

- Conducted extensive scientific, clinical, financial and intellectual property due diligence for firm's \$25M investment in US-based biotechnology company; prepared financial modeling, assisted in valuation and deal term sheet drafting
- Analyzed investment opportunities in >20 early- to late-stage biopharmaceutical companies for firm's private equity fund *Care Capital II* (>\$150M); evaluated scientific platform, business strategy viability and market opportunity; presented recommendations to senior management
- Actively involved in meetings with senior management of portfolio companies and syndicate members

DEPARTMENT OF CELL BIOLOGY, YALE UNIVERSITY

New Haven, CT

Postdoctoral Research Scientist

1997 - 2001

- Author of 1 patent and more than 10 publications in peer-reviewed scientific journals (*Nature*, *PNAS*, *Neuron* et al.)
- Trained students and lab technicians in laboratory techniques, analysis and critical interpretation of results, drawing conclusions and planning subsequent course of action; regularly gave presentations to Department (audience > 100)
- Directed research activities of team of 4 colleagues which led to initiation of government-funded research project
- Co-author of laboratory research grant proposals that secured \$800K in government funding (NIH)
- European Molecular Biology Organization, Howard Hughes Medical Institute and Telethon Italia Research Fellow

C.R.I.B.I. BIOTECHNOLOGY CENTER

Padova (Italy)

Research Assistant

1993

- Pioneered development and introduction of innovative analytical method for protein-electrophoresis
- Supervised undergraduate students' thesis research activities

ITALIAN MILITARY SERVICE - (*mandatory*)

February 1992 – February 1993

- Assigned to a recruiting unit, introduced significant improvements in the medical evaluation process of new recruits
- Selected as Lieutenant, Technology Corps, based on medical, fitness and IQ tests (six slots available per year; declined)

ADDITIONAL INFORMATION

- Fluent in Italian, German and English
- Volunteer in Yale New Haven Hospital's elderly patient care program, 1998-2001 (served >1,000 hours); trained new volunteers and starred in program's demonstration movie; hospital interpreter volunteer for German and Italian
- Supervisor of activities for youth (age 8-14), member of regional directive committee for Italian Catholic Association, 1985-1993; organized weekly meetings (>50 participants), regional events (>500) and summer camps (>40) in the Alps
- Soccer player in youth league teams (1978-1985) and local soccer league (1986-1988) - often served as team captain
- Race runner with high school's track and field team and school's record holder for 3000m race (1985-1986)
- Other interests: basketball, mountain hiking, painting, guitar and cooking

RICHARD (ZHIJIAN) PENG
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EDUCATION

THE WHARTON SCHOOL – University of Pennsylvania

Master of Business Administration Candidate, Finance & Entrepreneurship Management

Philadelphia, PA
May 2003

- Elected vice president, Greater China Club.
- Active member of Finance Club, Consulting Club, Venture Capital Club and Private Equity Club.
- Selected by the Global Consulting Practicum to assist an Israeli client with its U.S. expansion strategies.

GUANGHUA SCHOOL OF MANAGEMENT – Peking University

Master of Economics

Beijing, China
July 1998

- Received merit-based Guanghua Scholarship (top 3% of the class).

TSINGHUA UNIVERSITY

Bachelor of Engineering

Beijing, China
July 1993

- Executive vice president, department student association.

EXPERIENCE

DRAGONTECH VENTURES LTD—*a leading venture capital firm in Greater China area*

Summer Associate

Hong Kong, China
Summer 2002

- Evaluated investment opportunities in wireless radio frequency equipment industry and optical fiber telecom equipment industry in China, screened the top players in the two industries, performed preliminary due diligence and recommended a \$3 million investment which is currently under process.
- Negotiated and structured transaction, prepared investment memorandum, drafted term sheet, participated in business, financial, technology and legal due diligence, and conducted valuation for a \$5 million investment.
- Prepared monthly review notes on two portfolio companies; developed restructuring strategy and financing strategy for a troubled portfolio company, and presented results on restructuring meeting.
- Researched exit strategy for venture capital business in China, developed creative, practical exit strategies and presented the results to investment committee.

SHANGHAI STOCK EXCHANGE

Senior Manager

Shanghai, China
1998 – 2001

- Screened, visited and evaluated more than 100 pre-IPO companies, prepared analysis reports and recommended about 30 companies to be listed in Shanghai Stock Exchange.
- Led a 7-member team to develop and implement risk management strategy. Created risk assessment models, monitored trading and clearing process, tracked trading and financial reports, and achieved a 60% reduction of defaults in the market.
- Co-led a 16-member, cross-function team to work with a big-3 strategy consulting firm. Coordinated cooperation between internal and external teams, supervised throughout the engagement, and enabled the joint-team to work efficiently.
- Directed a 3-member team to assess risks and potential impacts of derivative trading instruments. Recommendation to senior management resulted in realignment of company priorities and suspension of introductions of derivative products.

J&A SECURITIES CO., LTD

Associate, Investment Banking Division

Shenzhen, China
1997 – 1998

- Assisted in an \$80 million acquisition of a public company. Examined corporate strategy, developed a list of purchase candidates, evaluated potential choices, created valuation models and performed valuation of target firm.
- Advised a leading telecom equipment manufacturer on a pre-IPO restructuring project. Examined corporate strategy and core competencies, realigned core business lines, and divested under-performing assets to achieve an optimum IPO.

PINGAN INSURANCE COMPANY OF CHINA

Analyst, Investment Management Division

Shenzhen, China
1993 – 1995

- Evaluated investment opportunities within the consumer electronic industry by researching industry fundamentals, interviewing management, attending industry conference, analyzing company financials, and building evaluation models.

ADDITIONAL INFORMATION

- Founded 3 small businesses while studying at Tsinghua University and Peking University.
- Native speaker of mandarin Chinese.
- Coordinator, Wharton EMBA Global Immersion Program China Group.
- Personal interests include reading, hiking, soccer and country music.

WILL PEPPPO

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **MBA Candidate, Major in Finance and Entrepreneurial Management**

Philadelphia, PA
May 2003

- Director of Content and Speaker Panels, 2003 Wharton Technology Conference
- Graduate Assistant (Application Reader and Interviewer), Wharton Admissions Committee
- Member of Wharton “Wildmen” Hockey and Soccer teams; Elected cohort athletic representative
- Member of Finance, Entrepreneurship, and Technology clubs

DUKE UNIVERSITY

Bachelors of Science and Engineering, dual major in Biomedical and Electrical Engineering

Durham, NC
May 1996

- Dean’s List, 1995; Dean’s List with Distinction, 1996

EXPERIENCE

FRIEDMAN, BILLINGS, RAMSEY & CO.

Summer Associate – Equity Research, Enterprise Software

Arlington, VA
Summer 2002

- Created financial model to forecast the impact of expensing options to software firms such as Microsoft and Oracle
- Co-authored “Stock Options: To Expense or Not to Expense?” featured by CNBC, TheStreet.com, and Dow Jones
- Built financial models for software firms utilizing discounted cash flow (DCF) and relative valuation techniques
- Accompanied buy-side clients on investor trips to DC area companies Manugistics and webMethods
- Drafted significant sections of coverage initiation reports for Siebel Systems and Tibco Software (\$5.1B combined market capitalization) and constructed underlying financial models used to develop investment recommendations

ACCENTURE

Senior Consultant – Technology Integration Services (TIS) Group

Chicago, IL
June 1996 – July 2001

Financial Analysis

- Performed cost/benefit cash-flow analysis for migrating Iridium voice services to a Voice-over-IP (VoIP) solution
- Analyzed international network availability and pricing options for global network connectivity

Teamwork and Leadership

- Managed technical architecture team during design, implementation, and support phases at Iridium
- Led architecture team responsible for designing and building e-business software platform for GE Capital
- Directed team of analysts and consultants in developing content for internal, case-based eCommerce course
- Taught pilot eCommerce courses to over 120 analyst- through partner-level Accenture employees

Communication and Negotiations

- Traveled to Mexico, Australia, Korea, Taiwan, Japan, China, and Thailand to train senior Iridium management
- Delivered technology presentations to 150+ audiences at yearly Accenture partners’ meetings

Technology and Innovation

- Designed global data network infrastructure to support business systems of \$6B satellite telecommunications startup
- Prototyped hardware and software environments for 16 \$20M billing systems at Motorola Space Center in AZ
- Wrote software components to integrate portal software product with enterprise software applications
- Architected software integration solutions for GE Capital e-business software platform

ADDITIONAL INFORMATION

Technology Expertise: Routing software, J2EE technologies, IP-based communication protocols, network architectures

Activities: Ran in LaSalle Banks Chicago Marathon (2001); Affinity Chair for Duke Annual Fund (2001); Hiked Incan Trail to “Lost City” of Machu Picchu, Peru (2000); Competed in Three Rivers Triathlon (1997-1999)

Interests: Running, basketball, soccer, and jazz piano

NATALIE PERKINS
201 South 18th St., Apt. 1911, Philadelphia, PA 19103
(215) 732-2817, nataliep@wharton.upenn.edu

EDUCATION

The Wharton School, University of Pennsylvania
MBA Candidate, Finance and Multinational Management

Philadelphia, PA
May 2003

- Active member of Latin American Student Association
- First Year Honors, GMAT 99th percentile

University of California, Los Angeles

Los Angeles, CA
June 1996

BS, Mechanical Engineering, summa cum laude, GPA 3.9

- Regents Scholar, National Merit Scholar, MANE Department Scholarship, Chevron Reach Scholarship, Golden Key National Honor Society, Outstanding Undergraduate in Mechanical Engineering Award
- American Society of Mechanical Engineers, Treasurer
- Participated in Human Powered Vehicle and Human Powered Submarine Competitions

University of Bayreuth

Bayreuth, Germany
Spring 1995

- Intensive German language and cultural exchange program

EXPERIENCE

BMW Group

Munich, Germany
Summer 2002

Summer Associate, Corporate Finance

- Evaluated and analyzed alternative financing sources. Presented recommendations to senior management.
- Performed research and developed report on foreign exchange strategy for presentation to management board of BMW.

Candescent Technologies Corporation

San Jose, CA
1998-2001

High-tech research, development, and manufacturing of advanced flat panel display technology

Senior Engineer

- Organized and coordinated cross-functional teams in the design of a high volume, high throughput new production facility. Exercised ownership and held responsibility for optimum design specifications, budgeting, and schedule management of five different production processes.
- Built and developed relationships with Japanese equipment suppliers. Traveled to Japan to negotiate specifications for equipment totaling \$8 million.
- Managed team responsible for automating phosphor application processes. Led initiatives resulting in 40% yield improvement and increased quality output.
- Creatively solved material handling problems through the implementation of new handling tools and methods.
- Participated in special task-force responsible for defining layout, process flow, and logistics of flat panel display factory. Task force consisted of engineers, architects, managers, operations specialists, and contractors both internal and external to the company.

IBM Corporation

San Jose, CA
1996-1998

Engineer, Storage Systems Division

- Proposed innovative solutions for the redesign of product transport device which was implemented in the US and Germany. This initiative resulted in long-term cost savings and a unit cost reduction from \$100 to \$8.
- Managed design project for the automation of disk sorting process through the use of robots.
- Collaborated with a multifunctional team of process engineers, maintenance technicians, and equipment operators on process and equipment improvements.
- Participated in integration team to design, install, and troubleshoot conveyor systems.

ADDITIONAL INFORMATION

- Language Skills: Intermediate German, Basic Spanish, and Basic ASL (American Sign Language)
- English Language Teaching Certificate acquired in Barcelona, Spain
- Software: Microsoft Office Suite, CAD, and 3-D Modeling (Solidworks, Autocad, Pro-Engineer, Microcadam)
- World traveler and avid scuba diver with 50+ dives in Australia, Latin America, and North America.

RAMONA PERSAUD

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Home: 215-575-0825 Mobile: 917-833-8459

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Finance and Entrepreneurial Management

May 2003

- Wharton Merit Scholar; Toigo Foundation Fellow; GMAT: 96th percentile.
- Wharton Investment Management Fund Portfolio Manager and Director of Analyst Development.
- Fall and Spring Investment Challenges Participant; Active in Investment Management, Women in Business, and Finance organizations.
- Toigo Foundation Team Captain and Undergraduate Mentor; Cohort Community Representative.
- Turner Investment Partners Investment Analyst Intern, Spring 2002.

POLYTECHNIC UNIVERSITY

Brooklyn, NY

Bachelor of Science, Environmental Engineering

May 1997

- Summa Cum Laude, GPA: 3.88/4.0 (Salutatorian).
- Board of Trustees Merit Scholar; National Science Foundation Graduate Research Fellow; Tau Beta Pi Engineering Honor Society; 1993 - 1997 Dean's List.
- Active in American Society of Civil Engineers; Society of Women Engineers.

EXPERIENCE

T. ROWE PRICE ASSOCIATES, INC.

Baltimore, MD

Equity Analyst, Media Broadcasting Industry

Summer 2002

- Conducted independent, detailed analyses of equity investment opportunities in media broadcasting.
- Evaluated industry fundamentals; interviewed senior management teams, customers, suppliers, competitors, and equity/high-yield industry experts; toured broadcasting operations; attended industry conferences; analyzed financial statements; and developed earnings, cash flow, and balance sheet projections to support investment recommendations.
- Communicated continually with 25 portfolio managers about existing or potential media investments.
- Presented and defended investment theses and recommendations in comprehensive written and oral reports to portfolio managers and equity analysts.

THE GOLDMAN SACHS GROUP, INC.

New York, NY

Business Analyst / Software Developer, Futures Technology Group

1999 - 2001

- Co-managed team that developed derivatives trading support software to serve global institutional investment management clients; co-developed firm's budgeting applications.
- Client technology helped business realize growth of 35-45% in client accounts, 33-43% in global market share, and 40-50% in trade volume, which extended firm's leading derivatives status and led to increased revenue and secured equity.

MORGAN STANLEY & CO., INC.

New York, NY

Business Analyst / Applications Developer, Clearing Services Group

1997 - 1999

- Sole developer of software that optimized firm's entire trade clearing business, including: fails management; margin exposure; mergers and acquisition arbitrage; profitability; and trade reconciliation systems.

EXXON MOBIL CORPORATION

Florham Park, NJ

Engineering Intern, Environmental Research and Development Group

Summer 1996

- Researched refinery waste disposal methods and analyzed proprietary data to support research.

ADDITIONAL INFORMATION

- Manage personal investment portfolio; other interests include travel, hiking, photography, and foreign film.
- Community involvement included: Goldman Sachs Young Women's Leadership Club, Diversity Committee, and Community Teamworks efforts; New York Cares; and The Digital Clubhouse.

GUILLAUME PFEFER
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Home: (609) 860 4930 - Cell: (609) 505 6725
guillaume.pfefer@wharton.upenn.edu

EDUCATION

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| THE WHARTON SCHOOL, University of Pennsylvania
<i>MBA Candidate (Executive Program, Finance and Entrepreneurial Management)</i> | Philadelphia, PA
2001-2003 |
| NATIONAL RESEARCH CENTER FOR CRYSTAL GROWTH, University of Mediterranean
<i>Ph.D. Material Sciences (Suma Sum Laude)</i> | Marseille, France
1992-1996 |
| <ul style="list-style-type: none">• Ph.D. funded by RHONE-POULENC• Published 9 papers and invited to give 8 presentations to national and international conferences | |
| NATIONAL SCHOOL FOR CHEMICAL ENGINEERING, University of Nancy
<i>Chemical Engineering Graduate and Post-Graduate Degrees (Suma Sum Laude)</i> | Nancy, France
1988-1991 |
| <ul style="list-style-type: none">• Post-Graduate degree funded by ELF-ATOCHEM• Vice-President IV Forum Chimie Center. Lead the organization of a European recruitment meeting gathering 60 international companies and 30 European Universities. \$ 1mm raised from participating firms, Paris City Hall and French government | |

EXPERIENCE

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| RHODIA INCORPORATED
<i>e-Collaboration Manager</i> | Cranbury, NJ
2001-Present |
| <ul style="list-style-type: none">• Negotiated and led a partnership with Microsoft resulting in worldwide press releases and promotional videos featuring Rhodia e-collaboration initiatives. Created and managed an Editorial Board chaired by Rhodia North America President to accelerate decision making for the communication campaign• US “2002 Spirit of Rhodia” award laureate. Collaborative Websites saved ~ \$ 2 mm of travel expenses in 1 year. Rhodia Innovation process will be accelerated by 20% when solution fully implemented. Using our collaborative websites, a global team has been able to complete a technology transfer from France to the US in 2 months instead of the average 6-9 months.• Sold internal “Change Management” consulting for Rhodia enterprises and key process owners for total \$ 1 mm• Assembled and coordinated a global back- and front-office organization (10 persons) to support Rhodia websites• Conceptualized and managed the development of 2 collaborative websites. Convinced both Rhodia North America President (Executive Committee member) and Innovation Officer (CEO Office member) to sponsor the 2 initiatives | |
| Manager | 1999-2000 |
| <ul style="list-style-type: none">• Developed and provided Engineering Support Services for 20 Rhodia North America Plants• Promoted e-Business by creating and presenting an e-Business Strategy for Pharmaceutical Contract Manufacturing | |
| RHONE-POULENC
<i>Chemical Engineer, Projects Manager, Key Account Manager (Successively)</i> | Lyon, France
1996-1999 |
| <ul style="list-style-type: none">• Raised \$ 3 mm from Rhone-Poulenc Rorer to finance drugs’ formulations development. Filed 2 patents to provide a competitive advantage in a multi-billion dollars Asthma treatment drug market for what is now Aventis• Marketed Rhone-Poulenc Industrialization offers for pharmaceutical formulation development, generated \$ 5 mm revenue and created a support team dedicated to pharmaceutical formulation development projects• Led global and multidisciplinary project teams as technical and project manager | |

ADDITIONAL INFORMATION

Lieutenant (1992) and Reserve Officer, French Army (Led 50 soldiers to position artillery pieces of equipment on the field) • Tennis (Competition) • Member of Nancy Chemical Engineering School alumni society • Member of the French Industrial Chemistry Society • Board Member of Parents-Owned Day Care (served as Treasurer and representing the Day Care to Lyon City Hall)

MATTHEW J. PICKENS

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Tel.: 609/731-3389•email: matthew.j.pickens.wg03@wharton.upenn.edu

EDUCATION

The Wharton School, University of Pennsylvania

Philadelphia, PA

MBA Candidate 2003, Health Care Management and Finance Major

August 2002-present

- \$25,000 Grand Prize Winner, 2002 Wharton Business Plan Competition (135 entrants); for the commercialization of a novel bone imaging technology to diagnose osteoporosis and risk of fracture
- Co-Chair, 2003 Wharton New Ventures in Health Care Conference
- Milken Program Mentor, Heath Care Club and Marketing Club

Princeton University

Princeton, NJ

BA, History

1991-1995

- Senior thesis: "The Impact of the Influenza Pandemic of 1918 on U.S. forces in WW I"

WORK EXPERIENCE

Cordis, a Johnson and Johnson Company

Miami Lakes, FL

Summer Intern, Cardiology Global Product Management

Summer 2002

- Led marketing strategy roll-out for global launch of new guide catheter culminating in presentation to world-wide marketing managers
- Conducted guide catheter competitive benchmark testing and development of marketing manual containing technical summary and product positioning
- Developed global branding process for new product introductions
- Assessed current process against best in class to create a template for current and future product launches

Lathian Systems (formerly MyDrugRep.com)

Philadelphia, PA

eBusiness sales and marketing solutions provider to the pharmaceutical industry, funded by Sprout Group and Hummer Winblad

Director of Marketing

2000-2001

- Managed e-detailing product launch including market research, segmentation strategy, message development, and promotional roll-out with a \$1,000,000 budget
- Selected and managed cross-functional teams comprised of engineers, web designers, advertising agency and production vendors to create client programs
- Designed and implemented multi-channel direct marketing campaigns for our pharmaceutical clients, resulting in over 4,000 completed physician e-details (average 10+ % response rate)
- Conducted statistical ROI analysis of e-detailing program for pharmaceutical client to promote Lathian's services
- Developed and implemented sales and marketing training for ten new hires

Bristol-Myers Squibb Company

Princeton, NJ

Associate Product Manager, Pravachol Marketing

1999-2000

- Assisted in message development of \$1+ billion cholesterol-lowering drug resulting in reversal of market share decline
- Managed cross-functional team to launch Pravachol to the OB/GYN market
- Organized key opinion leaders to develop a medical education program comprised of 200 dinner meetings

Associate Territory Business Manager

1998-1999

- Promoted cardiovascular and diabetes drugs to cardiologists, endocrinologists and primary care physicians
- Improved individual rank to 4th from 75th (out of 120 representatives) by consistently exceeding sales goals

Supreme Products Company, LTD

Bangkok, Thailand

The leading Thai medical instruments distributor representing over fifty multinational suppliers

Sales Manager

1997-1998

- Managed division of seven sales representatives that delivered over \$2 million in revenues
- Set and achieved sales targets, developed key accounts and trained and evaluated new sales representatives

Product Manager

1996-1997

- Collaborated with suppliers to launch video colposcope, surgical headlight, and hands-free otoscope in Thailand
- Achieved 40% reduction in import tariff on surgical system by researching Thai regulations and recommending product/packaging modifications to supplier

INTERESTS/SKILLS

- Enjoy adventure travel, mentoring, gourmet cooking, down-hill skiing, golf and reading
- Proficient in French and Thai; Certified in CPR and Wilderness First Aid

LUCIA ABEGAIL JEAN A. PIOLLO
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lpiollo@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
Master in Business Administration, Major in Finance May 2003

- Finance Club, Global Consulting Practicum
- Say Yes to Education (Co-Chairperson), Christmas in April (Fundraising Board), International Admissions, Student Financial Services

UNIVERSITY OF THE PHILIPPINES, College of Business Administration Manila, Phils.
BS in Business Administration & Accountancy April 1996

- Graduated Magna cum laude
- Accounting Club (Committee Chair); Student Council (Committee Chair); Cultural Group (President)

PROFESSIONAL ACCREDITATIONS

- Chartered Financial Analyst November 2001
- Certified Public Accountant October 1996

PROFESSIONAL EXPERIENCE

PARALLAX CAPITAL MANAGEMENT Pte. Ltd. Singapore
Analyst, Venture Capital & Private Equity Summer 2002

- Performed comprehensive industry, company and financial analyses in evaluating and recommending potential investments in the information technology, biotechnology, mining and consumer goods industries
- Helped structure and developed marketing strategies for a new VC fund
- Advised management of start-up investees on business strategies

KPMG CONSULTING Pte. Ltd. Singapore
Associate Managing Consultant 2001

- Created valuation models for irrigation, health care, and banking investments
- Used Activity-based Costing, Economic Value Management and World-Class Finance tools to identify value-adding opportunities and measure performance for clients in the real estate, airline, and consumer goods industries
- Performed benchmarking and industry analysis for client development in the Asian consumer goods industry
- Developed and facilitated training programs on Economic Value Management and on Real Options

PROCTER & GAMBLE Phils. Inc. Manila
Financial Analyst 2000

- Co-managed a team of senior management and investment bankers to price, identify prospects, and develop plans for the divestiture of a brand
- Evaluated strategic alternatives for the siting of the Asia Shared Service Center; drafted the proposal approved by global top management that resulted in annual savings of \$300 million for the Asian business
- Developed and tracked the \$1 billion restructuring reserve for Asia that led to on-track spending
- Managed profitability of the fast-growing \$50 million Home Care business in Asean, Australasia and India that resulted in meeting fiscal year targets despite increases in material prices and currency fluctuations
- Analyzed financial viability and managed pricing, sourcing and spending for brand introductions in the region that resulted in 80% of roll-outs breaking even on the first year of launch

Treasury Manager 1999

- Managed the balance sheet, working capital and cash flows of the \$500 million Philippine business that resulted in negative net working capital and meeting optimal capital structure
- Collaborated with global treasury to develop and execute foreign exchange hedging and investment strategies

Product Supply Cost Analyst 1996-1998

- Managed production costs of the \$100 million laundry business leading to annual savings of \$5 million
- Evaluated financial impact of strategies relating to material sourcing, product sourcing and product upgrades
- Co-managed relationships with major suppliers, leading to savings in material prices

ADDITIONAL INFORMATION

- Lecturer in Accounting, University of the Philippines and Ateneo de Manila University
- Active interest in community service, photography, scuba-diving, culinary arts, travel, reading

DANIEL BRYAN PLAXE

2101 Chestnut Street, #1515 • Philadelphia, PA 19103 • (215) 761-9123
daniel.plaxe.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania *Master of Business Administration, Finance Major*

Philadelphia, PA
May 2003

- GUIDE Undergraduate Mentor, Campus Tours Co-Chair for Wharton Welcome Weekend, Admissions Volunteer, Finance and Private Equity Clubs
- Field Application Project: Evaluated strategic alternatives regarding the capital commitment process as it relates to winning fee-based investment banking business and presented recommendations to our client, a bulge bracket investment bank

BUCKNELL UNIVERSITY *Bachelor of Arts, Political Science*

Lewisburg, PA
May 1996

- Dean's List for four semesters
- Fraternity House Manager, Food Drive Chairperson, Office of International Education Peer Advisor, Food Pantry Volunteer
- Boston University London Internship Program: Study abroad program in Political Science and Economics coupled with an internship at Chemical Investment Bank Limited (Spring 1995)

EXPERIENCE

CIBC WORLD MARKETS *Associate, Leveraged Finance and Financial Sponsor Coverage Group*

New York, NY
Summer 2002

- Constructed financial models, analyzed capital structure alternatives, and prepared comparable bank/bond analyses to assess leveraged buyout and refinancing opportunities for financial sponsors and highly leveraged corporations
 - Conducted financial and operational due diligence and drafted internal commitment memorandum for a \$200 million high yield offering and \$285 million leveraged loan for a proposed Fox Paine & Co. consumer products acquisition
 - Analyzed refinancing alternatives and capital markets conditions for a building products portfolio company of Kenner & Co. which resulted in a lead bank mandate
 - Evaluated three consumer products investment opportunities for Willis Stein & Partners

ARTHUR ANDERSEN *Associate, Corporate Finance*

Atlanta, GA
1998-2001

- Managed all phases of the execution process including proposal development, financial and industry due diligence, drafting of offering memoranda, buyer/investor identification, and marketing of transactions for financial services clients. Assisted senior bankers in the structuring, negotiating, and closing process. Selected transactions include:
 - Developed projection models, coordinated on-site due diligence, and assisted the senior banker in structuring the sale of Infocus Employee Services, a Human Resources ASP, to Platinum Equity
 - Worked with the senior banker and company management to draft offering documents, identify venture capital investors, and structure the Investor Rights Agreement for a \$16 million convertible preferred stock placement from J.P. Morgan Capital and Venturion Capital for Span2, a property & casualty insurance ASP
 - Performed industry and company due diligence, created valuation and financial projection models, and prepared presentations for a Special Committee of Independent Directors evaluating Citigroup's \$180 million offer to acquire its publicly-traded consumer finance subsidiary, The Student Loan Corporation

WACHOVIA CAPITAL MARKETS *Financial Analyst*

Atlanta, GA
1996-1998

- Analyzed clients' industry, financial and operational position, and capital structure to originate and deliver capital markets products to large and middle market companies. Selected transactions include:
 - Created valuation and financial projection models, authored information memorandum, and assisted in evaluating letters of intent for the sale of Coburg, a Southeastern dairy processor and distributor, to Dean Foods Company
 - Evaluated capital raising alternatives, analyzed a share repurchase from a founding shareholder, and assisted in drafting the prospectus, credit rating agency presentation, and roadshow materials for a \$250 million 144A senior notes offering for BTI Telecom Corporation, a competitive local exchange carrier
 - Drafted offering documents, conducted research on pricing and structuring, and participated in bank meetings for a \$360 million senior credit facility for Meredith Corporation's purchase of four broadcast properties

ADDITIONAL INFORMATION

- Enjoy travel, trap and skeet shooting, billiards, acoustic guitar, and reading

JOSH EVERETT NAOKI PORTER
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josh.porter.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Finance and Strategic Management

May 2003

- Selected as Graduate Assistant for MBA Admissions Committee (evaluate applications and interview applicants) and Wharton-Omnicom Communications Fellow (verbal and written communications coach)
- Business Plan Competition finalist (medical device plan), Consulting AT Kearney Case Competition finalist; Volunteer for Christmas-in-April (house selection) and Private Equity Conference (marketing and sponsorships); Global Immersion Program participant (China, May 2002); and active in Japan and Private Equity Clubs
- RBC Fellowship Recipient; GMAT 760

BRIGHAM YOUNG UNIVERSITY

Provo, UT

Bachelor of Science, Finance and Japanese

May 1998

- Asian American Association, BYUSA Big Brother-Sister program, honors clubs, and intramural sports
- Trustees Scholarship Recipient (four years full-tuition); Dean's List; GPA 3.93

SOPHIA UNIVERSITY

Tokyo, Japan

Monbusho Scholar, Economics and Japanese

1996 – 1997

- Recipient of Ministry of Education full-scholarship to Japanese university for one year abroad

EXPERIENCE

PROFITFUND.COM AG / PROFIT RESEARCH CENTER, LTD (hedge fund/investment advisory)

Tokyo, Japan

Research and Marketing Analyst

Summer 2002

- Conducted research and analysis of central bank monetary policy and commercial banking activity to determine direction of equities, bonds and currency exchange rates of several geographic regions for trade recommendations for Global Macro fund and Japanese Equities fund
- Contacted potential investors including funds of funds, hedge funds, and investment consultancies to raise capital and increase exposure of funds; attended and participated in potential investor meetings and presentations

RBC CAPITAL MARKETS (formerly DAIN RAUSCHER WESSELS)

San Francisco, CA

Corporate Finance Associate

June 2000 – June 2001

- Managed specific client relationships and advised clients on proper financing strategies including public equity (IPO and secondary offerings), convertible preferred, PIPE and private placement transactions
- Evaluated and recommended potential investment opportunities for internal partners' fund
- Actively involved in analyst and associate recruiting and training; managed analyst activities and allocations
- Transaction experience includes over ten announced or completed public and private transactions including \$100 million purchase by Broadbase Software of Panop, Inc. and \$15 million Chromagen, Inc. private placement

Mergers & Acquisitions Analyst

June 1998 – June 2000

- Provided advice on valuation, financial structure, fairness, and strategic rationale for mergers and acquisitions using comparable multiples, DCF, EVA™ and LBO valuation methodologies
- Conducted on-site financial and operational due diligence, and drafted offering documents and internal committee memoranda, client presentations and other client correspondences
- Consistently received high performance ratings in firm's annual review process
- Transaction experience includes over twelve completed M&A transactions including \$80 million purchase by Tumbleweed Communications Corp. of Interface Systems, Inc., sale of \$18 million of Fingerhut Companies, Inc.'s investment portfolio to Paul Capital Partners, and \$150 million sale of Research Genetics to Invitrogen Corporation

ADDITIONAL INFORMATION

- Volunteer: local Philadelphia community service and church activities; tutor for East Palo Alto high school students, 2000-2001; representative for The Church of Jesus Christ of Latter-day Saints, Hokkaido, Japan, 1993-1995, supervised activities of 100 representatives
- Other: Fluent spoken Japanese, proficient reading and writing; Enjoy snowboarding, music, and travel; Eagle Scout

DAVID BRADEN POSNER

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EDUCATION

THE WHARTON SCHOOL OF BUSINESS, University of Pennsylvania

MBA Candidate, Finance

- First Year Academic Honors
- Selected as Teaching Assistant for Wharton MBA Introductory Finance Course, Fall 2002
- Academic Quality Circle Representative
- Member of Finance and Investment Management Clubs
- GMAT: 740

Philadelphia, PA

August 2001-May 2003

YALE UNIVERSITY

Doctor of Philosophy, History

- Dissertation explored German understanding of American race relations, 1945-1968
- MacArthur Foundation Dissertation Research Fellowship
- Numerous publications and public lectures
- Qualifying exams passed with distinction

New Haven, CT

August 1990-May 1997

FULBRIGHT-HAYS SCHOLAR

German-American Exchange

Germany

October 1989-July 1990

CORNELL UNIVERSITY

Bachelor of Arts, History, *magna cum laude*, and German Area Studies

- Clyde A. Duniway Prize for Best Undergraduate, Department of History
- *Phi Beta Kappa*

Ithaca, NY

August 1985-May 1989

EXPERIENCE

MERCEDES-BENZ USA, LLC

Intern, Strategic Retail Development

- Managed a project comparing U.S. and European automotive retail systems as part of a worldwide search for innovative practices
- Measured the effect of intra-brand competition on market penetration levels and dealer profit margins in order to determine the optimal structure for U.S. retail network

Montvale, NJ

May 2002-August 2002

GENERAL MOTORS CORPORATION

Consultant, GM/Adam Opel World War II Project

- Advised General Counsel and other senior managers on the sensitive topic of reparations for WWII-era forced laborers
- Fostered a policy consensus among executives with differing national perspectives
- Assisted in the formulation of a prudent and accurate public relations effort
- Located and analyzed over 70,000 pages of historical documentation
- Created a database to facilitate the use of this document collection
- Served as the liaison between U.S.-based GM research team and Germany-based Opel team

New Haven, CT

January 1999-July 2001

YALE UNIVERSITY

Lecturer, Department of History

- Taught Department Honors Seminar on the history of 20th-century Germany

New Haven, CT

Fall Semester 1999

EBERHARD-KARLS-UNIVERSITÄT TÜBINGEN

Instructor (Dozent), Institute of Contemporary History

- Taught seminars on American cultural history and German foreign policy (in German)

Tübingen, Germany

Spring Semester 1998

UNIVERSITÄT MANNHEIM

Instructor (Dozent), Institute of Modern History

- Taught seminars on American cultural history and multiculturalism

Mannheim, Germany

Winter Semester 1997-98

ADDITIONAL INFORMATION

Excellent command of German (lived and worked in Germany for a total of three years); reading knowledge of French

JEFFREY D. POSNER
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EDUCATION

THE WHARTON SCHOOL OF BUSINESS and THE JOSEPH H. LAUDER INSTITUTE UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA
May 2003

MBA Candidate, Finance and Strategic Management

MA Candidate, International Studies-Concentration in Latin America and Spanish

- Field Application Project: Provided Georgia Pacific's Argentinean distributor with comprehensive assessment of expansion strategy throughout Latin America
- Consulting, Marketing, European, Latin American (Whalasa) Clubs
- Academics: Vivendi Universal Fellowship.

Buenos Aires, Argentina
July 2001

UNIVERSITY OF CALIFORNIA, SANTA BARBARA

Santa Barbara, CA
May 1991

B.A Business Economics / B.A. Latin American and Iberian Studies

Study abroad: Universidad Complutense, Madrid, Spain

EXPERIENCE

L.A.I. DIRECT MARKETING

Miami, FL
2000-2001

Independent Direct Marketing Consultant

- Analyzed and redesigned Venezuelan client's telemarketing, direct mail and retail strategy to increase long-term efficiency and profitability.
- Achieved increase in sales of 35 percent in one year with lower overall marketing costs.
- Acted as liaison to important U.S. database marketing suppliers and negotiated agreements for valuable intellectual property rights.

ARCADIA CHILE S.A.

Santiago, Chile
1998-2000

General Manager / Database Marketing Company

- Led and trained 60 employees to improve teamwork, streamline operations, improve customer service and lower costs to multinational standards.
- Redesigned and implemented group's consolidated monthly financial reporting system for European headquarters.
- Reorganized purchasing department to decrease inventories, improve product selection and maximize buying power.

Founding Partner/ Director of Marketing & Sales

1995-1998

- Established operations in Chile and hired and led sales and marketing team of 20 employees.
- Developed and executed successful TV, print advertising, direct mailing, client retention and prospecting campaigns.
- Researched, selected and implemented integrated database management information system.
- Achieved gross revenues of US\$9 million (2000) and averaged 40 percent annual sales growth.
- Negotiated the sale of Arcadia to Otto Versand (German), the world's largest catalog group.

K-TEL INTERNATIONAL

Madrid, Spain
1991-1995

Country General Manager / Music & Consumer Products

- Established regional office in Spain hired and trained staff of 15 employees.
- Contracted with third party agencies for fulfillment, distribution, and telemarketing.
- Negotiated annual contracts with national and regional television stations.
- Led sales team to successful distribution of products to national Spanish retail chains and major catalogs.
- Participated and led K-Tel's European management and marketing conferences.
- Analyzed, planned and executed group's expansion into Portuguese market.
- Achieved annual gross revenues of US\$10.5 million (1994), and surpassed sales and margin targets.

ADDITIONAL INFORMATION

- Languages: Fluent in Spanish
- Interests include international traveling (visited over 30 countries), reading (international politics and economics), tennis, basketball, surfing and mountain biking.

BRIAN T. POWL

1500 Locust Street #1920, Philadelphia, PA 19102

(215) 732-3791

Brian.Powl.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate

May 2003

Dual Major in Healthcare Management and Marketing

- Vice President, Internal, Wharton Community Consultants
- Co-Chair, MBA Admissions Campus Visit Host Committee
- Graduate Assistant Interviewer and Reader, MBA Admissions Office
- Member: Healthcare Club, Consulting Club, New Ventures in Health Care Conference

UNIVERSITY OF CALIFORNIA, SAN DIEGO

La Jolla, CA

Bachelor of Science, *Biochemistry/Cell Biology*

December 1995

- Provost Honors, 1993-1994
- Selected for Independent Study research project with the Department of Gastroenterology.

EXPERIENCE

CENTOCOR, A JOHNSON & JOHNSON COMPANY

Malvern, PA

Global Strategic Marketing Summer Intern

Summer 2002

- Developed the commercialization strategies of a cancer therapeutic monoclonal antibody, including drafting of commercial product profile, non-proprietary name development, market research and commercial assessment.
- Created business plan with key oncology team members to establish an oncology biologics business unit for presentation to senior management.
- Performed and compiled product forecasting analysis for six compounds in the Oncology Biologics Franchise.

UNIVERSITY OF CALIFORNIA, SAN DIEGO MEDICAL CENTER

La Jolla, CA

TRANSGENIC MOUSE AND GENE TARGETING CORE FACILITY

1998-2001

Staff Research Associate III (Promoted from Associate II to Associate III two years ahead of schedule)

An 8-person non-profit business that produces animal models for medical research using cutting-edge biotechnology.

Strategic Analysis

- Developed new business opportunities for the animal facility, including the creation of two service offerings that used newly developed fertility and cloning techniques.
- Built and managed annual budgets of approximately \$600,000, the largest of 12 campus core facilities.
- Increased the self-sufficiency of the facility by quadrupling the number of client-funded projects.

Communication Skills

- Consulted with senior and junior level scientists on over 100 scientific projects that required animal research models. Advised at all levels from project design to implementation.

Leadership and Teamwork

- Prepared funding presentation, with other team members, that resulted in an additional \$700,000 support grant through the UCSD Cancer Center; the largest amount awarded to any of the 12 campus core research facilities.
- Coordinated the recruitment, hiring and training of 10 full-time and student employees.

UNIVERSITY OF CALIFORNIA, SAN DIEGO MEDICAL CENTER

La Jolla, CA

DEPARTMENT OF REPRODUCTIVE MEDICINE

1996-1998

Staff Research Associate I (Promoted from Assistant II to Associate I one year ahead of schedule)

- Performed research to determine the mechanisms that regulate neural development and function of endocrine genes in the hypothalamus and pituitary using molecular biology, biochemistry, and microscopy techniques.
- Manager of the 18-member laboratory responsible for a \$1 million annual budget. Successfully streamlined lab operations and experimental procedures including improvement of vendor and supplier contracts.

ADDITIONAL INFORMATION

- Organized a group of 30 volunteers for Special Olympics events.
- Interests include golfing, skiing, and reading classic and modern literature.

JAIME PRIETO

Jaime.Prieto.wg03@wharton.upenn.edu, (215) 448 9614
1908 Spruce St., Apt. 1A, Philadelphia, PA 19103

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA **Philadelphia, PA**
Master of Business Administration Candidate; Majors in Finance and Entrepreneurial Management **May 2003**

- Co-President of the European Club; member of the Finance, Private Equity and Technology clubs
- European Global Immersion Program Coordinator; Spanish liaison for Wharton's Publicity corps

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN **Urbana, IL**
Bachelor of Science in Electrical Engineering, Summa Cum Laude **May 1998**

- GPA 3.9/4.0; Bronze Tablet Award (top 3% of the class); Dean's List

PROFESSIONAL EXPERIENCE

MCKINSEY & CO **Madrid, Spain**
Summer Associate **Summer 2002**

- Participated in the design and implementation of the strategic plan of a major insurance company
- Defined the role of the controlling function and contributed to the creation of the Management Information System
- Structured the organizational model of the shared services group, analyzing the operations at the corporate center
- Established the foundations of the Major Accounts Group, by establishing the initial objectives and working principles

LUCENT TECHNOLOGIES INC. **1998 to 2001**
Wireless Market Manager, Wireless Networks Group **Whippany, NJ**

Led Lucent's Wireless Networks business with Telefonica in Latin America within a 3-people team Jan.00 to Jun.01

Technical Sales Consultant (Jr. & Sr.), Wireless Networks Group **France & Mexico**
Supported sales of Lucent's Wireless Local Loop (WLL) product line Sep.98 to Jan.00

Business Development: Negotiations and Client Management

- Advised customer on the strategy to evolve their wireless networks in Brazil, Argentina, Chile and Peru to 3G, resulting in the purchase of Lucent's solution for \$98 million
- Structured financial and contractual incentives and established pricing to close a new contract worth \$102 million to swap-out Lucent's largest competitor in Brazil, establishing Lucent as Telefonica's leading supplier in Latin America
- Crafted Lucent's WLL strategy in Mexico, resulting in Lucent's first ever wireless contract with Telmex for \$8 million

Product Management: Strategy Development, Planning and Budgeting

- Led benchmarking exercise used to develop Lucent's new Core Network for 3G, committing \$66 million in R&D for 2001, and advancing the Softswitch solution (the new platform) by 2 years
- Managed the R&D process to capture and deliver on the specs needed for Lucent's first 3G trial in Latin America

Project Management: Leadership, Team Management, Cultural Diversity and Execution

- Led cross-functional/multi-level teams of up to 8 people to execute on projects worth \$105 million in 2000. Teams included: systems engineers; sales executives; as well as project, contract and business managers

Engineering: Communication, Analysis and Problem Solving

- Designed, configured and presented the network to provide telephone service to 1,000 villages in Brazil (Lucent's single largest WLL contract in Latin America, worth \$100 million). Similar projects in Honduras, Mexico and Colombia

MERRILL LYNCH **Miami, FL**
Assistant Financial Consultant, Latin America Private Client Group **Summers, 1996 & 1997**

- Initiated relationships with 12 new clients, which contributed \$9 million (8% increase) to the VP's portfolio
- Devised investment alternatives to balance customer's portfolios (typical portfolio worth: \$1 million)

ADDITIONAL INFORMATION

- **Languages:** Fluent in English, French and Spanish; working knowledge of Portuguese
- **Entrepreneurship:** Key advisor to a VC group that invested in three start-ups worth \$105 million
- **Sports:** Rugby (member of National Team, Wharton Rugby Team) and Squash (12 years)
- **Lived** in Spain, U.K., France, Mexico and the U.S.

YINGLU QIAO

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Tel: 215-981-0254 Email: yinglu.qiao.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA Candidate in Finance and Marketing, GMAT: 770 (99.97%)

Philadelphia, PA
May 2003

- Member of Consulting, Finance, and Investment Clubs
- Vice President of Greater China Club

TSINGHUA UNIVERSITY

Beijing, China
July 1997

Bachelor of Engineering in Automation

- Committee member of Science & Technology Association

EXPERIENCE

GE CAPITAL

Beijing, China

Business Development

May 2002-August 2002

- Evaluated JV partner candidates in consumer finance, including Auto Finance, Mortgage, and Credit Card businesses.
- Conducted feasibility studies and financial analysis for Credit Card, Auto Finance and Infrastructure Finance projects.
- Assisted in the development of GE Capital's overall China Strategy.
- Examined China's mutual fund, infrastructure finance, and consumer finance markets and analyzed major players.
- Developed relationships with prospective partners and government agencies and negotiated with partner companies and regulatory bodies.
- Facilitated a meeting with the Beijing municipal government on a \$5 billion subway system project for the 2008 Olympics.

Global Financial Restructuring

- Participated in a \$700M NPL (Non-Performing Loan) portfolio deal, GE's first bid in China with Merrill Lynch, Morgan Stanley, and a local partner.
- Acted as the key contact with local partner providing portfolio level review, initial screening and categorization.
- Underwrote NPLs, including creditor's right, REO (Real Estate Owned), and operating right. Evaluated loan file, reviewed appraiser's report, interviewed project managers in branch offices, analyzed potential risks and recommended exit strategies.
- Built an advanced valuation model for a distressed Liquid Gas Company using statistic tools to develop a financial and operations restructuring plan.
- Proposed a bid structure optimization process using Linear Programming.

BOEING (part-time consulting)

Philadelphia, PA

- Interviewed senior management and collected company data on supply chain and production processes.
- Analyzed operations processes and provided improvement recommendations.

Spring, 2002

GE MEDICAL SYSTEMS

Beijing, China

Six-Sigma Black Belt Project Leader (Internal Consultant)

1999-2001

Leadership and Teamwork

- Led a cross-functional team of 20 department managers and production line leaders to implement GE EHS management system.
- Managed a six-sigma project team, which developed a process map for a \$30M new production & engineering center.
- Mentored and motivated eight project leaders to use advanced statistical tools to achieve six-sigma objectives.

Analytical and Quantitative Skills

- Analyzed data in Manufacturing, Marketing, and Sourcing to improve operational efficiency.
- Top performer in the rigorous GE six-sigma training program, which measured strength in leadership, teamwork, and presentation skills as well as quantitative and analytical ability.

SCHLUMBERGER OIL FIELD SERVICE

China, Africa, and the Middle East

Field Service Engineer, Wireline & Testing Division

1997-1999

- Supervised multinational teams that provided technical services for major oil companies in China, Africa and the Middle East.
- Generated over \$2M in revenue for Schlumberger.

ADDITIONAL INFORMATION

- Beijing Chapter Vice Chairman of GE Elfun, a global volunteer organization of GE employees
- Interests: Travel, swimming, volleyball, and hi-fi music.

PATRICK G. QUIGLEY
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EDUCATION

THE WHARTON SCHOOL

Philadelphia, PA

Masters of Business Administration Candidate – *Director's List*

May 2003

Major in Entrepreneurial Management and Marketing

- Founder, Technology Ventures Group: Co-Leading group of 12 students focused on identifying new business opportunities
- Management, Entrepreneurship Conference: Organized/Led “What’s Next” Panel of 3 CEOs and 2 VCs
- Leadership Team, Entrepreneurship Club. Active Member: Private Equity, Tech, and volunteering clubs

DUKE UNIVERSITY

Durham, NC

Bachelor of Science in Engineering – *Summa Cum Laude* (graduated in 3 years in top 5% of class)

1994 – 1997

Major in Mechanical Engineering and Material Science with Distinction

- Led effort to develop enhanced laptop cooling technology. Secured corporate sponsorship from Gateway and IBM and research lab from Duke. Achieved 2 US patents (6073684, 6253838B1) in 2000. Currently pursuing commercial licenses
- D. Randall Scholar for leadership, KPMG Scholar, Gaugler Award in Material Science, Tau Beta Pi, Duke Sailing Team Officer

EXPERIENCE

BEA SYSTEMS, INC.

San Jose, CA

Product Marketing/Product Strategy

Summer 2002

- Project managed 6-person team in development of new marketing and execution plan for \$700M WebLogic Server business
- Led market research effort and managed consulting firm to identify target segments in application server market. Research drove WebLogic Server’s pricing, packaging and positioning. Helped convince CMO to fund \$130K project
- Team’s recommendations will drive revenue growth in the high-end server market and protect market share for low-end products
- Completed segmentation of evolving integration market (EAI, B2Bi) through discussions with customers and industry experts

QUINSTREET, INC.

Menlo Park, CA

Director of Product Management/Marketing, Founding Team (promoted twice for outstanding contribution)

1999 – 2001

Key member of senior management of this technology company that serves direct marketing clients - PROFITABLE and ONGOING

- Helped build concept into a 100-person company with \$25M annual run rate (ahead of plan) and raise over \$50M
- Recruited and led product management and web groups (13 people) to design, build and launch all products. Primary liaison between Engineering and Marketing
- Helped close revenue-generating enterprise sales deals. Filled technical sales role as part of enterprise sales team
- Developed products that enabled online community development, direct marketing, order management, and customer acquisition
- Created product marketing plan for enterprise products. Worked with customers to identify needs and develop solutions
- Established and led: Direct Marketing, Lead Generation and Not-For-Profit Business Development to reach new customers
- Persuaded corporate officers to create telesales group that produces 80% of revenues

MCKINSEY & COMPANY, INC.

Atlanta, GA

Business Analyst (ranked top in class of 10; received recognition award from Marketing Practice)

1997–1999

- Improved supply-chain operations at \$20B telecom company. Led team that reduced inventory on technician trucks by 50%, a potential \$40M savings. Convinced senior management to implement. Helped negotiate follow-up work for McKinsey
- Developed and deployed new channel and inventory strategy for \$30B computer OEM, \$80M annual savings
- Developed growth strategy for division of \$20B paper company. Led 2 client teams to convince executive management to close one facility and invest in low-cost capacity to restore profitability
- Helped build McKinsey Branding Practice. Advised 8 McKinsey teams, a role usually filled by partners and managers. Helped lead McKinsey team at \$2B consumer goods firm. Managed relationships with corporate officers and advised CEO in reviews

INTEL CORPORATION

Chandler, AZ

Planning and Logistics Group Intern (received PLG Recognition Award)

Summer 1996

- Organized and led a multinational team to reduce the processing time of \$600M of product returned annually by 78%, an annual \$8M cost savings. Initiated implementation with executive management

ADDITIONAL INFORMATION

- *Avid volunteer:* helped Board of Atlanta’s High Museum of Art develop business plan, Project Open Hand Volunteer (AIDS)
- *Always curious:* led research and published findings about thin film fabrication in *Journal of Vacuum Sci. & Tech. A*, Nov. ‘97
- *Other interests:* hiker and naturalist, impassioned blues guitarist, Shakespeare and theatrical arts devotee, amateur golfer

SANIA RAHMAN

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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Master of Business Administration Candidate in Strategic Management and Marketing

May 2003

- Wharton Women in Business, G.U.I.D.E Mentor, Admissions Committee, Consulting Club.

GETTYSBURG COLLEGE

Gettysburg, PA

Bachelor of Arts in Economics

May 1997

- Graduated Magna Cum Laude, Rank – 13/500
- Member of Phi Beta Kappa and Economics Honor Society
- Cambridge University, U.K., Study Abroad Program
- Intermediate Macro-economic Teaching Assistant

EXPERIENCE

RED DAWN, INC.

Arlington, VA

Summer 2002

Business Development

- Developed business and marketing plans for opening a restaurant/lounge in the Arlington area including situation analyses, market segmentation, menu item conceptualization, pricing, and logo design.

BOOZ ALLEN & HAMILTON

Washington, DC

Senior Consultant, Civil Markets Team

1999 – 2001

Leadership and Strategy Development

- Led and managed a cross-functional team of programmers, database administrators, documentation specialists, analysts, and graphical artists in the development and implementation of a complex data management system, Integrated Planning and Budgeting System-Information System (IPABS-IS), for the Department of Energy's (DOE) Environmental Management (EM) program.
- Developed functional and data requirements for IPABS-IS Budget Execution Module in an effort to reengineer the budget execution process for EM.
- Worked with internal Booz•Allen teams in the creation of proposals and client presentations, and marketing of Booz•Allen services.

Project Management

- Designed, developed, tested and launched the different phases of the Budget Formulation Module of IPABS-IS.
- Created the Functional Requirement Tracking System of the IPABS-IS development phase. Built a database to store and maintain integrity of the functional and data requirements for the entire system.
- Analyzed problematic projects within EM. Provided oversight to a team of six in the development of the project analysis.

Client Relationship Management

- Trained clients and conducted informal presentations on the functional capabilities of IPABS-IS.

People Development

- Recruited and interviewed junior level hires.
- Trained new hires on the functional capabilities of IPABS-IS.

ICF KAISER CONSULTING

Vienna, VA

Research Assistant, Energy Consulting Group

1997 – 1999

Research

- Analyzed and researched key exhibits for the fuel audit of two utility companies for the Public Utility Commission of Ohio.
- Researched information on restructuring issues for disposition in front of the New Jersey Board of Public Utilities. Explored the market structure in three states: California, Pennsylvania, and Massachusetts.

ADDITIONAL INFORMATION

- Undergraduate Internships: Federal Communications Commission, U.S. Department of Agriculture's Economic Research Service, World Bank, Grameen Bank.
- Community Work: Washington Adult Literacy Council, Association for Health, Education, Agriculture and Development of Bangladesh.
- Interests: oil painting, reading, cooking, and weight training.

SUMA RAJU

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate – Dual Major in Finance and Strategic Management

May 2003

Marketing Director: Wharton India Economic Forum; *Finance Conference:* VP Logistics; *House Manager:* Christmas in April; *Cohort Leader:* Wharton Welcome Weekend; *Volunteer:* Upward Bound; *Member:* Net Impact, Women in Business.

TULANE UNIVERSITY, A.B. Freeman School of Business

New Orleans, LA

Bachelor of Science in Management cum Laude – Major in Accounting and major equivalent in Finance

May 1995

Secretary: A.B. Freeman School Government; *Awarded:* Tulane International Student Tuition Scholarship.

Part-time Employment: Worked throughout undergraduate studies to finance 100% of living expenses.

SALEM COLLEGE

Winston-Salem, NC

Awarded: International Student Academic Scholarship.

August 1991 – May 1992

EXPERIENCE

GOLDMAN, SACHS & CO.

New York, NY

Summer Associate, Mergers and Strategic Advisory Group, Investment Banking Division

June 2002 – August 2002

- Evaluated possible acquisition candidates, analyzed strategic alternatives and performed financial analyses for a \$12 billion transportation company and a \$15 billion retail company.
- Advised \$15 billion retail company in the sale of one of its divisions. Developed financial model to analyze the implications of various strategic and financial alternatives and presented analyses in client meeting.
- Represented \$1 billion power company in a \$240 million follow-on equity offering. Drafted sales memo and red flash, performed public company valuation and participated in due diligence.

HARVARD BUSINESS SCHOOL

Boston, MA

Senior Researcher, Global Research Group

January 2000 – June 2001

- Conducted in-depth research on companies ranging from start-ups to multinationals, in various socio-economic and political environments including India, Singapore, Italy, Switzerland, UK and US. Analyzed business issues and assessed management, culture and mindset of companies through close interaction with senior management.
- Coordinated closely with HBS faculty to transform the research into co-authored cases. Published over 10 HBS Cases and 2 Teaching Notes, which are currently being used worldwide to advance the understanding of management issues.
- Promoted to Senior Researcher (5 out of 150 researchers hold the title; sole Senior Researcher without advanced degree).

MDT ADVISERS, INC.

Cambridge, MA

Private Equity Analyst

November 1998 – November 1999

- Evaluated early through late stage investments in technology, consumer and e-commerce for \$1 billion investment firm. Performed due-diligence and analyzed markets, products, sales and marketing strategies of potential portfolio companies.
- Performed financial statement and valuation analyses of portfolio companies to determine performance, exit timing and strategy. Participated in board meetings, negotiation sessions and investment decision reviews.
- Coordinated efforts to diversify MDT's investment portfolio. Identified and analyzed investment opportunities in the California Water market, in which MDT subsequently invested \$10 million.

MERRILL LYNCH & CO.

New York, NY/San Francisco, CA

Financial Analyst, Investment Banking

June 1995 – August 1998

- Executed over \$4 billion in financings and M&A transactions as part of deal team, including AIM Management Group's \$2.2 billion merger with INVESCO PLC - Largest cross-border merger at the time in the asset management industry.
- Led three-person analyst team that studied the \$75 billion global wine industry to assess business opportunities. Merrill Lynch subsequently conducted a comprehensive evaluation and initiated coverage of the California wine industry.
- Assumed leading role as a third year analyst in conducting due-diligence, drafting of SEC documents and preparation of marketing and road show materials for a manufacturing company in its \$50 million common stock offering.

ADDITIONAL INFORMATION

Hobbies: Enjoy traveling, backpacking, art history, cooking, and reading literature.

Volunteer: Junior Achievement; Non-Traditional Employment for Women; Asian Task Force Against Domestic Violence.

SURESH RAMAKRISHNAN

1530 Locust St. #13E, Philadelphia, PA 19102 *suramakr@wharton.upenn.edu* (215) 790-0875

EDUCATION

The Wharton School, University of Pennsylvania:

Philadelphia, PA

Candidate for MBA (Major: Finance)

2003

- Member Finance Club, Private Equity Club
- GMAT 740

University of Rochester (High Distinction): 1995 BA Computer Science, BA Economics

- Worked over 35 hours/week to finance education
- #1 Ranked debater in US out of over 300 nationwide teams; 1995 US Eastern Region debate champion

EXPERIENCE

Goldman, Sachs & Co.

Menlo Park, CA

Intern, Investment Banking Division

Summer 2002

- Strategic Advisory: Performed accretion/dilution analysis, DCF, LBO analysis; analyzed operating metrics of companies to determine suitability for LBOs and mergers
- Client Service: Helped create presentations for share repurchase programs performing shareholder dilution analysis, industry overview analysis and comparable transaction analysis; participated in client meetings

CMGI@Ventures

Menlo Park, CA

Associate

2000 – 2001

- Evaluated new investment opportunities for \$1Billion Technology Venture Fund
- Responsible for bringing in 2 deals to CMGI@Ventures
- Involved in all aspects of transactions including deal sourcing, evaluating business plans, conducting in-depth due diligence, developing financial models (comparison and valuation analysis), performing industry analysis, preparing detailed investment memoranda, structuring term sheets, and participating in deal negotiations
- Reviewed over 700 business plans, met with 100 companies, and led due diligence of management teams and technologies for more than 40 companies.
- Held Board Observer rights on portfolio companies; significant interaction with senior management and Boards
- Selected Deal Experience:
 - ***Psionic Software*** (Intrusion detection Agent technology) and ***XMology*** (XML Based Integration Software)
Responsible for sourcing both deals; led deal team to structure investment
 - ***Dejima*** (Agent based Natural Language Technology):
 - Worked closely with CEO and CFO to develop targeted strategy to enter CRM and Wireless market
 - Board Observer: attended board meetings and worked closely with management on operational issues

Goldman, Sachs & Co.

New York, NY

Vice President, Management Controls Group

1996 – 2000

- Provided due diligence on technology initiatives at Goldman Sachs
- Assignments included assessment of emerging technologies and market feasibility evaluations
- Selected Project Experience:
 - Risk Management methodology:
 - Identified and evaluated strategic technology for investment and deployment
 - Developed strategic risk models and algorithms to identify technology risk exposure
 - Global Network Design and Security Analysis:
 - Performed detailed assessment of Global Network to determine security against external attacks and hackers
 - Performed strategic architecture review; stability risk analysis, review of emerging security technologies
- **Conference speaker:** “E-Commerce and the Financial Industry”, Geneva, Switzerland (October, 1999); “E-Commerce Lyceum”, Boston (April 1999); “Risk Management in Financial Services”, New York (February, 2000)

Travelers Insurance (Citigroup)

Hartford, CT

Leadership Program

1995 - 1996

- Selected for the ACCENT program; a leadership-focused program designed to allow rapid growth within management at the Travelers Group of Companies through rotations in Citigroup companies

INTERESTS

Avid Audiophile, Watching Seinfeld reruns, Snorkeling, Tennis, Cricket

VALERIE R. RAMIREZ
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EDUCATION

THE WHARTON SCHOOL, University Of Pennsylvania
MBA Candidate, Finance and Strategic Management

Philadelphia, PA
May 2003

- Active in Finance Club, Private Equity Club, and Women in Business
- Recipient of Wharton Academic Fellowship, National Society of Hispanic MBA Scholarship

COLUMBIA UNIVERSITY
MPA, School of International and Public Affairs

New York, NY
May 1999

- Served as a Full Time Teaching Assistant for a 60 Person Graduate Level Statistics and SPSS Course
- Received 100 % Tuition Fellowship, Public Service Award, Chase Fellowship, National Hispanic Scholarship

UNIVERSITY OF CALIFORNIA BERKELEY
BA, Political Science

Berkeley, CA
May 1995

- Self-Funded 100% Of Education Through Scholarships and by Working 30 Hours/Week At Wells Fargo Bank

EXPERIENCE

GOLDMAN, SACHS & CO.
Summer Associate, Principal Finance Group

New York, NY
Summer 2002

- Helped execute a \$400 million proprietary investment in a distressed, publicly traded company
- Coordinated due diligence process between client, valuation, legal, and independent principal investing firms
- Participated in asset valuation roundtables with senior management to decide upon final bid price
- Built valuation models and ran sensitivity analyses for portfolio of over 200 diverse assets

COGIT CORPORATION
Manager, Business/Corporate Development

San Francisco, CA
2000-2001

- Helped identify and negotiate strategic and joint venture partnerships in the US and Europe
- Developed contracts, pricing policies, service delivery, and billing processes
- Worked closely with the CEO to pitch investors, securing over \$7 MM in venture capital financing

IBM GLOBAL SERVICES
Associate Consultant, Application Development

New York, NY
1999-2000

- Promoted to lead the concept development and integration efforts for a pioneering e-commerce application
- Responsible for leading a 30 person IBM-Client team during weekly Joint Application Design (JAD) sessions
- Modeled user behavior and developed time series analysis to predict future consumer growth trends
- Recognized for practice leadership by Sam Palmasino and for volunteer contributions to support the local practice

CONGRESSMAN WILLIAM P. BAKER
Campaign Manager and Congressional Aide

Walnut Creek, CA
1995-1997

- Developed campaign strategies and managed day-to-day operations of the re-election campaign
- Conducted extensive statistical modeling of constituent demographic and psychographic behavior patterns
- Analyzed past donor behavior to refine fundraising strategies, resulting in a 50% increase in total funds raised
- Worked on a landmark legislation to extend Bay Area Rapid Transit (BART) to San Francisco Airport

ADDITIONAL INFORMATION

- Enjoy horse back riding, hiking, golf, international cooking, travel, and volunteering
- Active in mentoring minority students to complete higher education

VIRU RAPARTHI

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate

May 2003

Major in Finance and Strategic Management

- Cohort Alumni Representative. Wharton Alumni Virtual Experience (WAVE) Co-coordinator.
- FAP Project: Credit Suisse First Boston - Project New Balance (Leverage of Balance Sheet).
- Member of the Finance and Private Equity Clubs, Admissions Essay Review team

INDIAN INSTITUTE OF TECHNOLOGY (IIT)

Kharagpur, India

Bachelor of Technology (Honors), Agricultural Engineering (Systems)

June 1990

- Second in Department, Class of 1990; Awarded Merit Scholarship for entire 4 years of education

EXPERIENCE

MERRILL LYNCH INVESTMENT MANAGERS (RISK & PERFORMANCE GROUP)

Princeton, NJ

Summer Associate

May 2002 – August 2002

- Developed a Performance Attribution Model for Fixed Income. The model allows for diverse sectorizations and can handle complicated transactions like day trading, derivatives, and trading strategies. Performance attribution is further decomposed into the Treasury and Spread Return components using the K-Methodology.
- Interacted with Senior Management and obtained inputs from Group leaders while validating the model.

RISK BASED CORRECTIVE ACTION (RBCA), INC.

Houston, TX and Rio de Janeiro, Brazil

Principal Consultant

Aug 1996 – July 2001

Leadership and Teamwork

- Responsible for: (i) Setting the company vision and direction; (ii) High-level technical review and mentorship; (iii) Marketing and business development, and (iv) Client retention and relationship management.
- Led a stakeholder group consisting of major Oil and Gas companies, chemical companies, and regulators in Texas. Successfully lobbied the Texas legislature to adopt the Risk Reduction program.
- Overcame cultural challenges while expanding my business within the Southeastern USA, through sheer integrity, determination, client focus, and creativity. Primarily grew business using my network and client relationship strengths.

Quantitative Analysis and Problem Solving

- Led a Project Development Team for a large Gas-fired Power Plant in Brazil; Constructed financing and technical package for EletroBras; Participants included major utilities from US, Europe and Brazil.
- Conducted sophisticated risk modeling (probabilistic and real-time) for Oil and Gas Clients, US Army and US Air Force.
- Investigated financial statements, sales projections, and organizational structure of a Chrome Plating plant to determine viable cost reduction opportunities during financial turnaround. Board-level approval received for \$4 million in opportunities.

Risk Assessment and Divestiture Planning

- Conducted third party due diligence in the Oil & Gas Industry. Representative projects include: MOBIL-SHELL divestment in Southeastern USA; Shell-Texaco due diligence; Chevron and Exxon risk management; PetroBras's offshore licensing.

AES, INC.

Houston, Texas

Corporate Risk Manager

May 1994-Aug 1996

- Expanded the Risk Assessment and Management Group to 16 people in the first 6 months. Billed more than USD 2 MM in new business in the first year; Responsible for the P&L of the group.
- Modified the employee salary and benefits structure (a flat system) to an "incentive" based system. Productivity increased threefold – measured by increased revenues, client billings, and repeat business.
- Representative Projects: Due diligence - Port of Houston acquisitions; Exxon Baytown Refinery - CAPEX reduction strategy.

WOODWARD-CLYDE CONSULTANTS

Houston, Texas

Manager, Risk Group

Aug 1990 – May 1994

- Awarded the American Petroleum Institute (API) Fellowship (Woodward-Clyde).
- Co-Team lead for the API DSS – the first risk assessment software for the oil and gas industry (hydrocarbons).
- Representative Projects: Sun Oil Co.– 3rd party Due Diligence; NGPL–Nation-wide regulatory interface services.

ADDITIONAL INFORMATION

- Member of Investment Advisory Committee: Rio de Janeiro (Mayoral Team), State of Minas Gerais, Brazil, (1998-2001).
- Member-President Clinton's Trade Delegation; US Dept. of Commerce delegations to India (1998) & Latin America (2000).

JEREMY REIFER
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reiferj@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania **Philadelphia, PA**
Master of Business Administration Candidate: Finance major **May 2003**
Master of Arts Candidate: International Studies, East Asia and Japan major

- Strategic Consulting Project: Analyzed market strategy for Japanese e-marketplace provider, *Recycle One.com*, and presented recommendations to senior management and Lauder Institute Board of Governors
- Member of Media and Entertainment and Investment Management Club, writer for Wharton Journal

BROWN UNIVERSITY **Providence, RI**
Bachelor of Arts: Modern European History major **May 1994**

- Semester abroad in Florence, Italy

KEIO UNIVERSITY **Tokyo, Japan**
Intensive Japanese Language Program **1996-1997**

EXPERIENCE

FIDELITY INVESTMENTS **Tokyo, Japan**
Equity Research Analyst **Summer 2002**

- Initiated coverage of Japanese semiconductor trading sector and made investment recommendations for six companies in the sector
- Analyzed companies by evaluating industry fundamentals, interviewing senior management in Japanese, and building detailed financial models projecting earnings, cash flows, and balance sheets
- Presented and defended investment thesis in comprehensive written and oral industry review to Fidelity portfolio managers and analysts

MARK ASSET MANAGEMENT **New York, NY**
Research Analyst **1998-2000**

- Conducted strategic analysis focusing on Media and Entertainment, Telecom, and Technology sectors for \$3 billion hedge fund with 28% compounded annual return, net of fees
- Performed financial analysis on stocks using discounted cash flow, relative, and private market valuation techniques
- Identified investment opportunities and communicated company recommendations to fund president and senior analysts resulting in increased fund performance
- Initiated meetings with sell-side research analysts and senior company management to identify and monitor sector and company trends and performance
- Trained incoming junior analysts in accounting, financial statement analysis, and equity valuation

JAPAN EXCHANGE and TEACHING (JET) PROGRAM **Yokohama, Japan**
Curriculum Advisor **1994-1996**

- Taught English as a Second Language to junior high school students for the City of Yokohama; prepared lesson plans and created original teaching materials for all classes
- Trained incoming English teachers for the Yokohama Ministry of Education
- Conducted teaching seminars for over 150 teaching professionals on behalf of the Japan Ministry of Education at the state and national level

ADDITIONAL INFORMATION

- Fluent in Japanese, basic command of Italian
- Chartered Financial Analyst Level 1 Candidate
- Backpacked for 12 months in over 30 countries throughout Asia and Europe
- Enjoy tennis, basketball, music, and backgammon

MARK D. REMIJAN

12 W. Athens Avenue, Ardmore, PA 19003
cell: (610) 996-0301; email: Mark.Remijan.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Master of Business Administration Candidate, Finance**

Philadelphia, PA
May 2003

- Director's List, Fall 2001 and Spring 2002; First Year Honors
- Co-President, Southeast Asia Club; Co-President, Ultimate Frisbee Club
- Investment Management Club; Christmas in April

MASSACHUSETTS INSTITUTE OF TECHNOLOGY **Bachelor of Science, Mechanical Engineering**

Cambridge, MA
May 1988

- Received invitation to Master's Program; Cumulative GPA of 4.7 out of possible 5.0

EXPERIENCE

HOPE WORLDWIDE **Country Director, Cambodia**

Phnom Penh, Cambodia
May – August 2002

- Managed hospital operations, overseeing 265 Cambodian and 25 expatriate staff and a \$4.8 million annual budget
- Secured \$500,000 in initial funding to establish an elementary school: designed program operations; hired and trained staff; drafted budgets, operating policy and administrative procedures; negotiated government contracts

Vice President, Pacific Rim **Project Director, Sihanouk Hospital Center of HOPE**

Wayne, PA
Phnom Penh, Cambodia

- Managed the strategic development and operations of programs in eight Asian countries, seven US cities 1996 – 2001
- Led and managed the five-year growth of the geographic region from two programs in two nations to 15 programs in eight nations, 272 employees and an \$11.6 million annual budget
- Awarded "Outstanding Public Welfare Supporter" by the Prime Minister of Thailand in 1999 for an innovative computer training program for 165 women in a government rehabilitation center
- Established the largest adult-health-care hospital in Cambodia – treated 325,000 patients in five years – and a center of excellence for the ongoing training of 100 Cambodian medical staff
- Conducted hospital feasibility study; drafted budgets; helped prepare prospectus and assisted the Chairman of the Board in discussions with King Sihanouk of Cambodia and the Ministry of Health
- Coordinated the hospital management, staffing, financial administration, fundraising, government liaison and strategic planning functions
- Recruited and managed an international medical staff of 25 from the US, Australia, Europe, and the Philippines
- Launched and co-directed the hospital development campaign, raising \$25 million in cash and goods-in-kind
- Initiated and co-researched a USDA food aid grant, resulting in proceeds of \$4 million for hospital operations

Country Director, Vietnam

Ho Chi Minh City, Vietnam
1994 – 1996

- Established a kindergarten school and medical clinic, benefiting 1000 children
- Collaborated with the Ho Chi Minh City HIV/AIDS Commission in establishing an HIV/AIDS prevention education center and in improving its prevention education strategy for Southern Vietnam
- Produced a documentary film on the trans-border spread of HIV/AIDS – in Cambodia and Vietnam – that was aired on the Vietnamese national news network

INTERNATIONAL CHURCHES OF CHRIST **Missionary / Minister**

1988 – 1994

- Participated as a key team member on foreign missions in Egypt, the Philippines and Cambodia
- Established and led congregations in the Philippines and Cambodia
- Established a non-profit assistance program between Japan and Cambodia

ADDITIONAL INFORMATION

- **Foreign Languages:** Cambodian, Vietnamese, Spanish, Filipino, Arabic
- **Interests:** Southeast Asian studies, investing, entrepreneurship, the Bible, technology, basketball, physical fitness

ANDREA REMYN

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Andrea.Remyn.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Masters of Business Administration Candidate in Finance and Entrepreneurial Management

May 2003

- Member of Finance, Investment Management and Sales & Trading clubs; Research Analyst for the Wharton Fellows Fund
- Elected to: WGA Cohort Social Rep, 1st & 2nd year Wharton Women in Business Alumni Liaison, Finance Club VP-- Sales & Trading Liaison

DUKE UNIVERSITY

Durham, NC

Bachelor of Arts, Art History & Archaeology. 3.7 GPA

December 1995

- *cum laude*, Dean's list with distinction 1993-1995, Golden Key National Honor Society

PROFESSIONAL EXPERIENCE

LEHMAN BROTHERS, INC.

New York, NY

Capital Markets Summer Associate, High Yield & Prime Brokerage

June-August 2002

- Analyzed leveraged loan credit agreements to observe deterioration of negative covenants. Presented results to management. Created a quote-tracking database for distressed loan/bond traders.
- Synchronized prime brokerage databases globally to help determine customer tiering and prospect prioritization. Prepared capital introduction presentations and hedge fund profiles for quarterly directory. Co-wrote capital introduction article for trade journal.
- Rotated through structured and investment grade credit, mortgaged-back securities and interest rate products in fixed income; convertibles, listed trading, portfolio sales and international sales in equities.

K2 DIGITAL, INC.

New York, NY

Director of Strategic Planning

1999-2001

- Developed existing client relationships and generated new business with F500 firms, earning \$1.5 MM per quarter.
- Presented financial results of operations and growth strategies to private equity and late-stage venture capital firms.
- Advised Director/EVP level K2 clients upon key strategic areas including CRM, online distribution and marketing.
- Supervised client services and market research teams (10+ individuals).

Selected Engagements: (clients included HP, NCR, WCOM, AETNA, ABB, MSDW)

- Developed Fixed Income strategic plan for Morgan Stanley consumer online trading, marketing and distribution.
- Developed Morgan Stanley's worldwide Internet portal strategy and redesign in 2000-2001.
- Conducted planning for the integration of Morgan Stanley's Individual Investor account management applications.

WUNDERMAN CATO JOHNSON/YOUNG & RUBICAM

New York, NY

Senior Business Strategist, Account Executive, Asst. Account Executive

1997-1999

- Generated new business for WCJ/Y&R joint partnership efforts averaging \$2.6MM/year. Partnered with department heads to devise pitch strategy, revenue/income scenario and staffing/deployment.
- Integrated newly acquired strategic consultancy into a new business consulting operation and managed VP-level clients and interdepartmental teams in new Internet strategic services, database analytics, channel planning, identity development and benchmarking projects. Clients included Citibank, Sony and Microsoft.
- Led financial forecasting and annual account planning for \$40MM Citibank U.S. Card account.

OXFORD ASSOCIATES

Bethesda, MD

Consultant

1996-1997

- Built SG&A financial models, budgets and market projections, conducted client audits and formed recommendations to improve distribution channel operations for American Express Financial Advisors. Resulted in \$2MM/year retainer.
- Used outbound calling interview techniques and secondary research for competitive benchmarking and best-practice analyses. Assessed call center performance, distribution channels, and marketing strategies for EG&G (now Ortec), GE Information Systems, IBM and HP.

ADDITIONAL INFORMATION

- Managed own investment portfolio since 1996.
- Former professional ballet dancer, enjoy African dance and salsa, travel, hiking, biking and contemporary art.
- Speaker at Direct Marketing Days in New York, May 2001. Published in I-Marketing News and Price Waterhouse publications 1999-2001.

KYOO-CHEOL CHRIS RHEE
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215.563.2375
kyoo-cheol.rhee.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
MBA Candidate in Finance and Entrepreneurial Management

Philadelphia, PA
May 2003

Member of the Finance Club, Private Equity Club and Media and Entertainment Club. GMAT: 760
Cohort MVP, Cohort Academic Representative, Cast Member of the Wharton Follies, and Member of the Wine Club

YALE UNIVERSITY

New Haven, CT
May 1997

BA in Economics, with Distinction

Academic Director for Summer Institute at Yale Center for International and Area Studies, Member of the Yale Glee Club,
Education Chair of the Korean American Students of Yale. One Semester Accelerated

EXPERIENCE

UBS WARBURG

New York, NY
Summer 2002

Summer Associate, Mergers & Acquisitions, Investment Banking Division

- Built financial projections, helped the CEO and CFO draft management presentation, and assisted them during the due diligence process on a sell-side advisory of a \$100 million industrial equipment manufacturer
- Assisted with valuation using discounted cash flow, public company and precedent transaction analyses for a potential acquisition of a \$325 million consumer goods producer. Participated in client discussions and drafted client's memo
- Helped develop strategic alternative materials and pitches regarding potential transactions with Global Industrials, Healthcare and Technology Groups. Developed case studies on multiple-class stocks. Performed financial modelling and valuation using comparable company, accretion/dilution and LBO analyses

PRICEWATERHOUSECOOPERS CONSULTING

New York, NY
1997 – 2001

Principal Consultant (2000 – 2001); Consultant (1999 – 2000); Research Consultant (1997 – 1999)

Merger Integration and Corporate Restructuring

- Streamlined clients' overhead organizations, expenses and assets on two merger integration and six corporate restructuring projects. Recommended cost savings exceeding \$207 million and asset reduction over \$61 million to two of the world's largest food companies, a \$8 billion chemical company and industrial products manufactures
- Designed the corporate strategic planning function for the \$10 billion US subsidiary of a Japanese conglomerate, in collaboration with the CFO and leading nine client team members.

Financial and Quantitative Analysis

- Analyzed financial statements and expense data, and built benchmark models to estimate cost saving opportunities
- Built an operating cost model for a B2B e-Market to be launched by a consortium of four major US telcos

Industry Analysis and Business Model Development

- Wrote a business plan for a new IP network service provider in Korea, in order to attract US private equity investment
- Assessed industry trends and developed a launch strategy for the Internet infrastructure business of Korea's largest telco
- Developed the business model for a major consumer electronics company's new e-business venture in Korea

Business Development and Leadership

- Led numerous sales pitches, three of which generated fees
- Managed two full engagements and nine sub-teams consisting of up to six consultants and nine client team members
- Trained US and Korean consultants on firm's profit improvement/corporate restructuring methodology
- First non-MBA ever to be promoted to Consultant and to Principal Consultant in Strategic Change Business Unit

ADDITIONAL INFORMATION

- Native fluency in Korean, proficiency in French and basic knowledge of Japanese
- Travelled to more than twenty countries including Russia, France, Italy, China, Japan and Hong Kong
- Acted in a prime time TV show in Korea and was subject of a documentary segment
- Personal interests include skiing, playing tennis and looking for out-of-bound golf balls

LESLIE B. RHEE

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Health Care Management

May 2003

- Co-Chair for 2003 Wharton New Ventures in Health Care Conference
- Selected as Leadership Fellow for 2002-2003 Academic Year
- Recipient of Wharton Health Care Alumni Assn. Achievement Award (awarded first time to first-year student)
- Health Care Club VP, Penn Biotech Group VP, Admissions Volunteer, Marketing Club, and Outdoor Club

YALE UNIVERSITY

New Haven, CT

Bachelor of Arts in Psychology, Concentration in Biology

May 1996

- Psi Chi National Honor Society, Academic All-American, Yale Medical School Summer Research Fellow
- Presidential Community Service Award, Yale College Council, Senior Class Council

EXPERIENCE

GENENTECH, INC.

South San Francisco, CA

Market Planning Associate

Summer 2002

- Conducted assessment of strategic intelligence capabilities across oncology franchise, which included development of survey instrument and interviews with key stakeholders across the organization. Analyzed industry best practices and developed strategy for creation of centralized intelligence unit within department.
- Analyzed practice dynamics for asthma product in development and presented strategic recommendations and tactical options to product team. Managed relevant primary market research and vendor relationship.

RDENTAL.COM, LLC

Bethesda, MD

Senior Director of Project Management

2000-2001

- Led team of analysts, editors, graphic designers, and programmers through consumer content development project that secured \$4.5 million in funding from WebMD.
- Supervised marketing and communications relationships for key business partners. Managed company's largest client, an e-health start-up that provides content and e-commerce solutions to over 141,000 health care professionals.

INCENTER STRATEGIES, INC.

Washington, DC

Senior Manager

1999-2000

- Managed daily operations of the company's business analyst division, including personnel decisions.
- Advised Managing Directors of The Life Sciences Trust, LLC, a venture capital/technology development affiliate of Incenter Strategies, regarding partnering with early-stage health care technology companies.
- Developed and implemented business plans for early- to mid-stage development companies seeking to commercialize proprietary technologies.
- Conducted due diligence, crafted marketing plans, and prepared financial projections and valuation models for these start-up companies.

Senior Research Associate

1997-1999

- Authored competitive intelligence reports identifying strategic development partners, licensing opportunities, and product lifecycle management strategies for Fortune 500 health care companies.
- Analyzed data to assess the marketplace and to evaluate the scientific viability of various technologies.

STAND FOR CHILDREN NATIONAL HEADQUARTERS

Washington, DC

Assistant to the Executive Director

1996-1997

- Coordinated with the Children's Defense Fund in the Campaign for CHILD Health Now, an act sponsored by Senators Hatch and Kennedy, to provide health insurance for ten million uninsured children.
- Managed a coalition of over 150 health organizations and directed grassroots lobbying efforts across the country.

ADDITIONAL INFORMATION

- Yale Women's Varsity Swim Team (1993-1996) and Yale Women's Water Polo Team (1995)
- United States Masters Swimming Top 10 national ranking (1999)
- Selected to participate in PWC Consulting's Global Internship Program in Tokyo, Japan (Spring 2001)
- Volunteer for numerous political campaigns. Alumni interviewer. Television stunt double and film extra. Enjoy hiking, running, golfing, and community service.

SAFIA K. RIZVI, Ph.D.
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA, Finance and Health Care Management

May 2003

- Field Application Project: Market opportunity assessment for a product in development at Aventis Behring.
- Executive Leadership Lecture Series Committee: Selected group chosen to enhance Wharton Leadership Program.
- Walter V. Shipley, J.P Morgan Chase, Business Leadership Case Analysis Competition: Second Place Winner.
- New Ventures in Health Care Conference: Organized panel discussion by Pharma industry leaders (April 2002).
- *Memberships:* Community Consulting, Health Care Management and Wharton Women in Business Clubs.

UNIVERSITY OF OKLAHOMA

Norman, OK

Ph.D., Chemistry and Biochemistry

May 1995

- Doctoral thesis involved quantitative statistical analysis of iron transport across cell membranes
- *Academic Honors:* American Heart Association Fellowship Award for outstanding research; Karcher Fellowship Award for science; Cleo Cross Outstanding International Student Award.

UNIVERSITY OF KARACHI

Karachi, Pakistan

BSc. Honors, Chemistry and Biochemistry

1987

- *Academic Honors:* GPA 3.9 Ranked 2nd in state-wide graduating class; Full Academic Scholarship.
- *Activities:* Editor and writer for Chemistry Department newsletter; Coordinator for Literacy Initiative.

EXPERIENCE

GLAXOSMITHKLINE, Marketing and Commercial Analysis group

Philadelphia, PA

MBA Intern

May-August 2002

- Analyzed the market opportunity, prepared documents for investment of internal asset (~300M) in private venture.
- Developed a comprehensive map of GSK commercial activities in alignment with drug development milestones.
- Created detailed outline for training course in drug development/commercialization for marketing professionals.
- Assessed and recommended the targeting strategy for a new product launch based on extensive analysis.

GLAXOSMITHKLINE, Department of Bioinformatics

King of Prussia, PA

Computational Biologist

1999- 2001

- Led initiative on “gene discovery” and “gene analysis” strategies and procedures for bio-therapeutics which resulted in Intellectual Property filing for ~200 novel gene sequences.
- Evaluated scientific strength biotech products and companies for establishing alliances in Oncology, one of which resulted in alliance between Cytokinetics and GSK to co-develop cancer therapies.
- Analyzed, and evaluated development strategies as advisor to Drug Discovery scientists.

Empowerment through Learning Information Technology (eLIT)

Philadelphia, PA

Founder, Executive Director

2000-Present

- Conceived and planned global non-profit initiative. Project has ~ 200 students at centers in US, Pakistan and India.
- Featured in Financial Times, the Philadelphia Inquirer, CNN, ABC, NBC and several international publications.
- Recruited 20 individual and 5 institutional members . Developed multinational management team, raised funds, established 4 learning centers and developed collaborations with other non-profit groups.

UNIVERSITY OF PENNSYLVANIA, School of Medicine

1996-1999 Philadelphia, PA

- Led scientific projects in the area of protein structure and structure-based drug design.
- Established a number of new and innovative projects and initiated and successfully conducted transatlantic alliances. Wrote Research Grant applications, scientific articles and refereed grants and articles for publication.

AWARDS AND HONORS

- American Red Cross Spectrum Award 2001 “Rising Star”.
- 2001 National Working Mother of the Year Award from Working Mother Magazine.
- Altrusa Club “Outstanding International Women Graduate Student Award” University of Oklahoma 1994.

PROFESSIONAL ACCOMPLISHMENTS

- **35** patent applications for genes of novel biotherapeutics and **2** issued patents for active cytotoxic compounds.
- **8** publications in peer reviewed journals and **6** presentations at National and International conferences.

ADDITIONAL

- Invited advisor to *President Bush* and National Security Council regarding South Asia Nov. 2001.
- Keynote speaker for “*Women Economic Club*” in Michigan, May 2001 and many other events.
- *Languages:* Fluent in English, Urdu, Hindi and able to read and write Arabic and Persian, Introductory German.

MICHAEL ROBBINS
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Educational Background

Wharton School of Business, University of Pennsylvania. **Philadelphia, PA**
Masters in Business Administration Candidate, Major: Finance. **Present – May 2003**

- Selected for the Milken Young Entrepreneurs Program and Leadership Mentoring Program.
- Board member of and house manager for Christmas in April Philadelphia.

Columbia University **New York, NY**
Bachelor of Arts: History **Sept 1992 - May 1996**

- Awards: Silver Crown Award for Community Service and Beta Theta Pi Educational Scholarship.
- Intern at ORIX Corporation, a Japanese finance and leasing firm.

Work Experience

Deutsche Bank **New York, NY**
Summer Associate, Corporate Finance, Financial Sponsors and Industrials **Summer 2002**

- Performed financing and valuation analysis of a private equity firm's \$3.2B leverage buyout of a food distribution firm using LBO modeling and discount cash flow analyses.
- Analyzed potential acquisition targets, precedent transactions and comparable company valuations to advise a \$1.1B building materials firm on building product company acquisitions.
- Co-wrote a \$450M credit update to secure high-yield financing for a private equity firm's acquisition of a water infrastructure firm.

Kyoto Research Park Corporation (KRP) **San Francisco, CA and Kyoto, Japan**
Vice-President for Mag-Mag Corp. (KRP portfolio company) **Nov 2000 - Aug 2001**
Director of Business Development and Strategy **March 1999 – Nov 2000**

Venture Capital and Due Diligence

- Devised five business models for KRP's entry into the venture capital market. Coordinated negotiations with KRP management and five VC firms that led to a \$10M joint investment fund.
- Attracted a major Internet firm to KRP, negotiated a \$500,000 equity stake in the company and served as a marketing consultant to the firm.
- Headed due diligence efforts on a \$3M investment in U.S. and Thai subsidiaries for Mag-Mag, Japan's top e-mail advertising firm. Analyzed market dynamics, pricing trends and product differentiation for U.S. and Thai e-mail advertising markets.

Market Analysis and Team Leadership Skills

- Headed five-member team in negotiations with three firms (EMC, Abovenet, IIJ) on an Internet data center partnership that led to facility lease and marketing agreement with IIJ valued at \$3M.
- Analyzed market size, product positioning and partnering prospects in Thailand for a Japanese Internet device maker that led to a distribution agreement with a Thai partner.
- Developed U.S. market entry business plan for a chemical device firm that included a market analysis, sales strategy and cash flow projections. U.S. sales begin in Fall 2002.

Kyoto Convention Bureau (KCB) **Kyoto, Japan**
Coordinator, Global Marketing and International Relations **Aug 1996 – Mar 1999**

- Built European and North American client and partner network of convention organizers that generated \$50M in new facility and service contracts.
- Served as Kyoto's liaison to the United Nations for the 1997 Global Warming Summit. Managed 100 people in coordinating Vice-President Gore's visit to and the logistical operations of the event.

Additional Information

Language Skills: Near native level Japanese speaking, reading and writing skills.
Interests: Jazz, barbecue cuisine, scuba diving and travel.

RICHARD R. ROBINSON

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EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE University of Pennsylvania

Philadelphia, PA
May 2003

Master of Business Administration Candidate, Finance

Master of Arts Candidate, International Studies: Latin America and Spanish

- Summer Business & Culture Immersion Program
- Advanced study projects in strategy consulting and emerging market private equity

**Mexico City, Mexico &
Buenos Aires, Argentina**

UNIVERSIDAD DE MÁLAGA

Certificate in Spanish Language & Culture

Málaga, Spain
June 1992

BOB JONES UNIVERSITY

Bachelor of Science, Magna Cum Laude, Accounting

Greenville, SC
May 1988

EXPERIENCE

ALTIUS ASSOCIATES LTD.

Summer Associate

Richmond, VA
Summer, 2002

- **Middle Market Buy-out Market Analysis:** Developed US fund manager recommendations for European institutional clients of this UK-based private equity advisory services firm by analyzing investment performance and team composition. Research included primary and secondary sources.

THE CARTER CENTER

Associate Director – Finance & Administration

Atlanta, Georgia
1995 - 2001

- **Financial Modeling & Forecasting:** Modeled company's capital needs during large international expansion. Models helped secure increased funding, with six-year revenue CAGR exceeding 40%, from \$5 million to over \$40 million.
- **Mergers & Acquisitions:** Assisted in negotiating and structuring acquisition that resulted in 200% growth in annual revenues. Integrated financial and administrative policies, procedures, contracts, and systems of new business unit to increase organizational coherency and efficiency. Made personnel changes as necessary.
- **Financial Administration:** Created and maintained financial reporting and inventory systems for 36 cost centers in the US, Africa and Latin America that led to greater understanding of costs, more efficient cash management, and more precise budgeting.
- **Strategic Planning:** Developed long-range strategic plans for international expansion of health programs. Analyzed fundraising strategy to find synergies between key donors and our financial needs.
- **Legal:** Negotiated extensive contracts and international legal disputes to minimize company exposure.
- **Human Resource Management:** Managed forecasting and structuring of international human resource requirements during period of high growth, (from 35 to over 400 employees), defining positions, pay scales, and international postings.

Controller

1992 - 1995

- **Financial Accounting & Reporting:** Designed and deployed a standardized multi-currency financial accounting system in all US and international operations that served as platform for growing operations.
- **Internal Controls:** Developed standard financial management policies and procedures for headquarters and international operations that maintained adequate control over firm assets and maximized flexibility for operations staff.

ARTHUR ANDERSEN LLP

Senior Accountant

Atlanta, Georgia
1988 - 1992

- Performed audits, SEC registrations and periodic filings, acquisition-related due diligence work, recapitalizations, internal control and operations reviews, and creditor comfort letters for diverse mix of Fortune 500 and private clients.
- Improved efficiency and effectiveness of client audits by redesigning and streamlining auditing procedures.

ADDITIONAL INFORMATION

- Certified Public Accountant.
- Fluent in Spanish; basic knowledge of French.
- Worked and traveled extensively throughout Europe, Africa and Latin America

Y. ANGELA ROE

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EDUCATION

THE WHARTON SCHOOL, The University of Pennsylvania

MBA Candidate – Strategic Management and Marketing

Philadelphia, PA

May 2003

- Outdoor Adventure Club—Vice President
- A.T. Kearney Global Prize Contest—Team Captain. Member of the Consulting Club.
- Strategy consulting project for Gilat Satellite Systems Europe (Known as Starband in the US).

THE JOSEPH H. LAUDER INSTITUTE OF MANAGEMENT & INTERNATIONAL STUDIES

MA Candidate – Western Europe & French Language

THE GEORGE WASHINGTON UNIVERSITY

Bachelor of Arts, International Affairs

Washington, DC

December 1992

- Legislative intern, Capitol Hill. Worked with legislators and congressional staff on the Omnibus Export Administration Act, a bill recommending which US products should not be exported due to national security.

EXPERIENCE

ESTÉE LAUDER COMPANIES

Intern, Global Strategic Marketing, Estée Lauder brand

New York, NY

Summer 2002

- Worked for VP of Global Skincare Marketing, a ca. US\$650 million category--the largest in the corporation.

Strategic Projects:

- Joint competitive analysis project with Clinique. Project was requested by corporate executive management; if the recommendations are accepted, the corporation will significantly change its advertising communications.
- Conducted cost of goods analysis for a total product line redesign, utilizing data from factories in the US, Europe & Japan.

MARCHON EYEWEAR, INC.

Melville, NY

World's 3rd largest eyewear manufacturer; global licensee for Donna Karan, Calvin Klein, Nike and other brands 1999 -2000

Donna Karan/DKNY International Marketing Manager

Leadership Experience:

- Led team of 50+ staff worldwide to develop, implement DKNY's global launch in Europe, Asia, Australia, South America.
- Facilitated discussions with 10 senior executives; made Donna Karan eyewear Marchon's 2nd most profitable brand. By year one, revenues reached US\$40 million, accounting for 15% of Marchon's sales.
- Managed all international issues related to Donna Karan/DKNY eyewear in 33 countries on six continents.
- Organized and presented global conferences for Donna Karan/DKNY staff to coordinate and align brand strategies.

Project Management:

- Co-supervised Nike & DKNY ad campaigns at the Sydney Olympics; gained endorsement of the Australian Olympic team.
- Worked with senior management at Donna Karan headquarters to develop global marketing strategies. One strategy led to product remix in duty-free stores; DKNY revenues increased shelf-space 30% & ousted competitors' eyewear brands.

Quantitative Analysis:

- Revised strategy implementation and analyzed markets; traveled to regional headquarters and country offices.
- Analyzed monthly financial reports from regional offices. Reported financial figures to Donna Karan headquarters.

CAPCON

Washington, DC

Non-profit library information technology association serving important libraries in DC area.

1998-1999

Director of Marketing

Leadership Experience:

- Led team of 5 in revamping association's market strategy; improved products offerings, increased member roster & gained support from important Washington, DC libraries. Marketing execution grew revenues 40%; increased membership 20%.

Client Relationship:

- Managed client relationships (World Bank, MCI, US Supreme Court, Nat'l Geographic) to improve their research capabilities.
- Created member buying-group & negotiated unprecedented 12% discount with Lexis-Nexis, Moody's & The British Library.

DESIGNTECH INTERNATIONAL, INC. *Consumer electronics manufacturer, \$15 million in total sales* Northern Virginia

International Marketing Manager, Latin America and Asia

1994-1998

- Led business development in Latin America & Asia, resulting in ca. 20% of company sales. Reported to company president.
- Responsible for product packaging, product literature, client newsletters and coordinated trade show exhibits.

ADDITIONAL INFORMATION

- Fluent in English, Spanish and French. Conversational Norwegian.
- Passion for international travel. Have resided in 9 countries on five continents.

KENDRA S. ROSE
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215.546.0334
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Strategic Management and Marketing

May 2003

- Marketing Club, Healthcare Club, Wharton Women in Business
- Elected Cohort Athletic Representative, Crew Club Member, Culinary Club Executive Officer
- Performed Field Application Project for local biotech company

STANFORD UNIVERSITY

Stanford, CA

Ph.D. Chemistry

1992-1998

- Thesis: Investigation of Bioinorganic Systems Using Ligand K-edge XAS. Thesis results have long-term implications for drug development in the pharmaceutical industry, such as in oxygen transport systems.
- Led scientific research projects with cross-functional teams of biologists, chemists, physicists, and engineers.
- Published six research articles in peer-reviewed academic journals.
- Presented research results at international conferences.

OHIO WESLEYAN UNIVERSITY

Delaware, OH

B.A. Chemistry, *Summa Cum Laude*

1988-1992

- University Honors and Departmental Honors in Chemistry.
- Member of Phi Beta Kappa, Chi Gamma Nu (chemistry) and Pi Mu Epsilon (mathematics) honor societies.

EXPERIENCE

BAIN & COMPANY, INC. *Strategic Management Consulting*

Chicago, IL

Summer Associate

Summer 2002

- Assisted in development of new retail return policy as part of a post-merger integration involving \$1.9B deal
- Developed customer research survey to understand key attributes of return policy that would exceed customer expectations
- Implemented financial model to understand economics of policy decisions
- Collaborated with Store Operations team to plan reverse supply-chain process for return policy implementation
- Worked with integration team to develop materials for Steering Committee meeting used to provide policy recommendation

LIPSON ALPORT GLASS & ASSOCIATES, *Brand Design and Identity Consulting*

Northbrook, IL

Brand Strategist

2001

Research Supervisor

2000

- Founding member of practice group offering proprietary approach to brand consulting called "Right Brand Thinking," generating over \$1MM in revenue and four new clients in the first six months.
- Developed brand identity strategies and presented recommendations to high-ranking executives in Fortune 500 companies.
- Recommendations led to restructuring of marketing plans (including packaging and product launch) of \$1B food brand.
- Collaborated with designers and creative directors from multiple company offices to refine proprietary processes, for brand identity development as well as product development.
- Designed customized research methodology for clients in a wide range of industries to understand consumer preferences as they relate to specific brands.

JOHNSON & JOHNSON CONSUMER PRODUCTS, INC., *New Product Development*

Skillman, NJ

Staff Scientist

2000

Senior Scientist

1998-2000

- Won top award at J&J "Understanding the Consumer Symposium" for novel consumer segmentation analysis.
- Co-authored four new product patent applications based on both product design and improved functionality. (Patents pending.)
- Supervised 20 production staff members in the construction of prototypes for consumer testing.
- Selected for elite *High Potential Employee Standards of Leadership Program* based on job performance evaluation.
- Developed product concepts with team of R&D, Marketing and Marketing Research for consumer testing, including focus groups and preBASES testing. Concept test results scored higher than current benchmark.
- Established a new method for understanding consumer preferences through segmentation analysis of Attitude & Usage data. This method streamlined the new product development process by focusing products on the appropriate consumer segment.

ADDITIONAL INFORMATION

- Member of American Marketing Association and American Chemical Society professional organizations.
- Founding member of Student Affairs Committee and graduate advisor to the Women's Science and Engineering Network and its Advisory Committee at Stanford University.
- Interests: travel, eating fine foods, and athletics (member of Ohio Wesleyan Swim Team, ran 5 marathons in the last 5 years).

NEAL E. ROSENBERG

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Philadelphia, PA 19104

Telephone: (215) 746-1182 • nealr@wharton.upenn.edu

Education

The Wharton School, University of Pennsylvania

Philadelphia, PA, May 2003

Candidate for Master of Business Administration

Concentrations in Finance and Accounting

- Teaching assistant for Speculative Markets, Microeconomics and Macroeconomics classes
- Directors List, First Year Honors
- Member of Finance, Private Equity, and Kite and Key Community Service clubs

The Wharton School, University of Pennsylvania

Philadelphia, PA, May 2002

Bachelor of Science in Economics

Concentrations in Finance and Management

- Cumulative GPA 3.98/4.00
- Summa Cum Laude, Dean's List (1998-2001), Joseph Wharton Scholar, Ben Franklin Scholar, Golden Key National Honor Society, Beta Gamma Sigma Honor Society (awarded to top 20 Wharton Juniors), Presidential Scholar – One of 141 students selected by the White House for academic achievement

Experience

Merrill Lynch & Company

New York, NY, June-August 2002

Associate, Mergers and Acquisitions

- Worked with senior bankers to analyze strategic M&A issues and provide financial advisory work in merger transactions and auctions using merger modeling, discounted cash flows, comparable companies, precedent transactions, and leveraged buyout scenarios
- Prepared fairness committee valuation and qualitative presentation for joint venture of large food and beverage company
- Worked closely with senior client executives in advising large diversified electric company on due diligence, valuation, strategic issues and bid tactics in upcoming auction purchase of technology company
- Assisted in valuation, tactical considerations and transaction structure for upcoming acquisition of diversified products company

Goldman, Sachs & Company

New York, NY, June-August 2001

Analyst, Mergers and Strategic Advisory - Products

- Performed financial modeling and valuation analyses using credit comparisons, discounted cash flows, comparable companies, precedent transactions, and leveraged buyout scenarios
- Analyzed firm debt capacity and determined appropriate use of leveraged products for LBO of technology firm
- Worked with senior bankers and LBO fund partners to perform due diligence and qualitative industry analysis for potential purchase of \$400 million paper products company
- Prepared valuation and staple-on financing package for upcoming auction of consumer products company
- Assisted in development of roadshow presentation, rating agency presentation, and prospectus for \$225 million high yield offering

Merrill Lynch & Company

New York, NY, June-August 2000

Analyst, Mergers and Acquisitions

- Constructed pro-forma merger models, performed discounted cash flow, comparable companies, comparable transaction, and leveraged buyout analyses
- Assisted in preparation of valuation and fairness committee presentation for tender offer of cigar company
- Performed valuation of Israeli medical device manufacturer for sale in public auction
- Studied the use of Cash EPS versus GAAP EPS and the resulting effect on firm valuation

SEBASTIAN RUBENS Y ROJO

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EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania **Philadelphia, PA**
MBA (Public Policy and Management) / MA in International Studies (Portuguese and Chinese) **May 2003**

- Selected for team presentation to Board of Governors: analysis/ recommendations to major Brazilian regional jet manufacturer
- Marines training camp (Quantico): leadership experience. China immersion program: visited companies and government officials
- Selected as Wharton Admissions Committee staff for 2002/3
- Selected as mentor of CEOs and CFOs in Wharton's Executive program. Also mentored undergrad
- Volunteer Work: Coordinated group to assist NGO in Botswana launch AIDS intervention program through focused workshops

UNIVERSIDAD DE BELGRANO **Buenos Aires, Argentina**
Licentiate in Psychology, Clinical concentration **December 1995**

- Recipient of Scholarships and Loan of Honor for highest grades
- Statistics Assistant: Led team-based research; adapted existing tests to develop assessment model applied on 500 students.

EXPERIENCE

DELOITTE CONSULTING **New York, NY**
Summer Associate **June-August 2002**

Teamwork and Communications skills

- Assessed and helped develop instructor training material in Italian and French as part of global SAP implementation of a multinational chemical manufacturer. Intense learning of SAP
- Delivered 2 day training courses on SAP Basic Navigation and Instructor skills in Italy and France in the local languages. Supported training sessions in the US, UK and Germany

VON DER HEIDE CONSULTING **Buenos Aires, Argentina**
Senior Consultant **2000-2001**

Project Management

- Assessed performance and potential of managers in multinational pharmaceutical company by modeling and leading in-company workshops. Analyzed and reviewed with HR director the company's policies for promotions and training of future managers

Analytical and Interpersonal Skills

- Analyzed with top management of multinational computer hardware company causes of low performance of sales force
- Assisted top management of a public sector NGO in the achievement of best leadership and communication practices

Client Development

- Sold additional long-term services to clients worth \$100,000 to the firm as a result of the adoption of new recommendations

CLINICAL PSYCHOLOGY Private Office **Buenos Aires, Argentina**
Clinical Psychologist **1995-2001**

Client Relationship Management and Problem Solving Skills

- Advised and coached over 150 clients to develop insights leading to effective behavioral change

Analytical and Interpersonal Skills

- Performed deep analysis of patterns and causes of behavior. Coordinated team of psychiatrists and institutions when required
- Co-created and developed a Foundation for Education, Research and Clinical Service with group of senior colleagues

ENTREPRENEURIAL VENTURES **Argentina, 1997-2001**

Quantitative skills and Risk Management

- Managed investments in land, properties and farm production with partner, increasing assets in over 100% in 2 years
- Developed and managed photocopying center with partners in high-end university and sold it after a year of profits

TEACHING

Quantitative skills and Communication

- **St. Gregory's School:** Taught Psychology and assessed on aspects of organizational behavior **Buenos Aires, Argentina 1986-2000**
- **St. Andrew's Scots School:** Tutored/coached over 400 students in Math, Science and French in English.

CISV, UNESCO dependent NGO that promotes peace education across the world **Buenos Aires, Argentina**
First President of the Argentine Junior Branch **1987-1993**

Leadership and teamwork

- Created and developed the Argentine Chapter, leading a board of eight members to reach active membership of 400 volunteers
- Organized activities on a national, regional and international level, with representatives from 5 continents

ADDITIONAL INFORMATION

- **Language Skills:** Native in Spanish. Fluent in English, French, Portuguese and Italian
- **Multicultural Experience:** Extensive travel in over 40 countries, including a 1 year self-financed trip
- **Variety of interests:** Piano, musical comedy, scuba diving, chess, passionate horse-rider

HEEJUNG RYOO

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ryoo@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

MBA Candidate – Concentration in Finance and Entrepreneurial Management

Philadelphia, PA
May 2003

- Vice-President of Asian Club, member of Finance, Sales and Trading, and Korea Clubs.

SOGANG UNIVERSITY

Bachelor of Science – Major in Chemistry and Minor in Mathematics

Seoul, Korea
February 1993

- Recipient of Bank of Korea Scholarship for four years.
- Leader of community service activity for underprivileged agricultural families.

EXPERIENCE

LEHMAN BROTHERS

Summer Associate, Capital Markets (Equities and Fixed Income)

Seoul and Hong Kong
June - August 2002

- Analyzed 3 listed companies in Korean entertainment industry and presented stock pitch to the equity sales team.
- Developed a model to estimate the agency commission revenue in Korea for foreign institutional brokerage firms.
- Produced company visit reports on major companies in automotive, consumer, retail, and pharmaceutical sectors.

E-PLATFORM VENTURE PARTNERS

Manager, Business Development

Sao Paulo, Brazil
1999 – 2001

A leading Brazilian Venture Capital firm investing in e-commerce projects with total funds of US\$30 million.

Project Management

- Managed a cross-functional team of 8 in developing internet based software. Secured US\$5 million investment from strategic and institutional investors.
- Led and developed the sales and marketing strategy. Planned and managed US\$0.5 million annual project budget.
- Negotiated and established co-branding alliance with the largest Brazilian price comparison search engine.

Business Plan Analysis and Innovation

- Reviewed over 100 business proposals in terms of their strategy and positioning in the market place and by understanding comparable US benchmark. Invested US\$2 million in two new ventures.
- Designed and implemented first-ever performance evaluation system, mentorship programs, and research analysis training course for 20 employees.

MCKINSEY & COMPANY INC.

Research Specialist, Practice Management

Seoul, Korea
1995 – 1998

New Practice Development, Family Owned Business (FOB) Practice

- Built FOB Practice by implementing knowledge management solutions that increased knowledge sharing among teams developing in FOB clients. Supported the development of 3 new FOB clients that contributed US\$1.5 million revenue.
- Proactively participated as one of 5 practices in the beta group for the deployment of the practice web-publishing tool.
- Organized 2 Global FOB Practice Conferences attracting over 50 participants from 30 worldwide offices.

Research Analysis

- Directed research component of a Letter of Proposal project for a major pharmaceutical multinational company. Interviewed 20 healthcare professionals to analyze market dynamics and regulatory implications in drug distributions.
- Researched major industry players, performed competitive analysis, and provided market overview reports to overseas client service teams on banking, insurance, chemical, and food processing industries.
- Conducted research projects on Korean and global FOBs including corporate governance and succession analysis.

BANKERS TRUST COMPANY

Controller, Financial Controller Department

Seoul, Korea
1993 - 1995

- Reported foreign exchange/corporate finance product transactions to Bank of Korea and Federal Reserve Bank.
- Performed budgeting and cost analysis for Seoul operation and reported to Hong Kong and NY headquarters.

ADDITIONAL INFORMATION

- Native Korean speaker. Fluent in English, proficient in Portuguese, conversant Spanish.
- Avid adventure traveler and hiker. Hiked in the Fritzroy mountain range in the Southern Andes and Karakoram range in Central Asia. Camped in the Amazon jungle and Pantanal to spot tropical wild animals.
- Designed an English course and taught English to 30 students in a community service center in Sao Paulo Brazil.

AMIR SALAM
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Philadelphia, PA 19104
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asalam@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Masters of Business Administration Candidate in Finance & Strategic Management

Philadelphia, PA
May 2003

- GMAT: 720 (98th percentile), Quantitative (49/52).
- Active member of Finance, India, and Private Equity clubs.
- 1 of 3 founding board members for a community school.

McGILL UNIVERSITY

Bachelor of Commerce in Finance & Entrepreneurship

Montreal, PQ
August 1995

- James McGill Entrance Scholarship 1992-1995 (top 1%).
- Dean's Honor List (top 10%).

WORK EXPERIENCE

LEHMAN BROTHERS

Private Client Services - Summer Associate

Chicago, IL
Summer 2002

- Designed and implemented a marketing strategy targeting 80 high-net-worth clients.
- Developed sales materials and “best practices” templates for 10 product areas.
- Created the standardized client presentation that will be used by over 30 brokers.

MERCER MANAGEMENT CONSULTING

Strategic Consulting - Analyst

Montreal, PQ
2000-2001

- Identified and eliminated \$10 million (USD) of expenses for a leading financial services firm.
- Led numerous senior executive meetings as well as managed and coached senior client members resulting in the restructuring of senior layers of management for a top-tier insurance company.
- Developed several Board of Director presentations for the CEO of a major North American airline leading to the merger and integration of two major North American airlines.
- Streamlined the procurement process for a leading U.S airline resulting in savings of over \$5 million.

BAIN & COMPANY

Strategic Consulting - Associate Consultant

Toronto, ON
1999

- Conducted competitor interviews with senior vice presidents of leading telecom companies.
- Designed and structured a database for a national retailer that led to improved franchiser satisfaction.
- Analyzed performance metrics and conducted benchmarking studies for a large financial services institution.

JUPITER DESIGN (Non-Profit Organization)

President & Founder

Montreal, PQ
1996-1998

- Launched and organized national campaign to promote *The United Nations International Day of Peace*.
- Received extensive media coverage; conducted and coordinated on-air interviews with national media.
- Delivered speeches on the role of individuals in international peace to audiences as large as 700 people.

QUALITÉ ÉTUDIANTS

Marketing Director

Montreal, PQ
1992-1995

- Redesigned entire sales and marketing process, resulting in a sales increase of 400% within one month.
- Trained sales forces on residential marketing techniques for a period of 4 years.
- Designed and presented marketing seminars to franchiser owners.

ADDITIONAL INFORMATION

<i>Languages:</i>	Oral fluency in English, French, Urdu / Hindi; written fluency in English and French.
<i>Community Service:</i>	Founded the “Buddy Program” formal support network for fellow amputees in Montreal.
<i>Public Speaking:</i>	Keynote speaker at the Montreal Rehabilitation Hospital, YMCA, and the P.A.Q.
<i>Fund-Raising:</i>	Designed and implemented fund-raising campaigns for Montreal area school boards.
<i>Volunteer:</i>	Volunteer fitness instructor at the YMCA (Certified Fitness Instructor).
<i>Foreign Experience:</i>	Lived in Tunisia for 3 years, and have traveled in Russia, Pakistan, and Europe.

ERIK A. SANDORFF

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erik.sandorff.wg03@wharton.upenn.edu - 267-496-2574

EDUCATION

THE WHARTON SCHOOL AT THE UNIVERSITY OF PENNSYLVANIA
MBA Candidate, Major in Multinational Marketing

Philadelphia, PA
May, 2003

Dresser Industries Merit Scholarship Recipient

Wharton Follies Cast Member, European Club, Marketing Club, Wharton Latin American Conference, Into the Streets

Wharton Field Application Project: B.A. Clean, S.A.

Buenos Aires, Argentina

Analyzed competitive landscape facing Argentine distributor of institutional hygiene products

THE LAUDER INSTITUTE AT THE UNIVERSITY OF PENNSYLVANIA
MA Candidate, Concentration in Latin America and Spanish

Philadelphia, PA
May, 2003

Garza Lagüera Merit Scholarship Recipient

Student Advisory Board, Elected Social and Community Chairman

Business, Cultural and Language Immersion Program, Summer 2001

Mexico and Argentina

THE WHARTON SCHOOL AT THE UNIVERSITY OF PENNSYLVANIA
BS in Economics, Dual Concentration in Strategic Management and Marketing

Philadelphia, PA
May, 1994

Stage Manager of comedy troupe Mask & Wig; Singer in jazz a-cappella ensemble Counterparts

EXPERIENCE

ELI LILLY DE MEXICO, S.A. DE C.V.

Mexico City, Mexico

Intern, Government Access Department

June, 2002 – August, 2002

- Recommended organizational optimization of Lilly Mexico's \$24M public-sector sales effort by analyzing business process redundancies and headcount of oncology, endocrinology, neurology and women's health sales teams.
- Documented Lilly's procedures for selling to Mexican public-sector health care providers by observing sales calls to government-run hospitals and administrative offices, and interviewing key sales and marketing executives.
- Met with senior management to understand objectives and challenges faced at the departmental and corporate level.

USINTERNETWORKING, INC. (USi)

Annapolis, MD

Application Service Provider (ASP) industry pioneer, leasing full-service enterprise software systems to corporate clients.

Product Marketing Manager, Professional Services Solutions

July, 1998 – April, 2001

- Managed product marketing effort for solutions targeting professional services organizations by crafting product positioning and overseeing \$120,000 budget for collateral, events, analyst coverage and public relations activities.
- Identified key strategic partners by analyzing market for ASP solutions targeting professional services organizations.
- Educated prospects and partner sales representatives on advantages of ASP delivery model and professional services solutions by providing product and vertical expertise at customer meetings, industry events, and training sessions.

ARTHUR ANDERSEN LLP

Philadelphia, PA

Consultant, Business Consulting Practice

January, 1998 – June, 1998

- Led data migration effort in launch of integrated supply chain system for a national private-label juice manufacturer.
- Developed software selection work-plan for billing system to address Y2K needs of national outplacement organization.

ONEWAVE, INC.

Watertown, MA

Solutions Engineer and Education Specialist

January, 1996 – December, 1997

- Improved consultant utilization of services organization by leading development of time and attendance tracking system.
- Enhanced monitoring capabilities of petroleum-extracting equipment producer by developing quote reporting system.
- Empowered customers to develop distributed web-enabled applications by conducting training courses in the use of OneWave's application development tools, including programs in Mexico and Brazil.

TCM GMBH

Walldorf, Germany

Consultant

October, 1994 – May, 1995

- Assisted marketing efforts of SAP R/3 Analyzer & Reference Model team as subcontractor of boutique consultancy.

ADDITIONAL INFORMATION

ACTFL Advanced-level proficiency in Spanish and German.

Worked in Switzerland, Summer 1993; Traveled extensively in Europe and Latin America; Interested in international career.

Led volunteer efforts of 1,200+ employees as Volunteer Committee Chair of USi's employee-run charitable foundation.

Sang National Anthem at Boston Red Sox game; Ran Marine Corps Marathon; Aspiring mountaineer; Springsteen fan.

KARL M. SCHMIDT

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Alexandria, VA 22315
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Schmidt_km@msn.com

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration - Candidate: Finance

Philadelphia, PA
2001-2003

THE NAVAL POST-GRADUATE SCHOOL

MS in Operations Research - Received Army Chief of Staff Award for Top Army Operations Research student

Monterey, CA
1991-1993

THE UNITED STATES MILITARY ACADEMY

BS in Aeronautical Engineering

West Point, NY
1979-1983

EXPERIENCE

PENTAGON, STAFF OF THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF, and ARMY CHIEF

Senior Defense Analyst, Lieutenant Colonel, US Army

Washington, DC
1998-Present

- Conducted classified assessments for Chairman of top-secret, multi-billion dollar National Security Agency (NSA) and other defense intelligence organizations. Required exhaustive research, data collection and synthesis, analysis, development of actionable recommendations, and constant senior leader interface. Briefed controversial results to senior Defense leadership.
- Assessed reform opportunities to attain better business practices within Department of Defense as senior analyst for responsible team; issues included viability of hedging Department's \$3-4B foreign currency exposure, utility privatization, and outsourcing facility management and finance and accounting operations.
- Authored report outlining how to reform Department's finance and accounting agency, with annual budget of \$1.6B and control of over \$320B. Worked with industry leaders ExxonMobile, BP, GM, and others to determine feasibility of politically charged outsourcing option. Developed hard-hitting briefing and presented to Deputy Secretary of Defense.
- Directed team of authors of sensitive, defense business reform report and briefed to President Bush's Defense transition team.
- Developed solid, actionable recommendations for defense business reform issues for two most senior military advisors to the President – the Chairman and Vice Chairman of the Joint Chiefs of Staff.
- Analyzed testing and evaluation requirements of multi-million dollar Army combat systems. Required working with major defense industry teams, developing and negotiating options, and briefing senior Army procurement leadership.

US ARMY, 3rd INFANTRY DIVISION (Rapid Deployment), XVIII AIRBORNE CORPS

Executive Officer ("COO") and Chief of Current Operations

Fort Stewart, GA
1996-1998

- Organized, trained, and led primary command headquarters of 10,000-employee organization when deployed to remote locations in Kuwait - headquarters included hundreds of personnel, vehicles, and associated computer, communications, and infrastructure assets. Primary role of managing 24-hour operations in tense, chaotic, uncertain environment.
- One of a small team of primary operators to rapidly deploy, with little notice, a large organization from the US to Kuwait.
- Developed plan to move, with little notice, a 10,000-employee organization by road and rail, then ship and plane, to specified locations around the world.
- Executive Officer ("COO") of 600-employee rapid deployment combat organization with primary responsibility for all personnel, logistics, information technology, planning, combat operations, and execution of its \$4M budget.
- Planned and successfully executed operation to move 600-employee organization with several tons of equipment and supplies over 4,000 miles for major combat training operations in Mojave Desert.

PENTAGON, STAFF OF THE CHIEF OF STAFF OF THE UNITED STATES ARMY

Lead Analyst

Washington, DC
1993-1995

- Developed analysis behind primary trade-off options to support Army decisions to develop and procure multi-million dollar combat systems. Included congressional liaison duties in support of Army leadership procurement decisions.
- Directed major computer simulation and modeling efforts to determine priorities for Army's \$10B annual R&D budget.

US ARMY, BERLIN BRIGADE and 11th US CAVALRY REGIMENT, US ARMY EUROPE

Commander ("CEO") and Executive Officer ("COO") - Airborne/Ranger trained; primarily cavalry and tank operations

Germany
1984-1991

- Created, trained, and led start-up 100-employee combat organization in all aspects of its sensitive mission in Berlin.
- Led operational teams in Europe of 30 to 125 employees, responsible for all aspects of the organizations' combat operations, intelligence collection, training, personnel, equipping, logistics, information technology, communications, and mission execution. Primary mission of cavalry reconnaissance and combat patrols along former East-West German border.

ADDITIONAL INFORMATION

Lived seven years in Germany; speak intermediate German. Well traveled throughout Europe and Kuwait. Cleared for Top Secret Information with Sensitive Compartmented Information access. Enjoy running, golf, squash, tennis and basketball.

THOMAS ALEXANDER SCHMITTZEHE

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, May 2003

MBA Candidate – focus on Entrepreneurship and Venture Capital / Private Equity

- Activities: Venture Capital Club, Expedition Leader to Everest (2003), cohort representative, undergraduate career mentor
- Academic: awards in Management and Legal Studies, writer of book on Private Equity in Emerging Markets, INSEAD exchange

OXFORD UNIVERSITY, Hertford College

Oxford 1997

BA Joint Honours, Archaeology & Anthropology

- **1st** for thesis, 'Business Culture & Organisational Behaviour: the Anthropology of Business'; **2:1** overall
- Extensive international fieldwork, e.g. ethnography with 'Dogon' tribe in Mali; BBC documentary film in Thailand
- Activities: founded/elected president of 8 major clubs, from political debating to commerce to travel; 'Blues' squad for 2 sports

WORK EXPERIENCE

3i GROUP (Private Equity / Venture Capital - \$11bn fund) - Summer Intern on rotation

Boston, London 2002

- Proposed strategy for Executive Board to help restructure venture capital practice in 37 locations and implement global portfolio management system. Presented revised methodology to evaluate and monitor investments. Conducted competitor analysis
- Identified and evaluated investment opportunities in early and buy-out stages of company development in technology, logistics and financial services sectors. Participated in most aspects of the investment process including assessment of deal terms, business and financial due diligence and valuation – e.g. Evaluation of \$9m investment in a financial technology infrastructure provider
- Participated in expansive induction sessions: Due Diligence, Valuation, Biotech Investing, Risk Assessment, Legal Aspects etc.
- Advised portfolio company senior executives: recommended business development strategy, prepared cost and financial analysis, conducted industry analysis, attended board meetings – e.g. Boston based Professional Services Automation software provider

ROLAND BERGER STRATEGY CONSULTANTS - Consultant

London, Milan, Munich, Paris 2000-1

- Specialised in supporting technology start-ups, e.g. designed marketing strategy for launch of an ASP aggregator
- Led key research reports, e.g. developed innovative corporate finance tool to model value of technology companies
- Developed own client leads and successfully acquired 5 new clients, equivalent to £500,000 fees
- Consulted to 11 sectors (with technology focus): Telecoms, Pure Internet Start-ups, Office Procurement, Aerospace, Packaging, Retail, Facilities Management, Insurance Brokering, Private Equity, Government, Transport
- Devised and managed team of 6 colleagues to organise national trade show for entrepreneurs

BANK OF ENGLAND: CREST, UK TREASURY OPERATIONS - Business Strategy Manager

London 1998-9

- Launched the UK's electronic securities settlement service in Germany: proposed strategy, led sales and marketing
- Analysed strategic issues for Board of Directors, e.g. market developments, benchmarking, competitive pricing analysis
- Developed new operational structure for UK Private Broker market: interviewed key clients, mapped processes, analysed systems
- Project-managed marketing programme for launch of London-Frankfurt Stock Exchange partnership

ACTION FOR PEOPLES IN CONFLICT, HUMANITARIAN N.G.O. - Business Development Manager

Oxford 1998

- Co-ordinated 4 colleagues and identified and assessed new business opportunities for fundraising department
- Evaluated and led launch of 2 new ventures in the leisure and travel sectors with 1st year profit forecasts of £200,000

- Field Manager of Relief Mission to Bosnia

Bihac, Bosnia 1997

- Assumed control in critical situation and resolved sensitive operational crisis of misuse of resources
- Managed 20 staff and negotiated and co-ordinated new projects, e.g. provided food distribution centres and emergency housing

OTHER MAJOR ACHIEVEMENTS

- Negotiated exclusive license and launched 'FirstTuesday' across top US business schools, extending the organisation's global network of venture capitalists and entrepreneurs of 150,000 members (2002-present)
- Two Roland Berger awards for best research papers (e-business) (2000)
- Books: Private Equity (co-authored with Prof. Sammut 2002), e-Business & Government (2001), Politics (1996)
- Articles: 3x e-Business(2000), 2x Financial Services (1999)
- National Young Entrepreneur Award, sponsored by Shell Oil Company (1996)
- National Essay Prize on Politics (1996); 'Model United Nations' Best Delegation Award, Oxford Union (1995)
- Expeditions (1987-2002): Trans-Sahara, Iceland, Scandinavia, Central Asia, Mali, S.East Asia, Andaman Sea, Bosnia, Ecuador
- Languages: trilingual – English, French, German; conversational Spanish, Mandarin Chinese; basic Dutch

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scholld@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate - Major: Health Care Management and Strategic Management

May 2003

- Global Consulting Practicum: selected for a five-person team to develop a U.S. market entry strategy for an Israeli health care company
- Volunteer for International Admissions Committee and Christmas in April
- Member of Consulting Club, Health Care Club, and European Club
- GMAT 770

UNIVERSITY OF HEIDELBERG MEDICAL SCHOOL

Heidelberg, Germany

Doctor of Medicine (General Medical Studies), Ph.D.

June 2001

- Consistently placed in top 1% of medical students nationwide for academic achievement: awarded various scholarships
- Submitted doctoral thesis, *MHC class-I Recognizing Receptors are Disease Risk Genes in Rheumatoid Arthritis*, in cooperation with Mayo Clinic (Rochester, MN)
- Tutored junior medical students on medical emergency strategies using computer-based simulation
- Managed operations of *SEGMed*, which coordinated purchase of medical supplies for entire medical student body

EXPERIENCE

MERCER MANAGEMENT CONSULTING

Munich, Germany

Summer Intern

June 2002 – August 2002

- Analyzed logistics database to identify saving potential of US\$ 40 Mio p.a. for one of the largest European logistic companies
- Worked together with client senior management on a daily basis
- Created strategy and model to realize discovered saving potential; developed process description and started implementation

UNIVERSITY CLINIC OF HEIDELBERG

Heidelberg, Germany

HÔPITAL SAINT-ANTOINE

Paris, France

TYGERBERG HOSPITAL

Cape Town, South Africa

Medical Internship – Internal Medicine, Surgery, Radiology

April 2000 – March 2001

- Led nursing and supporting staff of two to five (varied by location)
- Served on patient care teams to analyze cases and develop strategies; implemented solutions for dozens of patients
- Analyzed hospital cases and new research data and presented results at morning conferences of 40+ physicians

MAYO CLINIC

Rochester, MN

Immunology Research

October 1997 – September 1998

- Introduced and implemented new microbiological method in laboratory to analyze genetic differences of cell types and to better understand cell regulation
- Led international project team of three researchers and one laboratory assistant to produce a genetic subtraction library and isolate risk genes for rheumatoid arthritis in order to develop a preventive genetic screening procedure
- Awarded one-year research grant of the *German Academic Exchange Service*
- Published results in *Journal of Experimental Medicine* (May 2001)

ADDITIONAL INFORMATION

- Medical summer internships in Germany, U.S., and Taiwan (1996, 1997, 1998, 1999)
- Summer experience in English food factory, designed and implemented quality-control project to analyze and improve production process (1994)
- Lived in Buddhist temple in Nagoya, Japan, for two months
- Volunteer for *Amnesty International*; led and enlarged local group in Heidelberg, Germany
- Fluent in German and English, proficient in French
- Enjoy traveling, movies, and squash

GUILHERME SCOLA
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Philadelphia, PA**
MBA Candidate - Majors in Finance and Strategic Management **2003**

- Director's List (top 10%) for the spring semester of 2002. First year with Honors (top 20%)
- 2002 Global Immersion Program to the European Union
- Corporate Finance and Accelerated Corporate Finance Teaching Assistant

UNIVERSITY OF SAO PAULO **Sao Paulo, Brazil**
BS in Economics - Faculty of Economics, Business, and Accounting **2001**

- Ranked in top 5%

BS in Mechanical Engineering – Polytechnic School **1996**

- Ranked in top 5%

EXPERIENCE

BAIN & COMPANY **Sao Paulo, Brazil**
Summer Associate **Summer 2002**

- Co-led development strategy to double the exports of Latin America's largest textile company within one year.
- Conducted on-site interviews with highly influential European and American retailers and product manufacturers. Based on the interviews, assessed our client's competitive position against local and international competitors and the attractiveness of the industry in each of its lines of business. Recommended client's ideal mix of products, pricing strategy, and quality and service standards.
- Analyzed possible partnerships with garment manufacturers overseas and helped determine the investment plan to achieve the standards required by the external markets in each of the client's lines of business.

CITIBANK (Corporate Bank) **Brazil**
Senior Relationship Manager **2000 – 2001**

- Managed relationship with multinational companies established in Curitiba (South region of Brazil). Provided strategic financial recommendations to those clients, originated diversified financial service transactions, and approved credit lines to support client's needs. Doubled account revenues to \$3.5 million in one year.
- Mentored and trained junior relationship managers on new client relationship development and corporate credit standards and processes.
- Credit committee member, with an individual approval limit of \$1 million.

Relationship Manager **1998 – 2000**

- Performed credit analysis and approvals based on cash-flow projections and scenario analysis.
- Served as primary intermediary between bank and corporate clients. Increased bank's penetration in the autoparts sector, and generated yearly revenues of \$ 1.8 million.

Process Manager **1997 – 1998**

- Led a cross-functional team that reduced process cycle time by 50%, virtually eliminated rework, and improved customer service quality. Mapped all internal lending processes in the bank and developed a workflow system to coordinate more than 1,000 daily transactions. Led the system implementation to 250 users.
- Introduced the system to Citibank Argentina, and coordinated the first steps of its implementation.
- Recognized for superior performance, receiving the Service Excellence Award.

Management Associate **1996 – 1997**

- Received intensive formal training covering all lines of business. Curriculum included financial analysis, risk management, accounting, and banking instruments.
- Worked as associate process manager. Detected problems and promoted corrective actions in the lending processes.

ADDITIONAL INFORMATION

- Languages: Native Portuguese, fluent English, proficient Spanish.
- Double citizenship: Brazilian and Italian.
- Professional triathlete between 1991 and 1993, while at university. Ranked among top 15 triathletes in Brazil.
- Interests include model building, running, and hiking. Climbed the highest mountain in Africa (Mt. Kilimanjaro) in March 2002.

SARAH M. SEARSON

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searsons@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Master of Business Administration Candidate, Finance and Real Estate Major

- Finance Club – Real Estate Finance Vice President (elected)
- Australia & New Zealand Club – Co-President and Treasurer
- Tennis team, active community service participant

Philadelphia, PA
May 2003

INSTITUTE OF CHARTERED ACCOUNTANTS, AUSTRALIA

Australian Chartered Accountant

Sydney, Australia
December 1998

UNIVERSITY OF TECHNOLOGY, SYDNEY

Bachelors of Business, Major in Accounting and Japanese

Sydney, Australia
May 1996

EXPERIENCE

GOLDMAN, SACHS & CO

Associate, Real Estate Group

- Participated in a \$300 million REIT IPO, which included preparing roadshow material and sales memorandum, and performing due diligence procedures and equity sales calls
- Assisted with buy-side advisory of a \$1 billion real estate merger, which included developing valuation analyses based on net asset value
- Prepared various pitch presentations for the lodging and gaming industry that outlined and evaluated strategic alternatives for clients under current market conditions
- Assisted with a \$200 million unsecured note issue, which included preparing rating agency presentations and the company's prospectus and interaction with debt capital markets traders
- Involved in all aspects of banking transactions, including due diligence procedures, developing financial models, performing industry analysis, participating in client meetings and deal negotiations

New York, NY
Summer 2002

CREDIT SUISSE FIRST BOSTON

Assistant Vice President, Financial Audit Senior

- Conducted numerous reviews to assess effectiveness of controls, accuracy of financial records and efficiency of operations on global and regional business units of investment banking, real estate financing and securitization, fixed income and equity product reviews
- Performed special projects for senior management, including internal reviews, cost efficiency studies, due diligence reviews and system effectiveness evaluations
- Identified significant front office control deficiencies, including inconsistent use of valuation models and incorrect booking of transactions, which resulted in policy enhancements and up to \$20 million P&L adjustments
- Assisted senior management with a Japanese regulatory investigation and successfully produced a report to the Board under severe time constraints and sensitive conditions
- Formed solid relationships with Global management across the Firm by being a task focused team player and providing value adding recommendations on improving internal controls, risk management tools and information flow among sales, research and trading personnel

New York, NY
2000-2001
Tokyo, Japan
1999-2000
Singapore
1997-1999

KPMG

Senior Associate, Business Assurance

- Provided comprehensive accounting and consulting services to international clients in the banking industry, primarily bulge-bracket investment banks
- Planned and executed audit engagements with international operations and revenues ranging from \$100 million to \$5 billion

Sydney, Australia
1993-1997

ADDITIONAL INFORMATION

Interest include squash, mountain biking, traveling, good food and wine

Citizen of Australia; Residence abroad: England, Germany, Japan, Singapore, USA

SCOTT SEGAL

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate – Finance

May 2003

- Activities: Private Equity Club, Consulting Club, Milken Young Entrepreneurs Program, Undergraduate Student Mentor, 'Wildmen' Hockey Team, China Global Immersion Program
- GMAT: 710 (96th percentile)

QUEEN'S UNIVERSITY

Kingston, CANADA

Bachelor of Arts, Honors Economics

May 1997

- Graduated with First Class Honors; Gowan Economics Award; Trillium Entrance Scholarship
- Director, Arts and Science Faculty Student Government

WORK EXPERIENCE

THE BOSTON CONSULTING GROUP

Boston, MA

Summer Consultant

Summer 2002

Developed a growth strategy for a leading product development software and services provider.

- Conducted customer interviews with senior executives to evaluate and prioritize product development needs.
- Identified opportunities to broaden product and services offerings for both existing and new customers.
- Developed new services offering focused on modular design. Drafted pilot sales proposal.

HARBOURVEST PARTNERS, LLC

Boston, MA

Associate, Venture Capital Group

1999 - 2001

One of eight investment professionals at an \$11 billion venture capital fund focused on \$10 - \$25 million expansion stage investments.

- **Transactional Experience:** Sourced and evaluated investment opportunities in the US, Canada, Israel and Europe. Recommendations resulted in \$80 million invested in 9 portfolio companies.
 - Primary associate responsible for communications services investments. Developed firm-wide investment rationale for European telecommunications services sector.
 - Negotiated all aspects of term sheet and legal documents. Reduced pre-determined valuation of one investment by \$32 million (32%) as a result of financial and customer due diligence.
 - Invested in a broad range of industries including e-procurement software, communications services, parametric data search software, and service level management software.
- **Operational Experience:** Worked closely with entrepreneurs and other investors to assist and monitor portfolio companies.
 - Served as a director on one board and as an observer on four others. Advised companies on strategic and financial alternatives.
 - Presented portfolio companies to prospective investors and creditors. Secured a \$5 million debt facility for one company.
 - Developed follow-on investment and valuation rationale for portfolio company investor group resulting in \$7 million of additional financing.

SALOMON SMITH BARNEY

New York, NY

Financial Analyst, Corporate Finance and M&A - Global Telecommunications Group

1997 - 1999

Performed financial, strategic and valuation analyses and assisted clients in raising investment grade debt, high yield debt, and equity.

- Ranked in highest tier (top 10%) of class of 180 analysts worldwide.
- Built detailed financial, operating and merger models to analyze pro forma earnings, capital structure, and cash flow impacts of financing and strategic alternatives.
- Key lead managed transactions included:
 - \$37 billion acquisition of US West and \$11 billion acquisition of Frontier Communications by Global Crossing.
 - \$500 million preferred equity offering for Global Crossing.
 - \$200 million initial public offering for Hyperion Communications (now Adelphia Business Solutions).

ADDITIONAL INFORMATION

- Enjoy windsurfing, skiing, squash and ice hockey. Enthusiastic golfer and guitarist. Ardent jazz fan.
- Big Brother of Boston ('99-'01).

DANIEL J. SEGEL
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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
Master of Business Administration Candidate, Marketing and Finance

Philadelphia, PA
May 2003

- Director's List; First-Year Honors.
- Biotech Panel Co-Chair, 2002 Wharton New Ventures in Healthcare Conference. Wharton Wildmen Hockey. Culinary Club.

STANFORD UNIVERSITY

Stanford, CA
June 1999

Ph.D. in Physics

- Thesis title: *Time-Resolved X-ray Scattering Studies of Protein Folding*.
- Published seven papers in peer-reviewed journals, including *Journal of Molecular Biology*, *Biochemistry*, *Nature Structural Biology*, and *Proceedings of the National Academy of Sciences USA*.

NORTHWESTERN UNIVERSITY

Evanston, IL
June 1992

Bachelor of Arts with Distinction, and Honors in Physics

- Elected to Phi Beta Kappa and Sigma Pi Sigma, national physics honors society.
- Four-year letterman, varsity soccer team (Academic All-BigTen).

EXPERIENCE

MCKINSEY & CO.

Florham Park, NJ
Summer 2002

Summer Associate

- Contributed to the development of sales channel strategy for a \$1B division of a Fortune 50 pharmaceutical company.
- Identified suboptimal coverage of highest potential accounts and evaluated financial impact of available channel options. Considered doctor's receptivity, ability to influence prescriptions, and diminishing returns of incremental sales activity.
- Advised client during development of implementation plan.

ORBITZ, Online Travel Agency Funded by Five Major US Airlines

Chicago, IL
2000 – 2001

Senior Analyst, Finance and Strategy

- Worked with CFO to develop company's initial operating and business plans for presentation to Board/investors.
- Led financial analyses for Marketing group with \$100MM annual budget. Forecasted customer transactions and revenue. Analyzed economics of each marketing deal (customer acquisition cost, customer lifetime value, NPV).
- Constructed valuation model for entire business as tool for senior management to evaluate strategic opportunities.

COMMERX, Provider of Web-Hosted Supply Chain Solutions for Industrial Processing Companies

Chicago, IL
2000

Senior Analyst, Business Development

- Led cross-functional project team to identify and evaluate technology partners to expand company's strategic sourcing offering, obtained senior management approval to proceed, and negotiated contracts to secure technology.
- Secured 85% discount on key component of technology infrastructure by negotiating partnership with vendor.

APPLIED DECISION ANALYSIS, Strategic Investment Advisors

Menlo Park, CA
1999

Associate

- Developed consumer research model for Fortune 5 automotive client to analyze product attributes and to explain and predict consumer satisfaction; saved client hundreds of thousands of dollars per prototype in product development.
- Performed real options analysis of online marketing options for pharmaceutical client to determine highest value strategy.

STANFORD UNIVERSITY

Stanford, CA
1993 – 1999

Research and Teaching Assistant

- Led multidisciplinary research projects with leading international scientists in biology, biochemistry, and engineering.
- Elected to Executive Committee of Stanford Synchrotron Radiation Laboratory Users' Organization, which represents the interests of 1,000 scientists who conduct research at the government-funded laboratory.
- Received *Centennial TA Award*, a university-wide honor for outstanding teaching.

ADDITIONAL INFORMATION

- Created outreach and mentoring program to enhance science education at Bay Area high school with significant dropout rate.
- Performed kickoffs for Northwestern football team during fall quarter after graduation.
- Interests: golf, cooking, sailing, domestic and international travel.

JUAN C. SERRANO
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate

Philadelphia, PA
May 2003

- Major in Finance
- 2001-2003 Howard E. Mitchell Fellow for outstanding achievement
- 2001-2003 National Society of Hispanic MBAs Scholar
- Member of the Wharton Finance, Hispanic MBA, Real Estate and Leadership Mentoring clubs as well as the National Society of Hispanic MBAs

DARTMOUTH COLLEGE
Bachelor of Arts

Hanover, NH
June 1996

- Major in Government and Minor in Latin American and Caribbean Studies
- Member of La Alianza Latina, Big Brother Mentoring program and the Hispanic theater group, Nuestras Voces

PROFESSIONAL EXPERIENCE

RAYMOND JAMES & ASSOCIATES, INC.

St. Petersburg, FL
Summer 2002

Summer Associate, Investment Banking

- Assisted on a lead managed \$35MM homebuilder follow-on transaction and a co-managed \$233MM diversified real estate secondary offering.
- Performed comparable company valuations, credit coverage profiles and property NAV analysis.
- Analyzed a \$270MM correctional REIT seeking to acquire facilities and develop growth-based sources of revenue.
- Researched and identified potential IPO and M&A homebuilding candidates.

MOODY'S INVESTORS SERVICE

New York, NY
1999 – 2001

Senior Associate, Real Estate Finance

- Analyzed over twenty-five REITs, REOCs and Government Sponsored Enterprises (“GSEs”).
- Assisted five senior analysts in determining the appropriate rating classification of company debt instruments.
- Created financial summaries, stress projections, peer ratio analysis and other comparable models to supplement rating recommendations used in internal committee meetings and external issuer meetings with CEOs and CFOs.
- Produced credit reports on two \$3 billion REITs and the largest, publicly traded real estate company in Latin America.
- Edited GCRs and issuer credit opinion pages included in quarterly industry handbooks.
- Coordinated the publication process of the REIT and REOC quarterly handbook and supervised the activities of three supporting divisions, namely publishing, editing and marketing to increase investor awareness of company products.
- Initiated entrepreneurial efforts such as the Real Estate Finance Newsletter to educate the investor and issuer communities about the opinions and activities of the Real Estate Finance team and to generate new business.

MERIDIAN EMERGING MARKETS, LTD.

Princeton, NJ
1997 – 1999

Financial Research Analyst

- Researched financial data on publicly traded Latin American companies deemed investable by the IFC.
- Evaluated raw fundamental financial statements in database product marketed to institutional investors and data providers as a source of historic and current financial information on over two thousand emerging market companies.
- Managed relationships with Latin American stock exchange representatives in order to ensure quality data and in an effort to increase country coverage.

CLEARY, GOTTLIEB, STEEN & HAMILTON

New York, NY
1996 – 1997

Corporate Legal Assistant

- Prepared and proofed registration statements, prospectuses, offering circulars and other financial disclosure filings.
- Intermediated and translated company minutes, press releases, agreements and other corporate documents.

ADDITIONAL INFORMATION

- Fluent in Spanish
- Avid runner and collector of “classic” Latin Music CDs
- Member of the Homeowner Selection Committee for the Philadelphia Christmas in April program

VIJAY SHANKARAN, MD, PhD
2311 Spruce Street, #101, Philadelphia, PA 19103
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EDUCATION

WHARTON SCHOOL OF BUSINESS, UNIVERSITY OF PENNSYLVANIA

Master of Business Administration Candidate in Healthcare and Finance

Philadelphia, PA

2001 - present

- Co-chair of Finance Panel - Wharton New Ventures in Healthcare Conference
- Director of Judge Relations - Wharton Business Plan Competition
- First Year Honors - top 20% of class

WASHINGTON UNIVERSITY SCHOOL OF MEDICINE

Doctor of Medicine and Doctor of Philosophy in Immunology

Saint Louis, MO

1994 - 2001

- Received award for 1st place graduate student talk at the 1998 International Cytokine Society Meeting in Jerusalem
- Awarded full scholarship plus stipend by National Institutes of Health for MD and PhD studies

DARTMOUTH COLLEGE

Bachelor of Arts in Chemistry with Honors, Magna cum Laude

Hanover, NH

1990 - 1994

- Phi Beta Kappa; Graduated in top 5% of class; Barry Goldwater Scholarship recipient

EXPERIENCE

FLAGSHIP VENTURES (OneLiberty.AGTC.NewcoGen)

Entrepreneurship and venture capital firm managing \$600 million

Cambridge, MA

Summer Associate, Life Sciences Team

Summer 2002

- Conducted deal sourcing, deal screening and due diligence
- Evaluated markets, path to market and technologies for a venture creation opportunity leading to an investment decision
- Helped develop fund's investment thesis for regenerative medicine space

RIVERVEST VENTURES

Life sciences-focused venture fund managing \$89 million

Saint Louis, MO

Independent Consultant

September 2001 – March 2002

Associate

Summer 2001

- Conducted in-depth due diligence of markets, technologies and management teams for multiple deals under serious consideration
- Led due diligence for **Xcyte Therapies** resulting in an investment in the company
- Worked with Managing Director to develop initial operational, regulatory and business development strategies for **Auxeris Therapeutics**, a biotherapeutics company created by RiverVest; authored Auxeris business plan

WASHINGTON UNIVERSITY SCHOOL OF MEDICINE

Research Associate

Saint Louis, MO

1996 - 2000

- Demonstrated for the first time that the immune system normally functions to prevent cancer
 - Published studies as lead author in the April 26, 2001 edition of **Nature**
 - Work profiled in **Business Week** and **Scientific American** (<http://www.sciam.com/news/042601/1.html>)
- Created novel gene knockout mouse (RAG2^{-/-} x STAT1^{-/-} mouse, the most immunocompromised animal currently known to exist); patent for use of this mouse in carcinogen screening pending
- Wrote critical sections of grant leading to 5-year, multi-million dollar award from the National Cancer Institute
- Grew and led team of 2 technicians, 2 MD / PhD students and 1 postdoctoral fellow
- Initiated collaboration between Departments of Pathology and Surgery to develop a prognostic test for cancer patients
- Invited to speak at 5 international conferences; co-author of 4 scientific journal articles and 3 book chapters
- Expert in field of immunology, particularly cytokine signal transduction and cancer immunotherapy; well-versed in molecular biology, knockout and transgenic mouse technology and gene-chip analysis

ADDITIONAL INFORMATION

- Enjoy rowing and sailing
- Other interests include tennis and photography; founded a photomagazine still published on a quarterly basis by Washington University School of Medicine

MARISA L. SHARKEY

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email: marisa.sharkey.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Master of Business Administration Candidate, Strategic Management and Finance

May 2003

- Fall 2001 Director's List (top 10% of class), First Year Honors
- Elected Cohort Athletic Representative, Christmas in April House Manager
- Member of Consulting, Private Equity, Wharton Women in Business, and Media and Entertainment Clubs

CORNELL UNIVERSITY

Ithaca, NY

Bachelor of Science, Applied Economics and Business Management

May 1997

- Dean's List, College of Agriculture and Life Sciences Undergraduate Honor Society, Certificate for Outstanding Achievement in Major
- Corporate Finance Teaching Assistant, Student Agencies, Inc., Personal Enterprise Program, Big Sisters/Little Sisters

EXPERIENCE

BAIN & COMPANY

New York, NY

Summer Associate

Summer 2002

- Identified new customer incentives to drive product penetration in target markets in an effort to improve revenue growth of a large retail financial services company.
- Designed and executed a primary research study with client's 15 business partners to understand their view of client's product and its value relative to competitive alternatives.
- Created a detailed pricing model to analyze the financial implications of client's product from the perspective of its customers.

DONALDSON, LUFKIN & JENRETTE

New York, NY

Senior Research Associate, Institutional Equity Research

1999-2001

- Worked on a three member *Institutional Investor Magazine* ranked team covering the large cap banking industry.
- Conducted fundamental research and analysis on the global financial services industry and individual companies to develop sector investment thesis and individual stock recommendations.
- Evaluated earnings growth potential, strategic positioning, and share price appreciation prospects for companies under coverage through regular discussions with company management and analysis of public information.
- Developed financial forecasts for business activities of banks under coverage.
- Communicated investment recommendations to institutional clients and internal sales and trading groups through written research and oral presentations on a daily basis. Developed strong relationships with both internal and external constituents.
- Coordinated a multi-group research effort to develop *Net Impact*, a quarterly publication analyzing the earnings impact of new technologies on the financial services industry.

SALOMON SMITH BARNEY

New York, NY

Analyst, Investment Banking, Mergers and Acquisitions Group

1997-1999

- Transaction responsibilities included valuation, financial modeling, due diligence, drafting client presentations, preparing internal fairness committee materials, creating investor roadshow presentations, and assisting in transaction documentation.
- Utilized multiple valuation methodologies including discounted cash flow, comparable company, precedent transaction, accretion/dilution, leveraged buyout, relative contribution, and break-up analyses.
- Led analyst recruiting for the Mergers and Acquisitions Group.
- Selected transactions:
 - Southern New England Telecommunications Corp.'s \$6.5 billion merger with SBC Communications Inc.
 - Philadelphia Suburban Corporation's \$470 million acquisition of Consumers Water Company.
 - Teledata Communications Ltd.'s \$200 million sale to ADC Telecommunications, Inc.

ADDITIONAL INFORMATION

- Developed an elementary school literacy program with NY Cares, a Manhattan-based community organization.
- Enjoy tennis, yoga, water-skiing, reading, and film.

VIVEK SHARMA

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Masters of Business Administration Candidate: Dual major in Strategic Management and Finance

2003

- Honor's List and Director's List
- Organizing committee of Wharton Follies, Wharton International Cultural Show and WIFE
- Member of Consulting Club, Finance Club, Marketing Club and Soccer Club
- GMAT: 770

ALL INDIA INSTITUTE OF MEDICAL SCIENCES

New Delhi, India

Bachelor of Medicine and Bachelor of Surgery

1989

- The top ranked medical institute in India with an acceptance rate of 0.03%
- Recipient of merit based scholarship including full tuition and boarding expenses
- Captained university soccer team to win the National Inter-medical Soccer Championship; leading spiker for the university volleyball team winning three consecutive National Inter-medical Volleyball Championships

Rotating Medical Internship and Junior Residency

1989-91

- Jointly led a team of eight to manage a primary health care center serving a population of over thirty thousand
- Served in departments of Surgery, Medicine, Community Medicine and Obstetrics & Gynecology

EXPERIENCE

CAPITAL ONE FINANCIAL SERVICES

Falls Church, VA

Business Manager Intern

2002

- Analyzed and established the business case for entry into a new market potentially worth over \$100M
- Designed the entry strategy and presented a detailed plan that is now being implemented
- Developed framework for customer segmentation and segment analysis of the credit card market
- Analyzed and segmented the market based on alternate data sources and identified three promising target segments

INDIAN RAILWAYS and CONTAINER CORPORATION OF INDIA (CONCOR)

New Delhi, India

Manager

1991-2001

Awards and Accomplishments

- Ranked third among thirty selected for the Leadership Development Program from 240,000 applicants; worked in four geographic divisions in marketing and operations and was responsible for revenues of \$1B and over 2000 employees
- Awarded the General Manager's Medal, the highest Railway award for outstanding work, in 1997
- Youngest head of the biggest revenue unit in CONCOR, responsible for 2000 employees and \$1B revenues in Railways

Leadership and Teamwork

- As head of the domestic business of CONCOR in Delhi, grew the business fourfold to over \$20M
- Initiated an employee morale, attitude and skill development program resulting in a 30% increase in client satisfaction
- Led a multifunctional team to introduce heavy haul locomotives: enhanced haulage capacity generating \$120M savings
- Co-managed a task-force to develop operating software providing real-time managerial and customer information

Marketing and Strategy

- Redesigned marketing strategy focusing on value added services to expand customer base fourfold in CONCOR
- Designed innovative pricing initiatives to develop new revenue streams – resulted in a 300% revenue and profit growth
- Designed and implemented a new operating model in the Railways, increasing productivity by 33% & efficiency by 30%

Finance and Analytical Skills

- Evaluated financial viability of track capacity projects worth \$100M, obtained approval from Board of Directors
- Analyzed acquisition targets and developed models to value the target companies and underlying synergies in CONCOR
- Evaluated causes of accidents in Sambalpur Division of Railways and designed remedies that reduced accidents by 60%

ADDITIONAL INFORMATION

- **Community Work:** Volunteer Team Leader for WHO aided Pulse Polio Immunization; charitable medical practice
- **Hobbies** : Team sports, Travel, Hiking, Reading and Music
- **Languages** : Fluent in English and Hindi, working knowledge of Urdu, Punjabi, Bengali and Oriya
- **Academic** : Recipient of National Talent Search and Junior Science Talent Search Scholarships

JAMES P. SHARPLES

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Philadelphia, PA 19104

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

M.B.A. Candidate, major in Strategic Management

May 2003

- Chosen by the Office of MBA Admissions to evaluate candidates for the Wharton MBA Class of 2005
- Mentor in the Milken Young Entrepreneurs Program; House Manager for the Christmas in April community service program; member of the Consulting and Entrepreneurship clubs

PURDUE UNIVERSITY

West Lafayette, IN

M.S., Civil Engineering

December 1998

- Awarded Teaching Assistant position for undergraduate engineering courses
- Selected by the American Association for the Advancement of Science to spend two months analyzing and ensuring the structural adequacy of buildings at a NASA facility in California

UNIVERSITY OF ILLINOIS

Urbana-Champaign, IL

B.S., Civil Engineering

May 1997

- Member of the Chi Epsilon Civil Engineering Honor Society and a National Merit Scholar
- Four-year varsity athlete and letterman (elected Captain in final year)

EXPERIENCE

BANCO POPULAR

Chicago, IL

Largest Hispanic financial services provider in the U.S., with 725 locations nationwide

June 2002 – August 2002

Corporate Strategy Consultant, Popular Cash Express (115 branches and 56 mobile units in 7 states)

- Analyzed the \$20 billion Latin America money transfer industry to evaluate the potential of various remittance alternatives; initiated and completed negotiations with an established national provider of card-based delivery systems to structure a pilot program to test the money transfer capabilities of a product that provides ATM, stored-value, and electronic payment functionality to Popular Cash Express (PCE) customers
- Assessed the financial needs and behavior of the 20 million unbanked Hispanic U.S. residents in order to direct the development of consumer loan products targeted to those without access to traditional credit offerings
- Worked closely with the CEO of PCE to assess growth opportunities via acquisition and new product development

J. MULLER INTERNATIONAL

Chicago, IL

Bridge Engineering Consultants

September 1999 - August 2001

Senior Bridge Designer, Wacker Drive Reconstruction Project

Leadership & Management

- Supervised the production of more than 450 structural design plans for the \$200-million viaduct replacement that greatly reduced commuter traffic and congestion in downtown Chicago
- Coordinated the efforts of multi-firm design teams on behalf of our client in order to ensure the on-time completion of the design plans

Operations Management & Quantitative Analysis

- Initiated the development of work schedules to maximize the efficiency and responsiveness of my design teams
- Simplified the complex design process by creating three-dimensional computer models of the proposed bridge to test its behavior under various loading conditions

Client Management

- Managed constantly changing schedule and project requirements in accordance with client expectations throughout the design and construction phases
- Provided extensive on-site inspection services and consultation to the client to accelerate the construction process of this highly-publicized project

ADDITIONAL INFORMATION

- Mentor in the PASS IT ON program for adolescents with bone diseases; motivational speaker
- Recognized by *People* magazine as one of “America’s 100 Most Eligible Bachelors”
- Avid college football and basketball fan; intermediate proficiency in conversational German

THOMAS J. SHEA

502 South Fremont Ave., #503

Tampa, FL 33606

(813) 250.1992

Thomas.J.Shea.wg03@wharton.upenn.edu

EXPERIENCE

CAPITAL ONE FINANCIAL

Credit Risk Business Manager

Fairfax, VA, Tampa, FL

1999 – present

- Increased customer base and managed loans by over 300% while managing revolving loan portfolio to acceptable loss rates
- Improved risk sloping by 55% through research and development of five new risk prediction models
- Achieved 30% more NPV per account than benchmark and lowered risk 20%
- Direct \$35 million marketing budget that delivers 600k customers annually
- Supervise statistical and financial modeling of credit card strategies with emphasis on credit risk forecasting
- Budget and forecast risk expense, present strategy performance versus budget to senior executives
- Lead and develop teams of statistician, business analysts and project managers to analyze performance of strategies
- Approve changes to credit underwriting policies, approve decline decision logic and credit line assignments
- Motivate and supervise team to detect, monitor and investigate portfolio variances from expected performance
- Led restructuring of corporate telecommunications strategy from reseller to joint venture with Sprint PCS
- Restructured retention strategies encompassing associate incentive redesign, training, IT systems, and product redesign
- Reduced operating costs by over 20% while maintaining all other performance metrics at telecommunications business

PALMETTO RESERVE, INC.

President and Founder

Columbia, SC

1997-1999

- Built business to over \$1 million in revenue. Generated 30% increase in revenue per account through direct mail marketing
- Researched and analyzed demographic data to create business plan for “big box” alcoholic beverages discounter
- Presented business plan to banks and secured working capital financing backed by the Small Business Administration
- Developed and maintained budgets, financial statements, and sales and inventory forecasts
- Developed wine tasting courses and taught organized tasting events for private and charity functions

EMPIRE CAPITAL MANAGEMENT, INC.

President and Founder

Columbia, SC

1996-1997

- Supervised law firm to develop legal entities, prepare fund prospectus and register securities offering
- Established margin trading facilities and registered as a Commodities Trading Advisor and Registered Investment Advisor
- Created Regulation D offering documents and marketed Empire Global Fund L.P. to institutions and individuals

BANK BRUSSELS LAMBERT

Assistance Vice President and Manager, Derivatives Desk

New York, NY

1993-1996

- Started the currency derivatives desk and built it into a several million dollar annual profit center
- Created proprietary trading program leveraging volatility relative value and correlation assessments of currency pairs
- Directed selection and implementation of derivatives pricing and portfolio risk management software
- Negotiated and set counterparty risk guidelines, operational processes, and risk management guidelines
- Wrote a manual on derivatives pricing and risk management to be used worldwide by Bank Brussels Lambert
- Trained sales team on derivative products and wrote weekly derivatives strategy newsletter published to client base
- Secured funding for business plan to provide margin trading platform to the growing hedge fund industry
- Increased derivatives business by 35% through marketing strategy. Opened over two dozen new banking relationships.
- Structured and valued FRX transactions, sale of foreign receivables, with investment banking team for corporate customers

JP MORGAN

Foreign Exchange Derivatives Trader, Associate

New York, NY

1991-1993

- Provided liquidity to customers and inter-bank market by making two way markets in currency derivatives
- Repositioned portfolio to capture profits and reduce the risk of the Pacific Rim options book
- Analyzed historical volatility trends and correlation/covariance patterns to make better assessments of option value
- Participated in development of path-dependent option simulation models to evaluate option price and portfolio sensitivity

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Candidate for Master of Business Administration – WEMBA XXVII

Philadelphia, PA

2001-2003

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Bachelor of Science in Finance, Economics minor; GPA 4.4/5.0

Cambridge, MA

1988-1991

GRACE C. SHEEN

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phone: (267) 235-0206 | email: grace.sheen.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Marketing and Strategic Management

May 2003

MA Candidate, International Studies

- Assessed market entry platform of Japanese start-up during summer immersion program and recommended strategies to CEO. Presented results to the Lauder Institute Board of Governors.
- Leadership Activities: Omnicom Communications Fellow (teaching assistant for public speaking course). Leadership Fellow (organized orientation for first-year students and facilitated team-building exercises). Academic Services Advisory Board. Co-chair of Leadership and Teamwork committee, Wharton Welcome Weekend.
- Extracurricular Activities: Contributor, *The Wharton Journal*. Performer, Wharton Dance Studio.

HARVARD UNIVERSITY

Cambridge, MA

BA in Biology, Cum laude

June 1997

- Leadership Activities: Executive Director of Recruiting, Harvard World Model UN – recruited 200+ delegates. President, HR Chado Society. Organized community cultural arts demonstrations.
- Honors: Harvard College Scholarship, Tazuko Ajiro Monane Prize. First Prize in New England Japanese Speech Contest. Recognized among top student presenters at 10th International Bat Research Conference.

EXPERIENCE

JOHNSON & JOHNSON CONSUMER PRODUCTS COMPANIES

Skillman, NJ

Marketing Intern, Johnson's Baby Worldwide

Summer 2002

- Completed detailed analysis of 8 key global competitors to determine core competencies and potential threats to Johnson's Baby. Devised defense strategies and identified growth opportunities for the brand. Recommended commercial and professional marketing initiatives to Vice President.
- Authored competition section of Worldwide Baby Franchise presentation to the Vice-Chairman and President of J&J.
- Designed and built database of sales and brand share for 52 markets. Analyzed growth trends by category and geographic region to identify high-priority markets. Presented findings at 2003 Business Plan Kick-Off meeting.
- Partnered with US and international market research teams, baby/kids and skin care brand teams and external agencies to understand brand equity and assess consumer insights on major skin care brands. Recommended tactical steps to strengthen brand presence.
- Completed training program including market research, forecasting, promotions, packaging, innovation, and visits to manufacturing plants, retail sites and advertising agencies.

L.E.K. CONSULTING

Boston, MA and London, England

Senior Associate Consultant (*promoted in 1999, 2000*)

1997-2001

- Evaluated marketing and strategic efforts to re-launch an interactive television program. Analyzed viewer preferences and identified target demographics for new programming. Organized and conducted focus groups in five cities to test concepts. Developed new pricing scheme and recommended improved graphical design to appeal to new audiences.
- Developed e-commerce business plan for major investment bank. Conducted competitive due diligence and constructed discounted cash flow model to quantify revenues and strategic option value of new trading platform.
- Led financial analysis to value an automotive services company, resulting in a successful £487million acquisition.
- Conducted cost-benefit study of a pediatric cardiovascular drug. Interviewed physicians and scientists to understand technology and market potential. Guided team's scientific understanding of the product. Recommended pricing strategy.
- Managed teams of Associates and summer interns in market research and financial analysis. Trained and mentored team members, developed work plans and quality-checked output to ensure satisfaction of management and clients.
- Organized company off-site event designed to foster communication among functional groups, strengthen team dynamics, and share best demonstrated practices.
- Finalist, L.E.K. Intellectual Capital Award.

ADDITIONAL INFORMATION

- Languages: advanced Japanese, conversational Spanish.
- Interests: Japanese tea ceremony, folkloric dance, and foosball. Studied at the National Conservatory of Flamenco Arts.

PAUL SHEPPARD
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paul.sheppard@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Finance

May 2003

- Fulbright Scholar.
- Leadership Fellow.
- Columnist, *Financial Times* (MBA Diary) and Co-Editor of *Leadership Digest*.
- Member of Private Equity Club, Finance Club, European Club, Tennis Club and Follies Production Team.

CAMBRIDGE UNIVERSITY, St. Catharine's College

Cambridge, England

MA, Social and Political Sciences

May 1994

- Editor of College Yearbook, Captain of Rugby Team, Member of Cricket, Soccer and Rowing Teams.

EXPERIENCE

APAX PARTNERS LTD

London, England

Summer Associate, Private Equity Group

May 2002 – August 2002

- Worked in Leveraged Transaction Group evaluating late-stage investments, value-adding initiatives and exit strategies for portfolio companies. Focused on European retail & consumer products sector.
- Responsibilities included financial modeling, management meetings, due diligence, market research and deal generation.
- Completed Clifford Chance course on legal issues in European private equity.

FINANCIAL TIMES

London, England

Journalist, Lex Column

February 2001 – June 2001

- Wrote daily editorials covering company, macro-economic and political news as part of the team of six journalists based in London and New York.
- Topics included the prospects for European investment banking, financing of the London Underground and commentary on major European companies in various sectors.

SCHRODER SALOMON SMITH BARNEY (CITIGROUP)

London, England

Associate (Third Year), Investment Banking Group

January 1998 – February 2001

- Completed transaction experience included:
 - \$24bn merger of two FTSE 100 financial services companies.
 - \$600m disposal for FTSE 100 media company.
 - \$500m acquisition by FTSE 100 real estate company.
 - \$90m Initial Public Offering of Internet incubator.
- Elected Co-head of the Associate Liaison Committee, representing SSSB's 200 European Associates.
- Appointed as Secretary to the European Advisory Board, comprised of Schroders' four most senior bankers.

BRITISH LABOUR PARTY

Westminster, England

Parliamentary/Elections Researcher

October 1995 – December 1997

- Member of the Labour Party's economic research team that aided senior politicians, including Gordon Brown, in developing policies for government.
- Personally briefed senior politicians, including Tony Blair, in preparation for media interviews.
- Member of a five-person team that planned and implemented Labour's campaign in the West Midlands during the national elections. Worked in a similar capacity on Wirral South and SE Staffs by-elections.

THE CRICKETER PUB

Paris, France

Manager

January 1995 – September 1995

- Manager in a start-up business founded by an INSEAD graduate. Completed French course at the Alliance Française.

PERSONAL

- Community service work for the Prince of Wales' Youth Business Trust. Mentored a new photography business.
- Enjoy cinema, soccer, pool, skiing, sailing and golf. Climbed Mount Kilimanjaro.

SHUISHENG (WATSON) SHI

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Philadelphia, PA 19104

Mobile 267-496-3288

shis@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate, Major in Finance

Philadelphia
May 2003

- Member of Finance and Investment Management Clubs
- GMAT 760 (>99%)

RENMIN UNIVERSITY OF CHINA
Master of Arts in Economics

Beijing
June 1995

- Graduated top 5% of class
- Vice President of Graduate Student Association

TSINGHUA UNIVERSITY
Bachelor of Engineering in Applied Mathematics

Beijing
June 1992

- Merit-based scholarship awards for exceptional academic achievements
- Co-editor of campus journal

EXPERIENCE

AMERICAN EXPRESS

Summer Associate, Risk Management Department

- Analyzed the performance of a balance transfer campaign covering 1.2 million card members
- Reviewed the logic of existing credit line management channels and delivered improvement recommendations
- Developed a profitability model to optimize the credit line management based on statistics analysis and NPV projections

CHINA CONSTRUCTION BANK
Senior Credit Manager, Hong Kong Branch

Hong Kong
1999-2001

- Performed credit analysis of banking transactions such as syndication loans and corporate bonds on daily basis
- Conducted loan portfolio performance review and generated portfolio management suggestions
- Formulated recovery strategies and led a recovery team. Recovered US\$ 12 million
- Led a marketing team to promote cross-border banking products for Hong Kong blue-chips clients. Structured facility packages, developed client relationships and delivered presentations. Increased the branch's income by US\$1million
- Structured and coordinated RMB12.5 billion (US\$1.5 billion) syndication loan extended to China Mobile for its acquisition of mobile phone companies in Mainland China
- Rotated through marketing, credit, finance, and treasury divisions under a leadership development program

Credit Manager, Credit Department & Credit Committee Office, Head Office

Beijing
1995-1999

- Specialized in structuring project finance deals in infrastructure sectors
- Designed asset allocation strategies and monitored the implementation processes
- Processed credit applications and assisted in the decision-makings at Credit Committee Meetings
- Developed and updated credit analysis models for the bank-wide application

ADDITIONAL INFORMATION

- Proficient in Excel, PowerPoint, Visual Basic, SAS and Fortran
- Formalized credit training by Bank Association of Hong Kong
- Native Mandarin Chinese and Cantonese
- Enjoy soccer, mountain climbing, chess, and gourmet cooking

SANG-CHUL SHIN
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate

May 2003

- Dual Major in Finance and Entrepreneurial Management
- Member of Finance Club, eCommerce Club, and Asia Club

SEOUL NATIONAL UNIVERSITY

Seoul, Korea

Bachelor of Business Administration

February 1994

- Concentrated on Finance and Strategic Management

EXPERIENCE

WYZSOFT INC.

Seoul, Korea

Chief Operational Officer/Co-Founder

2000 – 2002

- Responsible for the company's daily operations, marketing support and client relationship.
- Developed basic concept and framework of WYZ KMS™, the company's knowledge management software.
- Led negotiations and signings of three software supply and co-development agreements with two Chinese companies.

MCKINSEY & COMPANY

Seoul, Korea

Summer Associate

Summer 2000

Customer Relationship Management strategy for credit card and e-banking divisions of the leading retail bank in Korea

- Served to develop and implement best CRM strategy for each group and completed various pilot projects.
- Completed rollout P/L models for each pilot project based on extensive customer response analysis.
- Developed e-CRM strategy and conducted primary research for vendor requirements.

HANNURI-SALOMON SECURITIES INC.

Seoul, Korea

Associate, Financial Engineering

1996 - 1999

- Designed and executed arbitrage transactions focusing on exchangeable bonds, convertible bonds and warrants, resulting in \$9 million profit.
- Managed \$100 million structured equity financing projects for two Korean conglomerates.
- Identified and developed arbitrage opportunities, using bull/bear notes and depositary receipt.

SALOMON BROTHERS ASIA

Hong Kong & Seoul

Junior Trader, Proprietary Trading

1995 - 1996

- Managed the Team's \$200 million investment in three venture capital partnerships in Korea and executed \$90 million liquidation of a partnership.
- Completed detailed P/L models and managed treasury activities during the establishment of a joint venture company between Salomon Brothers and Anam Group.

BEAR STEARNS ASIA

New York & Hong Kong

Financial Analyst, Corporate Finance

1994

- Participated in various types of corporate finance activities of Asian companies including equity and debt issuance and two private placements of total \$800 million emerging market funds.

LEVER BROTHERS UK

London, UK

Marketing Assistant

1992 - 1993

- Planned and executed brand auditing, and retail shelving for "Persil" detergent, "Dove" soap and "Jif" cleaner.
- Launched joint marketing programs with Mothercare, a leading infant-clothing retailer in the UK.
- Completed 3 month training program with Unilever Korea; visited over 20 country offices and factories of various Unilever subsidiaries in 3 European and 7 Asian countries

ADDITIONAL INFORMATION

- Languages: Korean, English, competency in Mandarin
- Interests: Asian History, Traveling, Skiing, Hi-Fi, Wine, Golf

RAJEEV SHRIVASTAVA
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267.975.5538

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
Master of Business Administration, Candidate, Dual Major in Finance and Strategic Management May, 2003

- Treasurer and Vice-President, India Club.
- Panel Manager, Technology Conference and Volunteer, International Admissions Committee.

DELHI COLLEGE OF ENGINEERING, Delhi University New Delhi, India
Bachelor of Engineering, Civil Engineering May, 1996

- Secretary, Civil Engineering Society-Power sector placements.
- Designed engineering profile for sudden expansion from dam structure for structural stability-design being used as part of several PhD projects; Filed for patent.

EXPERIENCE

CIGNA, HealthCare Leadership Development Program - Summer Associate Hartford, CT
Leading Provider of Employee Benefits Summer 2002

- **Strategy:** As part of the eBusiness strategy team worked closely with the Strategy, Product & Marketing, Sales, Pharmacy, and other divisions of CIGNA to better understand the pain points of various constituents in the CIGNA ecosystem. Identified the key reporting and performance management metrics for the web initiatives of CIGNA and helped developed the CRM system and reporting back to various constituents.
- **Marketing:** Helped define and develop a goto market strategy for the unified offering of CIGNA HealthCare, CIGNA Retirement & Investment Services, CIGNA Group Insurance and CIGNA International.

GT ASSOCIATES, Co-founder & Partner New Delhi, India
\$10 million Venture Capital Fund 1998-2001

- **Raising Capital :** Raised \$10 million from investors for the venture fund.
- **Investment Decisions & Reporting:** Led the investment committee of the VC fund, performed the deal review, analyzed multiple business plans, performed due diligence and made the investment decisions for investment into 5 companies. Formed the Board of Directors and managed the reporting process to them and the portfolio companies.
- **Negotiations:** Led investment bankers and lawyers during due-diligence proceedings. Negotiated sale of an internet based Distribution Company in the portfolio to a NASDAQ listed company at 6x invested capital, and the merger of VirtualSoft, another portfolio company with a company listed on the Bombay stock exchange.
- **Team Building and Leadership Skills:** Managed a team of business developers, technologists, sales and marketing professionals. Created an advisory board of business leaders in India, including CEOs/Country Managers of HP-India, IBM-India, Lotus, Enron-India, and MZI. Helped portfolio companies achieve operational profitability.

VIRTUALSOFT SYSTEMS LIMITED, Co-founder & Chief Operating Officer New Delhi, India
\$3 million Multimedia Content and Solutions Delivery to businesses and educational institutions. 1998-2001

- **Business Development:** Wrote the business plan for the company. Negotiated acquisition of a public listed company and subsequently took VirtualSoft public on Mumbai stock exchange in July 2000.
- **Fund Raising:** Achieved two rounds of financial closure within 12 months.
- **Leadership & Management :** Lead the business development, sales & marketing and the technology team and grew the company from 4 to 75 professionals. Achieved the sales forecast and profitability for 2 consecutive years. Led negotiations and forged strategic technical and marketing alliances with IBM, Microsoft, Real Networks, Network Appliance and a joint-venture with Crescent Systems to better serve the customers and shareholders.
- **Team Building and Leadership Skills:** Created a strong management team capable of running the business independently. Presently advise the group on North American strategy.
- **Reporting to investors:** Managed the reporting process to the investors on a regular basis.

HCL CORPORATION LIMITED, Head-Call Center & CRM Business Unit New Delhi, India
\$750 million India's No. 1 IT Software, Hardware & Services Group catering to global markets. 1996-1998

- **Sales & Marketing:** Achieved sales of \$2 million during 1996-97, rated as top sales person for the year.
- **Business Development:** Selected by CEO to head a 4 member team and create the operational plan for ideas generated by me. Created the call center and CRM division and achieved revenue of \$7 million and net profit of 4% in 12 months.
- **Team Building Skills:** Hired, trained and managed a team of 85 people spread across 7 regions in India.

ADDITIONAL INFORMATION

- **Public Speaking:** Panelist and speaker at major multimedia and broadband conferences. Represented company at various national and international forums.
- **Professional Affiliations:** Member of Chambers of Commerce & Industry (PHDCCI), a leading industry organization.
- **Interests:** Soccer, Cricket, Tennis, Geopolitics and International Trade analysis.

ASHMEET “Ash” SIDANA

463 Mountain Laurel Ct., Mtn. View, CA 94043

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Ashmeet.Sidana.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL OF BUSINESS, University of Pennsylvania
MBA Candidate

Philadelphia, PA
August 2003

STANFORD UNIVERSITY
MS Computer Science

Palo Alto, CA
1991

UNIVERSITY OF SOUTHERN CALIFORNIA
BS Computer Science, summa cum laude, GPA 3.98/4

Los Angeles, CA
1989

BOARD EXPERIENCE

ELECTRIC KNOWLEDGE/INQUIRA
Board of Directors

San Francisco, CA
Sep 2000 – June 2001

- Helped recruit CEO, acquire initial customers such as Bank of America and raise two rounds of funding.
- Electric Knowledge recently merged with AnswerFriend and was funded in a combined merger/funding transaction valued at \$32 million. They are now called InQuira.

KENDARA
Advisory Board

Palo Alto, CA
Sep 1999 – May 2000

- Advised Internet startup on technology and business strategy.
- Acquired by Excite@Home in 2000 in a deal valued at \$120 million.

EXPERIENCE

SIDANA SYSTEMS (now Doclinx)
Founder and CEO

Mountain View, CA
May 1996 – March 1999

- Founded, ran and sold enterprise software company specializing in electronic documentation.
- Responsible for all aspects of running company including P&L, Sales, Marketing and R&D.
- Helped create, and managed design and development of Docsan™, a web based product enabling commercial distribution of extremely large (>1 Terabyte or >1 million pages) and complex documents.
- Recruited and managed top-tier management team including VP's of Engineering, Sales and Biz. Dev.
- Developed “lighthouse” customer accounts including Hitachi, McGraw-Hill, Texas Instruments, IHS.
- Consistently grew profits >50% each year.
- Sold company in a private LBO.

SILICON GRAPHICS
Member of Technical Staff

Mountain View, CA
March 1992 – May 1996

- Technical lead and principal architect of multiple products, including WEBFORCE, Movieplayer and Insight.
- Led development of WEBFORCE software from start to market for “first to market” solution with integrated Hardware, Server and Application solution.
- Led team that designed SGI's first real-time movieplayer.
- Key member of development team of Silicon Graphics' SGML based hypertext online documentation system.

HEWLETT-PACKARD COMPANY
Development Engineer

Mountain View, CA
May 1989 – March 1992

- Designed and developed CD-X, an audio player for music CD's. Wrote SCSI and IEEE-4888 controllers.
- Principal member of development team of LaserROM/UX, HP's first SGML electronic document system.

ADDITIONAL INFORMATION

- **Patents:** US Patent 6,081,829 for general purpose web annotations (storing state) using HTTP, a state-less protocol and 5,890,170 for publishing in a hypertextual network environment.
- **Interests:** Adventure travel, skiing and music. Climbed Kala Patthar on Mt. Everest (18,200 ft).

Adam Gordon Silfen
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
Master of Business Administration Candidate, Finance Major May 2003

- Member of Finance & Investment Management Clubs
- Member of GUIDES (mentoring program)

UNIVERSITY OF PENNSYLVANIA, College of Arts & Sciences Philadelphia, PA
Bachelor of Arts degree with a Major in Art History May 1998

- President of the Order of Omega, Greek Honor Society
- Vice President of University of Pennsylvania Inter-Fraternity Council
- Member of Pennsylvania Investment Alliance

EXPERIENCE

MOORE CAPITAL MANAGEMENT New York, NY
Summer Associate – Special Situations Group Summer 2002

- Member of a six person team managing approximately \$800 million of firm capital focusing on event driven investments in publicly traded equity, convertible and fixed income securities
- Group employed a variety of strategies including merger arbitrage, relative value, capital restructuring and refinancing situations
- Researched and suggested several investment opportunities across multiple sectors and asset classes

STADIA CAPITAL MANAGEMENT New York, NY
Research Analyst 2001

- Worked directly with Senior Portfolio Manager covering equities in the media, telecom and utility sectors
- Analyzed various investments based on arbitrage, pairs trading and qualitative ideas using quantitative models

GOLDMAN, SACHS & CO. New York, NY
Analyst - Asset Management Division 1998 - 2000

- Delivered the resources of the Asset Management Division including asset allocation, portfolio products and alternative investment strategies to Private Client Services representatives and their high net worth client base
- Interacted directly with numerous onshore and offshore domiciled clients
- Performed extensive recruiting for the division for positions ranging from analyst to vice president

OFFITBANK New York, NY
Summer Intern - Emerging Markets Equity and Fixed Income Funds Summer 1997

- Assisted a group managing approximately \$1.5 billion invested primarily in Emerging Markets equity and debt instruments

GOLDMAN SACHS INTERNATIONAL London, England
Summer Intern – Private Client Services Summer 1996

Additional Information: Holder of Series 3, 7, & 63 NASD Licenses

Personal: Enjoy playing golf (2 Handicap), polo, reading, cooking and all forms of exercise
Nationally Ranked in Equestrian Show Jumping for age bracket in mid-1990s

References Available Upon Request

JORDAN EVAN SILVERGLEID

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Major in Finance and Business & Public Policy (GMAT 770)

May, 2003

- Awarded Wharton grant for academic merit.
- Selected to Dean's Graduate Student Advisory Council.
- Elected Co-President of Net Impact (formerly Students for Responsible Business).
- Initiated team-based Field Application Project to develop investment strategy for community development venture capital fund.
- Wharton Community Consultant: led five students to design business plan for community development corporation.

UNIVERSITY OF CHICAGO

Chicago, IL

Master of Arts in the Humanities (GPA: 3.96/4.0)

June, 1998

- Masters thesis focused on performance measurement for nonprofit cultural institutions.
- Developed new consultant management system for Arts & Business Council of Chicago.

WILLIAMS COLLEGE

Williamstown, MA

Bachelor of Arts in English with honors (GPA: 3.72/4.0)

June, 1994

- Magna cum laude. Phi Beta Kappa. Dean's List all semesters.

EXPERIENCE

MCKINSEY & COMPANY

Cleveland, OH

Summer Associate

Summer, 2002

- Collaborated with McKinsey colleagues and senior client executives to expand effective operating capacity by 10% at a major academic medical center.
- Developed financial model to assess the annual impact of operational improvements, estimated at more than \$20 million.
- Led client team members in generating hypotheses and collecting data in preparation for simulation modeling.

ASHOKA INNOVATORS FOR THE PUBLIC

Arlington, VA

Associate Director/Director of Entrepreneurship Services

1998-2001

- Designed and implemented North American expansion for Ashoka as part of a small team, resulting in financial and professional support of 10 U.S. social entrepreneurs (individuals with new and practical ideas for social change).
- Authored business plan for the \$20 million dollar expansion, Ashoka's largest in 20 years of existence.
- Recruited program director and four staff members to lead and execute the expansion.
- Helped raise \$20.5 million from five business entrepreneurs by designing an innovative fundraising prospectus modeled on an S-1 offering document, coordinating presentations, and drafting specific proposals.
- Cultivated network of talent scouts in 10 states and conducted extensive due diligence on 25 candidates.
- Developed professional services infrastructure for U.S. social entrepreneurs, accelerating their growth.
- Analyzed Ashoka's worldwide funding practices; report convinced Board of Directors to redirect organizational support to earlier-stage entrepreneurs in 38 countries.

THE ADVISORY BOARD COMPANY

Washington, D.C.

Research Associate/Research Manager/Analyst/Associate Director

1994-1996

- Built and maintained relationships with 100 senior human resources executives at corporations such as AT&T and Walt Disney.
- Collaborated with internal team to launch new research program for sales executives; program now has more than 200 clients.
- Managed research staff to execute 300 strategy studies on topics such as change management and leadership development.
- Designed six-month orientation and training curriculum for 250 research associates.
- Conducted firm-wide analysis on human capital management and developed strategy for maintaining 30% annual growth.
- Redesigned compensation for sales division leading to improved cash flow and revenue forecasting.

ADDITIONAL INFORMATION

- Developed performance measurement framework for consulting unit of Quito, Ecuador's municipal government (12/96-3/97).
- Avid backcountry camper, mountain biker, traveler. Learning to play the spoons.

KENT SINMAZ

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Phone: (267) 456-8303 • sinmazk@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL – University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Major in Finance

May 2003

- Director's List (Fall & Spring), First Year Honors
- Teaching Assistant for courses in Macroeconomics and Linear Programming
- Milken Young Entrepreneurs & GUIDE Mentor volunteer, Real Estate and Sales & Trading Club member

UNIVERSITY OF WESTERN ONTARIO

London, ON

Bachelor of Engineering – Mechanical Engineering (GPA 3.8)

May 1997

Bachelor of Science – Computer Science (GPA 4.0)

- Ranked within top 3 students of graduating class; Gold Medal for Academic Excellence; Dean's Honor List
- IBM Internship, 1995 – interned for 16 months as process engineer prior to senior year

EXPERIENCE

BANC OF AMERICA SECURITIES

New York, NY

Associate, Structured Credit Products

Summer 2002

- Worked on cash CDO desk as part of a deal team that priced and closed a \$300 million High Yield CLO
- Developed extensive Excel-based financial models to simulate and stress various cashflow scenarios
- Structured several structured products to meet unique client requests while also satisfying Rating Agency requirements
- Reviewed and assisted in drafting of Offering Memoranda, indenture documentation, and pitch material

WIT SOUNDVIEW GROUP

New York, NY

Associate, Technology & Telecommunications Investment Banking

June 1999 – June 2001

- Performed valuation, due diligence, industry and company analysis in connection with several financing and merger related transactions. (Most intricate deal: advisory sell-side for \$600 million financial services technology firm)
- Participated in structuring, drafting, and raising of a \$250 million technology private equity fund
- Drafted offering and legal documentation for private placements with an average deal size of \$75 million
- Structured and taught financial analysis and modeling to entering class of 20 analysts and associates

BANC OF AMERICA SECURITIES

New York, NY

Analyst, Leveraged Finance

June 1998 – June 1999

- Provided debt underwriting and advisory services to mezzanine and private equity funds. Notable deals include \$850 million sell-side advisory, \$350 million revolving credit facility, and \$500 million credit facility for roll-up transaction
- Drafted high yield, senior credit, mezzanine debt and convertible equity offering private placement memoranda
- Structured and refined LBO and M&A financing models for industries ranging from restaurants to raw materials

SALOMON SMITH BARNEY

Toronto, ON

Analyst, Investment Banking

July 1997 – June 1998

- Performed financial analysis, due diligence, and presentations on a broad spectrum of Canadian companies, ranging from Chemicals (high-yield debt) to Automotive (public equity) transactions
- Worked with various groups throughout the firm, including High Yield Metals & Mining Research, S&P Credit Rating Analyst, and Global Privatization Team

ADDITIONAL INFORMATION

- Fidelity Investment Challenge participant; Intermediate proficiency with Visual Basic; matriculated NASD Series 7 & 63
- Enjoy reading, public speaking, playing chess, and traveling to new countries; conversant in French

DONNA SITU

135 S. 20th Street, Apt. 1202, Philadelphia, PA 19103, Situd@wharton.upenn.edu; Tel 215-820-8823

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Master of Business Administration Candidate, Finance

May 2003

- Elected Student Affairs Chair of GAPSA (University of Pennsylvania's 11 Graduate Programs), Selected Coordinator of Global Immersion Program for Greater China (70 Students), Elected Community Service Rep, Coordinator of MBA Games
- Member – Net Impact, Consulting Club, Private Equity Club, Women in Business, Extreme Outdoors Club, Women's Rugby

FORD FELLOWSHIP (AWARDED THROUGH THE WHARTON SCHOOL)

Philadelphia, PA

- Analyzed entrepreneurship/venture capital in China through two case studies of VC-funded technology companies. Jan 2003

FULBRIGHT FOREIGN SCHOLARSHIP

Hong Kong

- Executed one-year independent project to work with academics and social organizations on labor relations in Asia. Sept 1998
- Organized US-China relations conference (200+ participants); analyzed HK economy, with emphasis on labor & unemployment.

JOHNS HOPKINS SCHOOL OF ADVANCED INTERNATIONAL STUDIES

Bologna, Italy

One-Year European Master's Diploma in International Studies, Concentration in Int'l Economics

June 1996

JOHNS HOPKINS UNIVERSITY

Baltimore, MD

Bachelor of Arts in International Studies, Concentration in Chinese Studies, Minor in Economics

May 1997

- Hong Kong Alumni Association Steering Committee Member (Post Graduation)
- Spring Fair Treasurer for 25 events committees, Alpha Phi Philanthropy Chair, Jail Tutorial Project Coordinator

EXPERIENCE

SICHUAN SMALL INVESTMENT FUND

China

Summer Investment Intern

June 2002 – Sept 2002

- *Deal Sourcing:* Screened companies in pipeline and identified potential deals, expanding database by 200+ fresh SME leads.
- *Due Diligence:* Assessed market strategies and financials of three local companies (infrastructure, biotech, pharmaceutical).
- *Leadership:* Led team of 10 to organize VC conference of 400 people, involving 10 media groups and China's most active VCs.

BOWKER CONSULTING INTERNATIONAL

United States

Associate Consultant

April 2000 – August 2001

- *Project Management:* Managed projects with 3-5 team members to implement benefits plans and human resource strategies for high-tech firms' international employees. Clients included Intelsat, Handspring, E.piphany, Fair Isaac, and Citrix Systems.
- *Leadership and Quantitative Analysis:* Led team to design Cisco's 2002 compensation strategy (later adopted) for Latin America.
- *Area Expertise:* Advised on management practices, social security, and pension plans in over 10 countries in Europe and Asia.
- *Networking:* Established key contacts in major insurance networks to pool insurance, reducing long-run client costs by 20-30%.

INDEPENDENT CONSULTING EXPERIENCE

Sept 1998 – April 2000

NPI Asset Management (Henderson Investors)

United Kingdom & Asia

- *Analysis and Research:* Pioneered first environmental and social audits of 16 Hong Kong property companies and banks.
- *Area Expertise:* Advised business leaders in 20 companies in Singapore, Malaysia, Thailand on issues of corporate governance, employment, disclosure, overseas operations, community involvement, investment strategy, and environmental protection.

International Labor Rights Fund

United States & East Asia

- *Regional Expertise:* Developed a set of workplace standards for US companies (e.g. Levi Strauss, Reebok, Nike) in China.
- *Implementation:* Established an auditing program in Taiwan for Fair Labor Association by partnering with local organizations. Project team inspected 10+ companies and trained 200+ organizers on best production/operation practices and plant conditions.

International Labor Organization, United Nations

China

- Led ILO workshop on multinational management and labor relations issues involving 60-70 mid-level Chinese officials.

Nicolon (through K. K. Yueng Consultancy)

Hong Kong

- Conducted market research on geotextiles for Dutch firm entering Hong Kong and China markets. Proposed plan was adopted.

Legislative Council of Hong Kong

Hong Kong

- *Public Interest Leadership:* Organized and led forum for women organizations to discuss policy and social issues.
- *Policy Analysis:* Developed municipal housing and welfare-to-work policies for prominent Hong Kong legislator.

ADDITIONAL INFORMATION

Association of Socially Responsible Investing in Asia (ASrIA): One of four founding members of HK-based not-for-profit. Organized briefings to raise capital (~\$500,000). Hired and managed web designer and technical specialist to create logo & web site.

Sales Experience: Lead generation/sales with Merrill Lynch Private Client Group, P.F. Collier, and Hilton Elite (Summer '95 & '96)

Languages: Fluent in Mandarin and Cantonese Chinese; Proficient in French and Italian

Interests: Bikram yoga, painting, mountain biking, photography, travel, Latin dance, blues, travel (to 20 countries)

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Philadelphia, PA**
Master of Business Administration Candidate – Dual Major in Strategic Management & Finance **May 2003**

- Wharton Leadership Fellow
- Member of the Consulting, Finance and Wharton African American MBA clubs

CITY UNIVERSITY, LONDON **London, England**
Master of Science - Business Systems Analysis & Design **May 1994**

- Student Representative on Program Curriculum Review Committee

UNIVERSITY OF IBADAN **Ibadan, Nigeria**
Bachelor of Science (Honors) - Major in Food Technology **May 1989**

- Events Manager, National University Games Association; Captain, University Cricket XI

EXPERIENCE

ASPEN TECHNOLOGY **Cambridge, MA**
Summer Associate – Corporate Strategy and Planning Office **May 2002 – Aug 2002**

- Delivered a corporate performance measurement framework and specification document to executive management that enabled the alignment of financial, strategic and operational objectives across reorganized divisions and functional areas. This project included corporate and technology industry benchmarking.
- Designed a financial planning model, in collaboration with executive management and divisional heads, which facilitated the standardization of divisional financial plan development and reporting. This template provided a more efficient and effective methodology for financial plan consolidation and analysis at the corporate level.

ORACLE CORPORATION **Redwood Shores, CA**
Project Strategist – Enterprise Solutions Group **1997 - 2001**

Consulted at the corporate executive level on business re-engineering strategies. Achievements include:

- Led a client project team to consolidate six separate purchasing applications (\$100M in annual expense items transactions) into one corporate e-procurement system. Achieved target procurement cost savings of 10% in half of client-mandated time frame.
- Realized a project cost savings of \$6M for Motorola Broadband division by recommending and implementing a Euro currency compliance solution that avoided an entire upgrade of the division's financial reporting systems.
- Defined best practices and presented workshops to clients in collaboration with the Oracle Center for Excellence.
- Influenced and pushed the early definition and adoption of an Internet strategy for the Oracle supply chain product through keynote presentations on e-business delivered at Customer Advisory Board meetings.

MILLER BREWING COMPANY **Milwaukee, WI**
Pricing Analyst **1995 - 1997**

- Developed and evaluated pricing models used as the main decision support tools of the sales and marketing directors.
- Formed a team that managed the entire financials systems requirements of the sales and price management group. Project successes included a price reporting system that enabled Miller have the fastest promotions rollouts in the industry.

CRAY SYSTEMS CONSULTING **Hampshire, England**
Systems Analyst **1994 - 1995**

- Delivered an applications requirements specification document for the European Economic Commission that involved managing complex and extensive negotiations with a team of senior government officials from eight nations.

COCA-COLA SCHWEPPE'S BEVERAGES **London, England**
Analyst **1991 - 1992**

- Accomplished a 15% reduction in annual inventory maintenance costs by reviewing and re-implementing a package solution that integrated materials procurement with the production planning systems.

ADDITIONAL INFORMATION

- Interests include high-performance car customizations, 76ers basketball, soccer, and dance music

BRIAN DOUGLAS SMITH
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brian.d.smith.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

**Philadelphia, PA
May 2003**

Masters of Business Administration Candidate, Finance and Marketing

- Selected for Global Consulting Practicum to advise Israeli wireless start-up on US market entry strategy
- Selected as Global Consulting Practicum China program coordinator for 2002-2003 academic year
- Elected Cohort Alumni Representative, Co-Chair of Alumni Speaker Series
- Media & Entertainment, Marketing, and Finance clubs

CARNEGIE MELLON UNIVERSITY

**Pittsburgh, PA
May 1995**

Bachelor of Science in Industrial Management & Economics

- University and College Honors, Phi Beta Kappa
- Study abroad program in international business - Institut Commercial de Nancy (France)
- Honors Thesis: *Barriers to the Implementation of Robotics in Small Manufacturing Environments*
- Appointed student representative – University Board of Trustees; Columnist – The Tartan (student newspaper)

EXPERIENCE

CLAY PIXEL STUDIOS

New York, NY

Business Plan Coordinator/Financial Analyst

July 2002 – August 2002

Clay Pixel Studios is a start-up contract animation studio, led by high-tech and entertainment industry veterans

- Led creation of Clay Pixel Studios' business plan for presentation to angel investors and venture capital firms. Interviewed and coordinated input from 20+ people including founding members and external domain experts, in order to craft the business plan
- Developed models used to generate business plan's pro-forma financial statements. Investigated cost components for U.S. and Indian studio infrastructure including labor, real estate, and technology. Projected studio revenues under various scenarios
- Conducted animation market analysis for the TV, motion picture, and gaming segments, and recommended marketing strategy to executive team

BOOZ ALLEN & HAMILTON

Dallas, TX

Summer Associate

May 2002 – July 2002

- Provided a \$7B consumer packaged goods company with analytical tools to increase ROI of trade promotion spending
- Introduced new strategy to perform marketing event analysis based on groups of products promoted simultaneously

GALATEA ASSOCIATES, LLC

Somerville, MA

Founding Associate

June 1997 – July 2001

Galatea is a technology firm that develops strategic trade settlement systems for brokerage firms

Business Development

- Fostered expanded client relationships propelling Galatea's growth from 8 to 25 people, \$1.6 to \$5.0 MM revenues
- Initiated corporate marketing efforts, including website redesign, market research, and conference communications

Client Project Management

- Led \$2 MM, eight-person, trade settlement system project for Wall Street firm's U.S. fixed income operations
- Increased trading capacity 400% to 200,000 trades per day for client's U.S. and European equity divisions by analyzing projected trading patterns and designing a compliant solution
- Improved efficiency of client's capital and collateral by designing a system to incorporate real-time information

INFORMATION MANAGEMENT CONSULTANTS, INC. (IMC)

McLean, VA

Staff Consultant

June 1995 – June 1997

Client Projects

- Executive Office of the President of the United States – Designed decision support system for producing President's budget proposals more efficiently and with increased analytical capabilities
- Department of Justice – Led six-person team in the development of an award-winning paperless Freedom of Information Act (FOIA) compliance system for the Immigration and Naturalization Service

Business Development

- Promoted IMC and FOIA compliance system to 10+ government agencies leading to expanded government projects
- Expanded IMC product portfolio by researching, developing and marketing intranet document tracking system

ADDITIONAL INFORMATION

- Mentor for Milken Young Entrepreneurs Program, Wharton Crew, Wharton Follies scriptwriter
- Interests include screenwriting, skiing, road trips, and debating public policy

JEFFREY F. SMITH

908 665 0953

jeffrey.f.smith.wh02@wharton.upenn.edu

EDUCATION

CAMBRIDGE UNIVERSITY, TRINITY COLLEGE

Candidate for Doctor of Philosophy in Engineering Science

**Cambridge, UK
September 2002 - June 2005**

- Recipient of fully funded National Institutes of Health Fellowship
- Named NIH-Cambridge Health Science Research Scholar

THE WHARTON SCHOOL

Master of Business Administration

**Philadelphia, PA
August 2001 - August 2002**

- Majors in Finance and Health Care Management
- Fall 2001 and Spring 2002 Director's List. First Year Honors.

UNIVERSITY OF PENNSYLVANIA SCHOOL OF ENGINEERING

Master of Biotechnology, Major in Engineering Biotechnology

**Philadelphia, PA
August 2000 - May 2002**

- GPA: 3.92/4.00
- American Institute of Chemical Engineers Scholar: named top chemical engineering student in 1999-2000 and 2000-2001 by Merck Research Laboratories and Delaware Valley AIChE chapter.

UNIVERSITY OF PENNSYLVANIA

The Wharton School and School of Engineering and Applied Science

**Philadelphia, PA
August 1998 - May 2002**

- GPA: 3.98/4.00; Benjamin Franklin Scholar and University Scholar

Bachelor of Science in Economics, Summa Cum Laude, Concentrations in Finance and Accounting

- Wharton School MBA/BS Submatriculation Program
- Jerome Fisher Management and Technology Program

Bachelor of Science in Engineering, Summa Cum Laude, Major in Chemical Engineering

- Tau Beta Pi member, national engineering honor society

EXPERIENCE

NATIONAL INSTITUTES OF HEALTH

Research Fellow

**Bethesda, MD
June 2002 - August 2002**

- Researched the structural biology of particular fibrillar proteins. Examined the potential utility of these structures in nanometer scale devices, as well as relevant fabrication techniques.

MCKINSEY AND COMPANY

Summer Business Analyst

**Florham Park, NJ
June 2001 - August 2001**

- Diagnosed the effectiveness of the sales and marketing functions of a major pharmaceutical company on a client engagement. Benchmarked the client's performance in sales and marketing against that of major competitors.
- In conjunction with McKinsey experts, identified megatrends within healthcare industry likely to impact the client, hypothesized potential consequences, and modeled different scenarios.
- As a second project, modeled merger and acquisition scenarios for a major pharmaceutical company on an internal client development project. Presented findings to senior McKinsey personnel in preparation for client negotiations.

VISTAAR, INC.

Business Strategy and Financial Analyst

**Parsippany, NJ
May 2000 - August 2000**

- Co-authored the annual business plan for the company's pharmaceutical B2B e-commerce unit, BulkDrugs.com.
- Created product development and customer acquisition strategies alongside former pharmaceutical executives.

WARNER-LAMBERT COMPANY

Financial Analyst

**Morris Plains, NJ
June 1999 - September 1999**

- In-depth training in the financial reporting process and ledger system, including monthly closes and budget preparation.
- Responsible for the financial accounting of particular third party royalty, supply, co-marketing, and research and development collaboration agreements. Analyzed the tax ramifications of a reorganization of international subsidiaries.

ADDITIONAL INFORMATION

- Athletic interests: golf, baseball, lawn tennis, and squash
- Pastimes: British literature, crossword puzzles, and table tennis

WILL WEIQUN SONG

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weiquns@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

MBA Candidate, Finance

May 2003

- Panel Co-Chair, The 7th Wharton New Ventures in Health Care
- Member, Finance Club, Private Equity Club, Venture Capital Club, Healthcare Club

UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL

Worcester, MA

Ph.D., Molecular Biology and Biochemistry

July 2000

- GPA 4.0/4.0, Valedictorian; Obtained a Ph.D. degree within four years, one of the few in school history

SCHOOL OF LIFE SCIENCES, BEIJING UNIVERSITY

Beijing, P.R. China

B.S., Genetics and Cell Biology

July 1992

- GPA 3.9/4.0, recipient of Beijing University First-class Fellowship (top 2.5%) each year
- President, Student Union (more than 800 members)

EXPERIENCE

GENENTECH, INC.

South San Francisco, CA

Summer Associate

Summer 2002

- Led a cross-functional team of fifteen members from Finance, Marketing, R&D, and Regulatory to evaluate 2nd-generation delivery technologies for a monoclonal antibody drug scheduled to launch in 2003
- Researched delivery technology markets and conducted comprehensive molecule-specific scientific feasibility analysis
- Designed and conducted marketing research to determine the impacts of the new technologies on sales revenue
- Performed financial analysis based on regulatory requirements, development costs & timeline, and incremental revenue, resulting in risk-adjusted NPV over \$100 million. Presented findings and conclusions to senior management

JIANGSU YULONG WIRE PLANT

Wuxi, P.R. China

Owner, President

2000-2001

- Responsible for daily operations and new market development; monthly sales grew to \$100K from \$10K in 8 months
- Conducted financial due diligence, structured and negotiated deal sheet, and orchestrated a \$3.7 million merger

UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL

Worcester, MA

Graduate Research Fellow

1996-2000

- Conducted cutting-edge research on *in vivo* protein maturation, a process widely involved in cancer formation
- Performed intensive quantitative data analysis and identified a novel regulation mechanism in protein trafficking

LIAONING INTERNATIONAL PHARMACEUTICALS COMPANY

Shenyang, P.R. China

Vice President, Sales and Marketing

1995-1996

- Grew sales by 60% to \$32 million and profits by 100% to \$7 million by introducing a profit-sharing marketing strategy
- Led a business development team to evaluate a drug candidate for cataract and raised \$1.2 million for that effort

Area Vice President, Sales and marketing, Northern China

1994-1995

- Led negotiations with Merck on a prostate cancer drug for the company's first exclusive distributorship
- Expanded our business into the Beijing market and reached \$3 million sales three months prior to the planned date

Regional Manager, New Business Development, Northeastern China

1993-1994

- Initiated, negotiated and established strategic partnerships with Merck, Novartis, and GSK
- Launched five sales offices, managed fifteen sales people, and reached sales revenue of \$5 million in NE China

District Sales Manager, Changchun

1992-1993

- Established strong business relationship with major clients through thought leader development, implementation of innovative service-driven strategy, increase in share of voice, and medical education and publication
- Achieved the \$1 million sales milestone in less than one year, the fastest in company history

ADDITIONAL INFORMATION

- **Interest:** NBA enthusiast (dedicated fan of the Boston Celtics and the Los Angeles Lakers); hiking; soccer
- **Publications:** published papers in leading life science journals including *Cell* and *Journal of Cell Biology*

J. LUKE SORENSON

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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Master of Business Administration Candidate

May 2003

- Dual major in Finance (emphasis Private Equity: Venture Capital/Buyouts) and Entrepreneurial Management
- Finalist: A.T. Kearney Global Prize MBA Case Competition (Team Captain)
- Admissions Committee Volunteer: Reception Host; member finance club, private equity club
- GMAT: 710 (96th percentile)

MARRIOTT SCHOOL OF MANAGEMENT, BRIGHAM YOUNG UNIVERSITY

Provo, UT

Bachelor of Science, Accounting

April 1999

- Chairman of church service committee; member, Association of Collegiate Entrepreneurs
- Recipient of University, Barrett, and Baker Hedquist scholarships

EXPERIENCE

SORENSEN MEDIA, INC.

Salt Lake City, UT

Director of Business Development

Summer 2002

- Responsible for feasibility analysis and strategy formation for entry into enterprise market; responsible for analysis and formation of corporate venture group.
- Conducted all due diligence and strategic analysis for four strategic investments/partnerships.
- Conducted strategic feasibility analysis for two company redeployments into software download delivery market and business communication tools market.
- Outlined strategy for formation of corporate venture group, assisted in management team recruitment and fund raising, helped secure commitment for initial \$70 million in fund.

UNIVERSITY VENTURE FUND, UNIVERSITY OF UTAH

Salt Lake City, UT

Investment Committee / Advisory Board

April, 2002 – present

- Part of three-member committee responsible for final decision-making on all prospective investments for \$5 million dollar non-profit venture fund; member of advisory board for overseeing the development and effectiveness of fund.
- Mentor student associates, participate in due diligence lecture series, educating students on analysis of business plans.

SORENSEN DEVELOPMENT, INC.

Salt Lake City, UT

Vice President of Sales & Marketing, Real Estate Division

1999 – 2001

- Directed all sales and marketing efforts for Utah's largest private landowner, covering portfolio of residential, office, retail, and industrial real estate.
- Managed and trained both internal and external teams of marketing analysts, agents, brokers, and builders.
- Negotiated and closed over \$25 million in sales, the largest annual amount in firm history.
- Directed all public relations for the Company, including frequent interaction with the media; conducted public-awareness campaign resulting in lead cover story in one of the state's two major newspapers.
- Gained significant functional expertise in strategy, finance and marketing:
 - *Strategy:* Participated in all strategic planning for launch of two major multi-use developments. Conducted segmentation analysis, competitor benchmarking, and market research. Made initial product offering recommendations prior to market entry. Developed strategic relationships with suppliers and customers. Developed, promoted, and won support for \$500,000 annual co-marketing budget between nine homebuilders and several distinct brokerages.
 - *Finance:* Conducted financial feasibility analysis for all planned and prospective projects. Produced all financial proforma documents.
 - *Marketing:* Designed and implemented internal marketing plan. Negotiated all media buying and managed the design of marketing materials and advertising.

ADDITIONAL INFORMATION

- **Volunteer Service:** Served as a full-time missionary for LDS Church for two years in Milan, Italy. Gained extensive lingual, cultural, and interpersonal skills. Selected as Assistant to the President, managing over 200 missionaries.
- **Community:** Helped develop and promote quality growth strategies and economic stimulus initiatives within state commissioned partnership of business leaders and policy makers (Envision Utah).
- **Other:** sang with professional choir for two seasons (Utah Chamber Artists); enjoy classical and contemporary music. Enjoy the outdoors, water and snow skiing, basketball, and golf.

ADAM R. SPIEGEL
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Philadelphia, PA**
MBA Candidate, Multinational Management and Strategic Management **May 2003**

- *Elected:* Secretary, Wharton Graduate Association, Wharton Ethics Committee
- *Selected:* Executive Director, Academic Affairs; Cohort Academic Service Representative; Academic Services Advisory Board; University Council Honorary Degrees Committee
- Teaching Assistant for undergraduate introductory management course, Management 101
- Member of Wharton Wildmen Hockey Club

YALE UNIVERSITY (GPA 3.7 in major, 3.5 overall) **New Haven, CT**
BA, Political Science with distinction in major. Concentration in International Relations **May 1996**

- Robert E. Lewis Award—awarded to senior who demonstrates highest ideals in athletics and intramural competition
- Richter Fellowship and Patterson Prize for Senior Essay Research—"Impact of Globalization on Spanish Culture"
- National Political Science Honor Society

EXPERIENCE

SCHERING-PLOUGH CORPORATION **Kenilworth, NJ**
Global pharmaceutical company **Summer 2002**

Summer Associate, Managed Care Value Generation (strategic planning)

- Helped develop novel web service to help payers manage employee health risks and reduce health care costs
- Co-developed marketing presentation, including ROI analysis, and presented to clients and S-P management.
- Assisted successful effort to engage multi-billion-dollar strategic partner
- Analyzed additional potential markets including physicians, employers, PBMs and MCOs
- Finalized and helped launch viral marketing campaign for web site dedicated to benefit managers

THE ADVISORY BOARD COMPANY **Washington, DC**
For-profit membership-based research organization specializing in US health care **1996-2001**

Director, Implementation Services, Internet Strategy **2000- 2001**

- Developed new consulting practice in hospital internet strategy
- Lead consultant on alpha client, first successful beta client and first successful large health system client
- Incorporated client feedback to create a successful new practice, generating \$1M in revenue in eight months

Director, Custom Research Division **1998- 2000**

- Served as head of 100 person research department that created more than 10,000 research reports per year
- Increased manager retention rates to highest recorded levels
- Reorganized department by reducing department staffing levels by more than 50%, budget from \$6M to \$2M, and created differentiated new product dedicated to health care strategic planners
- Created department-wide performance criteria and reported monthly to firm's senior management on progress

Associate Director, Member Services **1997- 1998**

- Account manager for pharmaceutical and health care insurance members, responsible for \$1.5M in accounts
- Achieved a 95% renewal rate, highest in the department

Research Manager, Specialist and Associate **1996-1997**

- Managed mergers and acquisitions team, handling project requests for more than 400 clients
- Created employee evaluation criteria and oversaw selection process for new managers and research specialists

ADDITIONAL INFORMATION

- Languages: conversational Spanish, elementary French.
- Interests: Travel, team sports, literature and bullfighting
- Community Service: Volunteer coach for developmental soccer league for boys aged seven to nine (1997-2001)

JEWELL A. STALEY

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Philadelphia, PA 19103

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Masters of Business Administration in Finance

Philadelphia, PA

2003

- Vice-President Sales & Trading Club, Mentor in Milken Young Entrepreneurs Program,
- MBA Career Trek Project Leader, African-American MBA Association Member

FRANK G. ZARB SCHOOL OF BUSINESS, Hofstra University

Bachelor of Business Administration, Banking and Finance,

Academic Scholarship 1993-1996, Dean's List, Major G.P.A. 3.8

Hempstead, NY

1996

EXPERIENCE

GOLDMAN, SACHS & CO.

Summer Associate, Equities Division

New York, NY

2002

- Completed rotations in Convertible Sales, Derivative Sales, US Research Sales, US Shares Trading and Sales Trading
- Developed and pitched stock selections internally and externally

CITIGROUP INCORPORATED

Financial Consultant, Global Corporate and Investment Bank

New York, NY

2001

- Monitored and evaluated the historical performance of 30 pension fund investments in domestic and international equity and fixed income markets.
- Prepared in-depth reports detailing each fund's returns relative to riskiness of its asset mix.
- Clients included The City of New York and Citigroup's internal fund managers.

STANDARD CHARTERED BANK

Senior Credit Analyst, Corporate and Institutional Banking

New York, NY

1999-2001

- Prepared comprehensive annual credit analyses of over 30 investment-grade multinational corporations in retail and apparel, industrials and chemicals, and other diversified businesses.
- Analyzed credit risk and opportunities for new bank financing of \$25-\$100 million for existing and potential clients.
- Visited clients to evaluate new business opportunities and historical performance.

CHASE SECURITIES INC., Global Investment Bank

Financial Analyst, Global Syndicated Finance

New York, NY

1997-1999

- Prepared financial forecast models based on proposed financing.
- Drafted transaction proposals, lender presentations, and credit documents for \$200 million to \$4 billion transactions.
- Collaborated with industry groups to provide comprehensive advisory and financial products, such as merger and acquisition advice, high-yield debt, and syndicated loans.

Financial Analyst, Formal Credit Training Program

1997

- Completed three-month credit training program, which included graduate level coursework in accounting, corporate finance, economics and financial markets, and financial and risk analysis.

Financial Analyst, Multinational Consumer Products Credit and Lending Group

1997

- Created pitch books and marketing materials for senior transactors.
- Performed analyses of Fortune 500 multinational clients, utilizing ratio analysis, industry trend analysis, and other company and market information.

INROADS Inc. Summer Intern, Syndicated Finance, Mergers and Acquisitions, Retail Industry

1994-1996

- Generated operating and pricing comparables for structuring, pricing, and syndicating of deals.
- Organized presentations for clients seeking acquisitions, mergers, or divestitures.
- Analyzed credit profiles of existing clients and completed credit summaries of potential clients.

ADDITIONAL INFORMATION

Baking Desserts, Collecting Wine, Reading Entrepreneurship and Investing Books

JEFF STANLEY, M.D.

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Williamsburg, Virginia 23185
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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
Master of Business Administration Candidate

Philadelphia, PA
May 2003

THE MEDICAL COLLEGE OF VIRGINIA
Doctor of Medicine

Richmond, VA
June 1977

HARVARD COLLEGE
Bachelor of Arts, Biochemistry

Cambridge, MA
June 1973

EXPERIENCE

RIVERSIDE REGIONAL HEALTH SYSTEM
Partner, Riverside Emergency Physicians, L.L.P.

Newport News, VA
2000 – Present

CENTRA HEALTH
Senior Vice President and Founding Chief Medical Officer

Lynchburg, VA
1997 – 1999

- Directed medical staff affairs, clinical performance improvement, utilization review, and medical education;
- Created “Five Star Commission” that analyzed clinical outcomes, improved coding, and saved \$2.0 million/yr.;
- United coalition that launched first in-patient *hospitalist* service and increased physician productivity by 15%;
- Co-directed collaborative health needs assessment of 250,000 Virginians with Louis Harris & Co., N.Y.;
- Chief scientific and public health adviser to \$50 million Centra Health Foundation;

PEACE CORPS OF THE UNITED STATES OF AMERICA
Medical Director

Washington, D.C.
1993

- Strategic management of medical missions in 98 countries and Washington, D.C.;

UNIVERSITY OF PENNSYLVANIA HEALTH SYSTEM & SCHOOL OF MEDICINE
Associate Director and Assistant Professor, Department of Emergency Medicine

Philadelphia, PA
1988 – 1997

- Second-ranking member of Penn Medical Faculty Senate (elected for two terms);
- Co-led faculty negotiating team that established the first academic Department of Emergency Medicine;
- Directed and expanded Penn's Travel Medicine and Immunization Clinic;

THE JOHNS HOPKINS UNIVERSITY SCHOOL OF MEDICINE
Consultant, Department of Health Policy and Management, School of Hygiene & Public Health
Clinical and Research Fellowships, Departments of Medicine (Infectious Diseases) and Neurology

Baltimore, MD
1986 – 1987
1981 – 1986

- Vaccine biotechnology: Isolated monoclonal antibodies that prevented and cured fatal viral encephalitis in mice;
- Recombinant DNA and immunology: Published study of antigenic variation among HIV-related lentiviruses;

AL HADA HOSPITAL & UNIVERSITY OF JEDDAH SCHOOL OF MEDICINE
KENYATTA NATIONAL HOSPITAL & UNIVERSITY OF NAIROBI SCHOOL OF MEDICINE
Tropical Medicine Fellowship – The Johns Hopkins University School of Hygiene & Public Health

Taif, Saudi Arabia
Nairobi, Kenya
1980 – 1981

THE JOHNS HOPKINS HOSPITAL & SCHOOL OF MEDICINE
Intern, Assistant Resident, and Senior Assistant Resident, Department of Medicine

Baltimore, MD
1977 – 1980

ADDITIONAL INFORMATION

HONORARY FELLOWSHIPS: American College of Physicians and American College of Emergency Physicians.

AMERICAN BOARD CERTIFICATIONS: Internal Medicine, Infectious Diseases, and Emergency Medicine.

PUBLICATIONS, AWARDS, GRANTS, LICENSES, CERTIFICATIONS, & COMMUNITY SERVICE: Upon request.

BRUNO STEIN

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Philadelphia, PA 19102

Phone (215) 545-0903

bruno.stein.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Finance and Marketing Major

May 2003

- Coordinator of 2003 Wharton Global Immersion Program for South America (elective course consisted of academic curriculum and field trip about the region's business environment).
- VP of Content and Speakers for Wharton's 2003 Latin America Conference
- Member of Finance club and WHALASA (Wharton Latin American Students Association).
- Elected Wharton's Public Relations Officer, responsible for Brazil.

FUNDAÇÃO GETULIO VARGAS

São Paulo, Brazil

Bachelor of Science in Business Administration

February 1996

- Statistics Teaching Assistant.

EXPERIENCE

BAIN & COMPANY

São Paulo, Brazil

Summer Associate Consultant

2002

- Developed, presented, implemented and monitored revenue assurance and enhancement strategy as part of a complete turnaround project for the Brazilian subsidiary of a major global Telecommunications market player.
- Formed and led client cross-functional teams that generated US\$ 1 million positive impact in 2002 EBITDA (10% improvement) by increasing sales team productivity, developing client retention programs and reducing the time between sales and revenue recognition (time to billing).

CLIQUEMUSIC.COM

São Paulo, Brazil

Founding Partner and member of Board of Directors

1998-2002

- Participated in the start up of the company focused on providing content on Brazilian music over the Internet (www.cliquemusic.com and www.allbrazilianmusic.com). Received initial funding from Angel investors' in 1999 and financing from a Venture Capital fund in 2000 at a total valuation for the firm of US\$ 5 million.

DRESDNER BANK GROUP

São Paulo, Brazil

Product Manager – Dresdner Asset Management

1999-2001

- Conceived the strategy, led the creation and headed the Product Development department, directly managing two people, in charge of investment management services and strategic planning.
- Developed, presented, implemented and monitored customized investment alternatives to institutional clients.
- Structured and implemented alternative distribution channels for Dresdner investment funds, including a distribution deal with the private banking arm of a leading international Bank, resulting in a 30% increase in total assets under management.
- Represented the firm in several strategic projects for the group in Brazil, assigned by the CEO, such as several evaluations of potential acquisitions and regulatory discussions.
- Coordinated relationships and information processes to legal authorities and other participants of the Asset Management industry, such as investment advisors, alternative distribution partners, and rating agencies.
- Voting member of Investment, Credit and Strategy committees and chairman of the Product committee. These committees constituted the masterpiece of the company's investment and decision-making processes.
- Youngest manager of Dresdner in Brazil and only employee to be involved in the entire 4-year process of building the Brazilian asset management operations into one of the 40 largest players in an industry of over 150.

Investment Analyst - Dresdner Asset Management

1997-1999

- Structured investment alternatives, including fixed income, equities and mixed investment funds and mandates.
- Coordinated communication with Clients, including sales force training, development of promotional brochures and product prospectuses.
- Researched the Asset Management industry and monitored the company's results, supplying managerial information to both the CEO and the board of the company.

Training program - Dresdner's Head office in Frankfurt, Germany

1997

Trainee - Dresdner Bank Brasil

1996

ADDITIONAL INFORMATION

- Co-founder of a Brazilian school for holders of Cerebral Palsy, offering scholarships to less favored families.
- Fluent in Portuguese (native language), English and conversational level in German and Spanish.
- Dual citizenship: Brazilian and German.
- GMAT score: 750 (99% percentile).
- Other interests include soccer, traveling, music and psychology.

G. EILEEN STEPHENS
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Phone: 267-971-0474 Email: eileens@alum.mit.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Entrepreneurial Management

May 2003

- Founding member of Envisia Inc, grand prize winner of the 2002 Wharton Business Plan Competition and finalist in *MBA Jungle's* 2002 Nationwide Business Plan Challenge.
- Merit-based Wharton grant recipient.
- Career Management Director of Net Impact Club and active member of Crew Club.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Cambridge, MA

Bachelor of Science in Mechanical Engineering with Psychology minor

May 1995

- Wunsch Foundation Prize winner for Outstanding Bachelor of Science Thesis.
- Member of Pi Tau Sigma Honor Society.

EXPERIENCE

WHARTON NONPROFIT MANAGEMENT CURRICULUM PROJECT

Various cities, USA

Self-initiated and self-directed

Jun – Aug 2002

- Conceived, designed, secured funding for and implemented an independent research project to address the need for nonprofit management (NPM) curricula at The Wharton School and University of Pennsylvania.
- Identified and interviewed thought leaders at masters level nonprofit management programs at universities across the country.
- Generated interest in NPM education among Wharton/Penn faculty and administration through meetings and presentations.
- Will present key findings and recommendations to Wharton's dean, administration and faculty.

GUIDANT CORPORATION, Guidant Japan K.K.

Tokyo, Japan

Senior Associate, Vascular Intervention New Product Development

Jan 1998 – Jan 2001

- Guidant Japan 1999 President's Award winner (awarded to top 1% of employees.)
- Established Continuous Feedback Program with forty customer thought leaders to incorporate technical feedback into U.S. based design processes.
- Drove Japan marketing/technical input on 24 global projects, contributing to a ten point share gain in key product line.
- Created customer complaint process, reduced response lead-times by 40% and initiated quality investigations resulting in manufacturing improvements.
- Recruited and directed startup vendor to establish customized local product testing facility.
- Facilitated bilingual business/product development discussions, contract negotiations, and quality audit.
- Coordinated multinational customer relations initiatives including fellowships and multimedia projects.
- Guidant's youngest expatriate employee.

JOHNSON & JOHNSON, Cordis Corporation

Miami Lakes, FL

Product Development Engineer

Jul 1996 – Dec 1997

- Supervised product development technician and assembly floor operator.
- Developed and implemented manufacturing processes for first generation stent delivery system.
- Designed and manufactured custom products. Reduced lead-times by 33% through method and equipment modification.

Career Employment Rotational Associate

May 1995 – Jul 1996

- 1 of 5 Associates chosen from over 250 graduating applicants.
- Trained, certified, and supervised daily activities of 40 operators on extrusion floor, eliminated backorders and excess inventory.
- Liaised with Asia offices on technical, marketing, logistics, regulatory, and cultural issues.

ADDITIONAL INFORMATION

- Fluent in reading, writing, and speaking Japanese with extensive technical and business vocabulary. Proficient in Spanish.
- Board Vice Chairman of nonprofit *Foundation for Learning*, Sep 1995- Dec 1998.
- Avid violin player; performed in Carnegie Hall, The Kennedy Center, Europe, and Asia.
- Enjoy non-profit work, international travel, and all outdoor activities.

HOWARD STEYN
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(215) 546-4276; hosteyn@wharton.upenn.edu

Education

THE WHARTON SCHOOL

Philadelphia, PA
May 2003

Masters of Business Administration Candidate

- Finance and Strategic Management dual major. Directors List (top 10% of class.) GMAT: 750
- Private Equity and Wharton Wildmen Hockey clubs

HARVARD COLLEGE

Cambridge, MA
1993—1997

BA *magna cum laude* in Social Studies

- John Harvard Scholarship. Dean's List all 8 semesters. House Award for community contributions. GPA: 3.7
- Honors Thesis: *Democracies and Non-Democracies in Trade Dispute Resolution* (summa cum laude minus grade)
- President of International Relations Council, Harvard's largest student-run corporation (370 members; \$260,000 revenue)

Experience

RECRUITSOFT

Quebec, Canada
Summer 2002

Associate

- Developed strategic vision for expanding footprint of early stage software company (300 employees; \$30mm sales). Identified and approached acquisition and partnership targets. Led team conducting in-depth diligence on \$20mm acquisition target
- Advised CEO and CFO on strategic issues, including stock option plan, liquidity event timing and competitive landscape

BAIN CAPITAL LLC

Boston, MA
2000—2001
1999—2000

Associate, \$280mm Venture Capital Fund

Analyst, \$3bn Private Equity Fund

Ranked in top tier of associate class. 6 closed deals (\$330mm in equity) in technology, retail and telecommunication sectors

Investment evaluation:

- Assessed early and late stage investments of \$3-150mm, typically without significant management oversight. Developed investment hypotheses, conducted analyses, oversaw internal and external teams, and made investment recommendations. Analyses included financial modeling, technology assessment, competitor interviews and market investigations
- Managed external teams in diligence, such as a team of 7 accountants during 7-month evaluation of LBO of \$2bn public textile company; quantified \$20mm earnings restatement risk
- Developed and analyzed valuation parameters, capital structures and deal terms. Quantified trade-offs in different alternatives

Deal process management:

- Negotiated deal terms. Personally devised term sheet and negotiated final agreement of \$15mm investment with target company's senior management and counsel. Devised other successful bidding strategies
- Oversaw diligence and documentation efforts of lawyers, consultants and accountants. Coordinated syndicates of investors
- Interacted extensively with senior management teams, often as primary Bain Capital contact. Managed junior analysts

Portfolio company advisory:

- Led TravelCLICK (\$40mm sales) management to develop Internet strategy to increase sales 25%. Structured 2 alliances. Reviewed budgets and performance with CEO and CFO. Actively participated in Board and senior management meetings

MCKINSEY & COMPANY, INC.

New York, NY
1997—1999

Business Analyst

- Developed strategy for \$700mm start-up online brokerage. Benchmarked expected results against competitors. Identified competitive advantages under different models. Evaluated technology vendors. Oversaw analysis of client team
- Developed new logistics plan for apparel company. Analyzed shipping and distribution patterns. Interviewed vendors. Reviewed factory and distribution center activities. Recommendations implemented by CEO
- Presented insights of self-led study of financial institutions and the Internet to 2 internal conferences of 80 people each

Additional Information

- **Community work:** School tutoring (2000-2001). Advised senior representatives of synagogues developing strategic plans (1997-1999). Devised urban development project for NY homeless outreach organization (1999)
- **Travel:** Backpacking and mountain hiking in Europe. Wildlife safari in Kenya and Galapagos
- **Other interests:** Avid golfer. Studying Spanish through private lessons. Harvard Alumni Association committee member

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earl.s.sun.wg03@wharton.upenn.edu
215-665-0392 / 267-258-6290

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
Master of Business Administration Candidate, Finance and Strategy May 2003
• Wharton Hispanic MBA Association member, helping recruit Hispanic American candidates.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY Boston, MA
Master of Science in Mechanical Engineering - GPA 4.8 / 5.0 June 1995
• National Science Foundation Research Fellowship. Successful results prompted faculty to hire several graduate students to continue the research. Presented quarterly research results to consortium of companies.

GEORGIA INSTITUTE OF TECHNOLOGY Atlanta, GA
Bachelor of Science in Mechanical Engineering - GPA 3.9 / 4.0 June 1993
• Institute for Nuclear Operations Merit Scholarship for outstanding academic and civic performance.

PANAMA CANAL COLLEGE Balboa, Panama
Associate of Science in Mathematics - GPA 4.0 / 4.0 June 1990
• Class Valedictorian. Three Panama Canal Scholarships for academic excellence and community service.

EXPERIENCE

Summer Internship May-August 2002
ALLIED RESOURCE CORPORATION Wayne, PA
• Analyzed process and strategic advantages of Private Equity Firm holding companies for potential investors and Board members. Researched financial and strategic information on possible acquisitions.
• Organized marketing plan for portfolio specialty chemical company in the global premium silica market.
• Refined marketing strategy for company with new and disruptive technology in the stamping industry.
• Participated in the due diligence process in Munich for possible acquisition of German company.

SAFEGUARD INTERNATIONAL FUND Wayne, PA
• Benchmarked Private Equity Fund performance against several measures for Limited Partners annual meeting.
• Researched financial and strategic information about possible fund acquisitions and purchasers.

MOTOROLA, INC. Fort Lauderdale, FL
Senior Development Engineer: iDEN Division 1999-2001
• Managed junior engineers, technicians and suppliers in the development of phone mechanicals for Nextel Communications, Motorola's largest customer, with over one billion dollars in annual sales.
• Responsible for cross-functional Phone Reliability team. Team met Quality goals that allowed timely product introduction. Issue resolution between the Electrical, Mechanical, Board, Manufacturing, Testing, Audio and Software teams consisting of 50 team members.
• Originated Development Group process improvements. On own initiative researched and implemented solution to analyze subjective data, now available to 75-person Development Group. Proposed and managed keypad miniaturization for all iDEN phones (7 million phones per year). Design supports present and future platforms.
• Motorola Worldwide Employee Recognition Award, and two Motorola Engineering Excellence Awards.

Tool Design Engineer: iDEN Division 1998-1999
• Incorporated statistical methods for tool development. Improved factory tool performance tenfold.

Manufacturing Engineer: iDEN Division 1997-1998
• Responsible for equipment with a production capacity of \$50,000 worth of phones per hour per line.

LUTRON ELECTRONICS Coopersburg, PA
Project Engineer 1995-1997
• Responsible for product introduction to Puerto Rico and Pennsylvania assembly plants. Developed products, leading team of technicians.
• Designed components for lighting systems, which targeted houses priced at \$500,000 or more.

ADDITIONAL INFORMATION

Fluent in English and Spanish. U.S. citizenship.

DONALD WRIGHT SUSKIND

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donald.suskind.wg03@wharton.upenn.edu

EDUCATION

The Wharton School, University of Pennsylvania

MBA Candidate: Major in Finance

Philadelphia, PA

August 2001 – May 2003

- Cohort Athletics Representative, Finance Club, Soccer Club (Yale Cup and Local League Champions)
- Co-Chair of the Wharton Finance Conference, Say Yes to Education Tutor

University of Virginia

BA: Major in Economics; Minor in Physics

Charlottesville, VA

September 1991 – May 1995

- Madison House Volunteer, Junior High Soccer Coach, Sigma Pi Fraternity Member

EXPERIENCE

UBS Warburg

Summer Associate, Mergers & Acquisitions

New York, New York

Summer 2002

- Developed pro forma combined and stand-alone models and performed detailed valuation analyses utilizing discounted cash flow, public company comparables and precedent transactions, for a buy-side acquisition opportunity in the industrials sector
- Prepared presentations for internal committees and client management teams relating to a \$150mm spin-off, including subsequent LBO and joint venture alternatives in the construction materials sector
- Advised a pharmaceuticals company on the valuation and implementation of a shareholder rights plan “poison pill” including analysis of comparable companies in conjunction with a 10-year pro forma
- Conducted flowback analysis and evaluated legal and tax implications for a \$250mm cross-border merger of equals transaction in the biotech industry

The Geneva Companies, A Member of Citigroup

Assistant Vice President, Mergers & Acquisitions

Irvine, CA

November 1999 – July 2001

- Provided sell-side M&A advisory services to owners of privately-held corporations; managed small deal teams throughout valuation, marketing, negotiating and closing phases
- As primary client contact, closed 14 transactions with aggregate transaction value of \$30mm; generated aggregate fee revenue of \$1.2mm; select transactions include:
 - \$1mm sale of an engineering consulting firm to a \$5bn defense contracting company
 - \$2.5mm stock sale of a contract maintenance firm to a \$7bn private equity group

Associate, Mergers & Acquisitions

June 1998 – October 1999

- Completed more than 75 private company valuation analyses utilizing discounted cash flow, fair market equity and market-based approaches across a wide variety of industries
- Exclusive client contact throughout valuation and market preparation stages on all engagements

Great West Life & Annuity

Account Representative, Employee Benefits Sales

La Jolla, CA

March 1996 – April 1998

- Sole salesperson for San Diego County market; recognized as top 10% of peer salespeople in 1997
- Managed enrollment and administrative staff (consisting of 4 people) in the satellite office; coordinated nationwide teams of underwriting and enrollment specialists
- Expanded existing book of self-funded health insurance by 30% to \$19mm in annual premiums; increased annual 401(k) contributions by 15% to over \$5mm

The Southwestern Company

Organization Leader, Summer Sales and Management Program

Various, West Coast

Summers 1993, 1994 and 1995

- Led an \$800,000 sales organization of 7 managers and 30 salespeople in the Summer of 1995
- Top 25 of 400 Experienced Salespeople, \$50,000 gross sales 1994; Top 50 of 2,000 First-Years 1993
- Marketed educational reference book sets, averaging \$250, door-to-door to finance college expenses

ADDITIONAL INFORMATION

- NASD Series 7 and 63, CFA Level II completed June 2001, California Real Estate Sales License
- Interests include Ohio State football, surfing, movies, guitar, mountain biking and home theatre equipment

EE-CHING TAY

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EDUCATION

THE WHARTON SCHOOL, University Of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Major in Finance and Entrepreneurial Management

May 2003

- Directors' List (Top 10%) in Spring semester 2002 and First-Year Honors (Top 20%)
- Judge Relations Director for the Wharton Business Plan Competition 2001-2002; Social Chair of Wharton Women in Business
- Member of the Private Equity Club and the Finance Club; Co-President of the Wharton Women's Rugby Team
- Advised an Israeli wireless startup on market entry strategy as part of the Global Consulting Practicum

SOMERVILLE COLLEGE, Oxford University

Oxford, UK

Bachelor of Arts (Honors), Philosophy, Politics and Economics

June 1996

- Awarded the Somerville-Singapore scholarship (granted full tuition and board)
- Awarded the Gamble Prize for outstanding academic performance

EXPERIENCE

UBS WARBURG LLC

New York, NY

Summer Associate, Investment Banking (Consumer Products and Retail)

Summer 2002

- Helped prepare the Board presentation and investor relations materials for the \$2.8 billion H.J. Heinz merger of certain assets with Del Monte
- Prepared the pitch presentation and financial model for the potential \$1.5 billion acquisition of a personal care products company
- Responsible for putting together several strategic review presentations and comparables analyses

MMI HOLDINGS LTD

Singapore

Investment Manager, Venture Capital

2000-2001

- One of three professionals responsible for managing a \$30 million fund focused on early-stage technology investments
- Acted as Chief Operating Officer to a wireless startup investee company by guiding the team on its business strategy, sales and marketing activities and fundraising efforts, including negotiating with potential investors

WARBURG PINCUS & CO

Singapore

Analyst, Private Equity

1999-2000

- Worked directly with Vice-Presidents in all aspects of investment process, including deal sourcing, financial and strategic analyses of investment opportunities, due diligence, drafting investment memorandum and portfolio monitoring
- Evaluated and made recommendations on investment opportunities by carrying out in-depth research, returns analyses and interviews with management teams in the technology, transportation, financial services, commodities and telecommunication sectors
- Transactions included:
 - Moser Baer India Limited:* Completed \$51 million investment in the CD-recordable manufacturing company in India
 - Carried out on-site due diligence including extensive interviews with management team, customers and industry experts
 - Prepared financial models and termsheet; reviewed shareholders' agreement
 - Foodbex.com Private Limited:* Completed \$7 million investment in the food and beverage distribution company in Singapore
 - Performed extensive analyses to validate business model and recommend valuation
 - Managed the advisers and assisted in negotiations on the termsheet and shareholders' agreement
 - HDFC Limited:* Completed \$68 million investment in the largest mortgage bank in India
 - Prepared comparables analysis and executed the purchase of shares from the market

STANDARD CHARTERED MERCHANT BANK ASIA LTD

New York/ Singapore

Executive, Corporate Finance

1996-1999

- Executed equity financing and Mergers & Acquisitions projects including research, due diligence, drafting documents and financial analyses; reviewed legal documents and managed relationships with clients, lawyers and accountants
- Managed the advisory project of Ingram Micro Inc.'s \$270 million take-over of Electronic Resources Limited
- Performed valuation analysis of a property acquisition target worth \$80 million, involved in structuring and pricing of a hybrid equity instrument for Singapore's leading transportation company and executed the initial public offering of a hotel company
- Coordinated the Bank's recruitment efforts in the US

ADDITIONAL INFORMATION

- Fluent in Mandarin. Interests include traveling, hiking and swing dancing. Member of the Association of Women for Action and Research and the Oxbridge Society in Singapore

FEDERICO TECILLA

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

December 2002

MBA Candidate, Major in Private Equity

Philadelphia

- Awarded A. Meyer scholarship for top-percentile, high leadership and managerial potential students
- Active member of the Private Equity club, European club, Squash club

INSEAD

May-June 2002

MBA Exchange Student

Singapore

- Exchange student within Wharton early-graduation program

POLITECNICO DI MILANO

April 1998

BS and MS in Management Engineering, *summa cum laude*

Milan

- Director of Club-Ing – a group of students organizing student-placement initiatives
- Worked part-time while studying; started full-time employment 6 months before graduation

HELSINKI UNIVERSITY OF TECHNOLOGY

1996 - 1997

International Master's thesis work, Department of Strategy and International Business

Helsinki

- The thesis proposes a framework to tackle corporate decisions on technology sourcing. Published on the *International Journal of Operations and Production Management*

EXPERIENCE

THE BOSTON CONSULTING GROUP

1999 - 2001

Associate Consultant

Milan and Paris

Quantitative analysis and valuation

- Built comprehensive financial models for business plans in the automotive, metals, and luxury goods industries
- Exhaustively analyzed delivery process of an industrial goods client, resulting in re-design of the outbound logistics models. Achieved 40% reduction of damaged deliveries and 20% delivery time reduction

Strategic analysis

- Shaped growth strategy for a client in the automotive components industry, resulting in 7% yearly growth over the next two years
- Developed European roll-out plan for an US B2B marketplace, focusing on the technology, location, legal issues
- Developed production growth plan in the luxury goods industry. Presented results to CEO and board of directors

Client implementation

- Managed a 40-person production site in the luxury goods industry as ad-interim plant manager. Managed the site layout re-design and implementation, designed and implemented new production planning system, coordinated inbound and outbound logistics. In 2 months recovered 6 months backlog
- Managed a 15-person client team in implementing a new sales organization in the consumer goods industry, resulting in \$6 million of annual savings

NATIONAL RESEARCH COUNCIL (CNR)

1997 - 1999

Associate Researcher at the Industrial Technologies Institute

Milan

- Worked as technology consultant in the white goods, industrial machinery, and home automation industries
- Coordinated a research network project (14 persons in 6 European countries). Resulted into a major contribution to the *Second International Forum on Sustainable Development*, patronized by the EEC and the WBCSD (World Business Council for Sustainable Development)
- Taught business planning at LIUC University

ADDITIONAL INFORMATION

- Italian (native), English (fluent)
- Passionate about “applied” motorsports. Founder of the BCG Milan Karting Club. Track commissioner team manager for the *Fédération Internationale de l'Automobile*
- Other interest include cooking, squash, videogames

MUKUNDH THIRUMALAI

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration, Dual Major in Strategic Management and Finance

May 2003

- Ford Fellow, Class of 2003 (top-ranked first year student). Director's List, Fall 2001 & Spring 2002. GMAT 770
- Teaching Assistant for Wharton Global Consulting Practicum project with the Indian School of Business, 2002-2003
- Co-President of THE EDGE (a Consulting publication). Elected cohort Alumni Representative. Member of Finance Club

CLEMSON UNIVERSITY

Clemson, SC

Master of Science in Mechanical Engineering

GPA: 4.0/4.0

December 1995

- Recipient of teaching assistantships to handle undergraduate labs in computer programming and mechanics of materials
- Published (as co-author) in Mechanism and Machine Theory, a reputed journal. Authored a thesis in railway dynamics

KARNATAKA REGIONAL ENGINEERING COLLEGE

Surathkal, India

Bachelor of Engineering in Mechanical Engineering

July 1993

- Recipient of merit based scholarships. Secretary, school chapter of SPIC-MACAY (cultural organization)
- Events Coordinator at 4-day student run inter-collegiate festival - organized and managed competitive events

EXPERIENCE

PPG INDUSTRIES

Pittsburgh, PA

Finance Intern – Treasury/Global Finance

Summer 2002

- Performed statistical analysis of platinum procurement costs and recommended appropriate lease vs. buy decision resulting in expected savings greater than \$50 million. Authored position paper on platinum management policy
- Analyzed debt portfolio and recommended interest rate risk management strategy (expected savings ~ \$2 million/year)
- Proposed and implemented innovative approach to calculating PPG's cost of capital, including a term structure. Presented proposal and results of new method to senior management
- Led documentation of PPG's philosophy and practices in managing FX risk and international debt based on external research and internal interviews
- Collaborated with another intern in Treasury to author white paper on dividend policy at PPG and comparables

WHARTON GLOBAL CONSULTING PRACTICUM

Philadelphia, PA

Consultant and Team Liaison for Israeli client with new thermal air conditioning technology

Spring 2002

- Analyzed U.S. air conditioning industry and market drivers through extensive field interviews and research
- Advised staged entry in targeted niche segments and introduced client to screened list of high-potential collaborators
- Client landed largest contract to date (> \$1 million) for a 20-fold return on consulting investment within one month

SCHLUMBERGER RMS – MEASUREMENT DIVISION

Greenwood, SC

Engineering Manager, Project Engineer

1999 – 2001, 1995 – 1999

Leadership and Teamwork

- Promoted ahead of, and led, individuals with many decades of collective experience and significantly greater tenure
- Managed engineering department (8 engineers and designers) with budget of \$750K. Supervised external contractors on special projects. Partnered with other functional managers to develop budget. Succeeded in cutting R&D costs by 10%
- Led and participated in more than 5 cross-functional product design and rationalization teams (6-10 members)
- Collaborated with Sales and Marketing groups to drive new product development needs and specifications

Project Management and Product Development

- Led development of a flow measuring device designed to fill gap in product offering. Successfully managed project through life cycle from market assessment and feasibility analysis to production
- Launched product on time and on budget. First year sales accounted for 15% of product line revenue
- Oversaw efforts to develop and deploy fuel measurement and inventory control solution for a top Venezuelan customer

Process Management and Implementation

- Recommended and implemented process changes that decreased inventory shrinkage on a production line by 50%. Awarded "Best Quality Improvement Project" honor for 2000
- Championed company transition to new data management system. Trained personnel on the new system

ADDITIONAL INFORMATION

- Mentor, HOSTS (Help One Student To Succeed) in Greenwood, SC. Christmas in April volunteer at Wharton
- U.S. Permanent Resident. Enjoy golf, tennis and listening to music. Native fluency in Tamil, proficient in Hindi

PAUL V. THOMAS

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Marketing and Strategic Management (GMAT: 780)

2003

- Selected for *Global Consulting Practicum*: developed U.S. market strategy for Israeli medical device startup.
- *Wharton Community Consultants*: developed pricing strategy for National Community Capital Association.
- Member of *Marketing Club* and *Finance Club*.

CORNELL UNIVERSITY, College of Engineering

Ithaca, NY

Bachelor of Science, *with distinction*, Civil and Environmental Engineering

1994

PROFESSIONAL EXPERIENCE

BANK ONE / FIRST USA BANK (*largest issuer of Visa credit cards – \$68B loans outstanding*)

Wilmington, DE

Summer Associate

2002

Marketing and Operations Management

- Benchmarked sales incentive programs for “inbound cross sales” call center handling one million calls/month. Instituted process changes improving collaboration between sales managers across sites.
- Developed process for call center leader to prioritize projects for new telemarketing center in context of expected NPV, quality of customer leads, call center capacity, and the project’s strategic relevance to the bank.
- Evaluated customer targeting software that combines transaction history and credit history with psychographic data to determine attractiveness of customer segments. Participated in focus groups to roll out new business card product.

HERE2LISTEN.COM (*provider of corporate coaching and online psychotherapy*)

Bangalore, India

Country Lead, India

2000 - 2001

Strategic Business Development

- Opened Indian office for Silicon Valley parent company. Managed software development projects.
- Successfully set up project management and communication processes that allowed Indian development center to become a productive part of California-based development team within 30 days.
- Directed development of a corporate coaching tool intended to ease organizational change involved in mergers.

CAMBRIDGE TECHNOLOGY PARTNERS (*internet consultancy with revenue of \$650M*)

San Mateo, CA

Senior Associate -- Interactive Services

1999 - 2000

Strategic Analysis, Project Implementation

- Successfully led design and development of application modules for Spectrum – an online bill payment exchange developed by JP Morgan Chase, First Union, and Wells Fargo.
- Interviewed clients, led meetings, and presented report for overhaul of web content management at \$6B hardware maker.
- Determined system capacity of online reservations system and made recommendations for optimal call center staffing.

IBERSIS-CT S.A. (*internet consulting startup – JV between US and Spanish parent companies*)

Buenos Aires, Argentina

Project Manager

1997 - 1999

Client Management and Leadership

- Managed eight-person team for six-month project to build timesheet system for 500 users across Latin America.
- Enabled estimated cost savings of \$1.5 million over a three-year period by streamlining data entry and approval processes, accelerating billing of clients, and providing management reports.
- Conducted all work (oral and written) in Spanish, despite having no prior Spanish experience.
- Worked in a four-person team with IT Director of Argentina’s leading business school to define its Internet strategy.
- Wrote marketing collateral and project proposals in support of new business efforts.

CAMP DRESSER & MCKEE INC. (*environmental consultancy with revenue of \$300M*)

Cambridge, MA

Environmental Engineering Consultant

1993 - 1997

Quantitative Analysis

- Selected to work in Bangkok, Thailand on three-month assignment to model water quality of Chao Phraya River.
- Wrote 30-page report evaluating water system for Boston’s 2.5 million people. Performed design and cost analyses.
- Pursued graduate coursework at MIT while working concurrently on multiple projects.

PERSONAL/OTHER

Interests include marathon running, sailing, travel. Graduate of Phillips Exeter Academy (1990). Extensive community service work includes Mother Teresa’s Convent in Calcutta. Fluent in Spanish; proficient in French, Malayalam. US citizen.

KARA S. THORNTON
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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
Master of Business Administration Candidate, Health Care Management

Philadelphia, PA
May 2003

- Director's List (top 10% of class), First Year Honors
- Member of winning team, 2001 Wharton Marketing Match Case Competition
- Awarded a merit-based scholarship

DUKE UNIVERSITY
Bachelor of Science, Psychology

Durham, NC
May 1994

- Graduated *cum laude* (GPA: 3.7/4.0)
- Member of Golden Key National Honor Society and Phi Eta Sigma Freshman Honor Society

EXPERIENCE

BAIN & COMPANY, INC.
Summer Associate

Boston, MA
Summer 2002

- Evaluated opportunity for \$6 billion hardware technology company to expand into analytical software; analyzed market size and growth rate, competitive environment, and compatibility with client's core capabilities.
- Benchmarked client's product development process against competitors and best-in-class companies in similar industries to identify opportunities for cost reduction and revenue enhancement and recommend actions for improvement.

THE ADVISORY BOARD COMPANY
Consultant/Senior Consultant, Cardiovascular Roundtable

Washington, District of Columbia
1998-2000

- Worked with managing director to develop research agenda, explore new service offerings, and determine staffing needs for Cardiovascular Roundtable, a research program focused on identifying and dispersing best clinical and business practices to more than 500 member cardiovascular programs nationwide.
- Led team of five analysts and consultants in developing national presentation on improving margins within the cardiovascular service line. Organized team's findings into cohesive presentation, designed presentation graphics, and authored speech. Materials presented to audience of approximately 1,600 physicians, nurses, and administrators.
- Authored 2-volume, 185-page publication on prevention and disease management of chronic heart failure.
- Led team of analysts in developing national presentation on best practices in the treatment of atrial fibrillation.
- Managed analyst in production of bimonthly deliverables on key economic, regulatory and clinical developments in cardiovascular care for readership of more than 5,000 cardiac administrators, physicians, and nurses nationwide.

Analyst/Senior Analyst, Cardiovascular Roundtable

1996-1998

- Collaborated in development of national presentation on effective disease management models for chronic heart failure.
- Coauthored national presentation and 400-page publication on best practices in the treatment of myocardial infarction.
- Interviewed and cultivated relationships with leading physicians and administrators in cardiovascular services.

Research Associate/Research Specialist, Cardiovascular Roundtable

1995-1996

- Researched and authored over 150 customized reports for hospital clients on best clinical and business practices in the delivery of cardiovascular services.
- Reviewed and edited colleague's reports before delivery to clients.
- Acted as internal expert for more than 60 researchers on clinical issues related to hospital cardiovascular programs.

BAKER & BOTTS, L.L.P.
Legal Assistant

New York, NY
1994-1995

- Provided support for attorneys in the area of chemical patent litigation.
- Conducted case-oriented research, assisted in drafting of legal documents, and prepared exhibits for witness depositions.

ADDITIONAL INFORMATION

- Community service work: Christmas in April, D.C. Cares, Race for the Cure
- Interests include running, traveling, golf, and skiing

MICHELLE P. TIEN

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EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, Univ. of Pennsylvania **Philadelphia, PA**
MBA Candidate: Finance and Entrepreneurial Management. **May 2003**
MA Candidate: International Studies. Thesis: "Effects of the 1998 Russian Financial Crisis on Central Asian Economies."
Merit-based Citigroup Scholarship; elected Lauder Student Advisory Board class mentor; Wharton Wildmen hockey team.

THE WHARTON SCHOOL and SCHOOL OF ARTS & SCIENCES, Univ. of Pennsylvania **Philadelphia, PA**
BS: Economics/Operations and Information Management **May 1993**
BA: Psychology
Graduated cum laude; Dean's List 1992-1993.

EXPERIENCE

GOLDMAN SACHS **Hong Kong**
Summer Associate, Investment Management Division (Private Wealth Management) **Summer 2002**

- Conducted historical analysis of equity and fixed income markets during national and global crises over the past 50 years.
- Targeted potential clients in China; identified portfolio management strategies matching client criteria and benchmark returns.
- Analyzed U.S. and Asia financial markets, presenting reviews to management in Mandarin and English.
- Rotations in equity and fixed income sales, trading and research.

AMERICAN CHAMBER OF COMMERCE **Beijing, China**
Deputy Director **1999-2000**

- Managed relationships with 600 member companies (1300 individuals) and external organizations (e.g., other country Chambers).
- Liaised with U.S. Embassy on business and advocacy issues, particularly during China's WTO bid and U.S. Congress debates.
- Created and developed member service initiatives, including organizing approximately 10 events per month, country-wide compensation and real estate surveys, and consultations with U.S. government and investor delegations.
- Managed a high growth office of 12, including financial and operational responsibilities.

CENTREINVEST GROUP (*Russian financial services firm – brokerage, asset management, financial advisory*) **Moscow, Russia**
Director of Strategic Marketing **1998**

- Targeted international investors across U.S., Europe, and Asia for the group's Russia investment fund.
- Developed relations with foreign lending institutions (e.g., World Bank, EBRD) and potential advisory services partners.
- Built and managed department coordinating marketing/public relations efforts of New York, London, Moscow, and Kiev offices.

DIALOGBANK (*Russia's first private commercial bank*) **Moscow, Russia**
Corporate Banking Officer **1996-1998**

- Advised potential clients from a breadth of industries on the Russian banking environment and the bank's products and services.
- Managed client relationships with large multinational companies utilizing both corporate and retail account services.
- Established DialogBank as the first Russian bank on the Internet – including developing website and negotiating sponsorships.

AMERICAN MANAGEMENT SYSTEMS (*Global I.T. strategy consulting firm*) **Washington, DC**
Senior Consultant/ Project Manager **1993-1995**

- Formulated strategic plans to restructure operations and apply technology to critical business issues.
- Projects included conducting a financial systems strategy and assessment for the CFO of the U.S. Customs Agency and developing a corporate data quality improvement program for the Resolution Trust Corporation.
- Drafted extensive proposals for multi-year, multi-million dollar government and private industry projects.

ADDITIONAL INFORMATION

- Languages: Mandarin Chinese, Russian, French, Spanish.
- Planned Europe's largest July 4th celebration, including a performance by The Temptations. Attendance: 8,000 people.
- President, AMS Toastmasters Club – led club promoting effective communication and public speaking skills.
- Extensive independent travel includes exploring Silk Road cities (Uzbekistan) and climbing Mt. Kilimanjaro (Tanzania).

MELISSA TISCHLER

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Melissa.Tischler.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania MBA Candidate, Strategic Management and Marketing

Philadelphia, PA
May 2003

- *Elected:* Artistic Director of the Wharton Follies, member of the Wharton Follies Cast, Admissions Representative for Wharton Women in Business, and Leadership Fellow for the incoming class of 2004
- *Member:* Marketing Club, Media and Entertainment Club, Admissions Volunteer for prospective students
- *Awarded:* Wharton's merit-based Meyer Scholarship for outstanding academic and professional achievements

BROWN UNIVERSITY B.A. with Honors, Social Psychology

Providence, RI
May 1998

- Graduated Phi Beta Kappa, Sigma Xi (sciences honor society), and Magna Cum Laude
- Developed and presented an independent experiment in gender stereotyping for honors in psychology
- Business manager and album producer for a women's a cappella group

EXPERIENCE

TIME INC. Summer Intern, Consumer Marketing

New York, NY
2002

- Analyzed *Entertainment Weekly's* archives to determine if gender and racial diversity increases readers' satisfaction with the magazine and provided diversity recommendations to the editorial team. Inspired parallel studies at 7 additional titles
- Developed, conducted, and analyzed findings from subscriber interviews to determine the potential for online billing, projecting significant direct mail savings across *Time*, *Sports Illustrated*, and *Entertainment Weekly*
- Created metrics, based on AOL search request data, to predict box office sales for upcoming movie releases that are being used to guide the *Entertainment Weekly* editorial team's selection of featured film articles

ORGANIC Strategic Analyst, Strategic Consulting

San Francisco, CA
2000-2001

- Created models of audience behavior and demographics used to guide creative development of two Internet start-ups
- Developed training program to educate strategy team about Internet technology and systems architecture that has been adopted by other offices and incorporated into new hire orientation
- Provided background research and analysis to inform pitch proposals to new clients

THE GAP, INC. Strategic Analyst, Gap Capital Investments

San Francisco, CA
1999-2000

- Selected as the only analyst to be part of an executive team to develop a business plan and recommendation on the creation of a fourth Gap, Inc. brand for the Board of Directors and Senior Management team
- Researched and analyzed performance of inner-city Gap and competitor stores to determine the viability of developing this demographic area resulting in a 20 store pilot
- Examined the financial impact on Gap Kids of a competitor's recent entry into the children's clothing market and guided Gap's competitive response through marketing initiatives
- Analyzed market potential and expansion opportunities for Gap Body and Baby Gap to drive real estate strategy
- Performed financial comparison of multi-level versus single-level stores and made recommendations on ideal store format
- Produced and analyzed real estate and financial reports used in reporting Gap's performance to Wall Street and as reference documents by the entire division

MITCHELL MADISON GROUP Business Analyst

San Francisco, CA
1998-1999

- Performed in-depth market research into the advertising, media buying, direct mail, and call center software industries
- Created complex financial models and performed financial analysis on client budget data
- Interviewed clients to gather crucial information for project strategy and served as a liaison between the client and the firm for data collection

ADDITIONAL INFORMATION

- Extensive online research skills include Nielsen NetRatings, Jupiter Media Metrix, Forrester, Hoover's, Reuters and NPD
- Singer at the White House Christmas Party in 1997 and 1998
- Interests include distance running, ballroom dancing competitions, singing, baking and yoga

BRUNO TSE

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Master of Business Administration Candidate**

Philadelphia, PA
May 2003

- Majors: Finance and Health Care
- Worked in a health care consulting team to evaluate acquisition targets for Amgen.

HARVARD UNIVERSITY **Doctor of Philosophy in Chemistry**

Cambridge, MA
July 1994

- Thesis work (under Prof. Yoshito Kishi) involved the design, synthesis, and applications of rigid tripodal compounds. Potent metal chelators were synthesized using these tripods. These compounds were also used to uncover important aspects of iron absorption of bacteria. Thesis work resulted in 2 publications and 1 patent.
- Honor: Robert Burns Woodward Prize (awarded to top student)

CAMBRIDGE UNIVERSITY **Bachelor of Arts in Natural Sciences (Chemistry major)**

Cambridge, UK
July 1989

- First Class Honors with several scholarships and prizes. Top 1% in Graduate Record Exam in Chemistry.

EXPERIENCE

ORPHAGEN PHARMACEUTICAL **Consultant**

Irvine, CA
Aug 2002

- Formulated business plan and Chemistry program. Identified potential investors for this start-up company.

AMICUS THERAPEUTICS **Consultant for Chemistry Development**

New York, NY
May – July 2002

- Appointed by Collinson Howe and Lennox, LLC to create the Chemistry program of this new portfolio company.
- Set up new laboratory and purchase order system. Recruited key scientists. Formulated budget. Designed Chemistry projects. Compiled list and cost of equipment for leasing purpose. Presented in board meetings.

MERCK RESEARCH LABORATORIES **Department of Medicinal Chemistry** **Senior Research Scientist promoted to Research Fellow** ***Problem Solving***

Rahway, NJ
Aug 1994 – July 2001

- Synthesized compounds as possible treatments for fungal infections, diabetes, and cholesterol-regulation.
- Completed the first synthesis of galbonolide B, a potent antifungal natural product. This synthesis consisted of nearly 20 steps with some steps posing enormous obstacles. I devised innovative Chemistry to overcome these obstacles. This work was published in the Journal of American Chemical Society, the most prestigious Chemistry journal, with me as the sole author.
- Made significant contributions to various projects and discovered several classes of novel compounds with therapeutic value. The scientific progress that I had made at Merck is recorded in the 6 patents (2 filed recently) and the 5 publications that I had written there.

Leadership and Teamwork

- Closely supervised 3 associates and 1 summer intern during my tenure at Merck. I guided them in their scientific developments and cultivated their interest in Chemistry. All had shown significant progress.
- Worked closely with about seven people in a Chemistry research team and also did collaboration work with biologists and other scientists. We worked together to solve the problems related to our drug candidates.

Presentation

- Presented my Chemistry research at 3 national Chemistry conferences and 1 international conference.

HARVARD UNIVERSITY **Teaching Fellow and Resident Tutor**

Cambridge, MA
Sept 1989 - Jan 1994

- Taught a number of Chemistry courses and received Awards for Distinction in Teaching in all courses taught.
- Selected as a resident tutor from 500 applicants. Advised undergraduates on academic and non-academic matters.

ADDITIONAL INFORMATION

Languages: Fluent in both Chinese and English.

Citizenship: Hong Kong (Permanent resident in US)

Athletic activities: Three-time Ironman Triathlon finisher. Completed 8 marathons and Boston-to-New York AIDS Ride.

Papers and Patents: Published 7 papers altogether and holding 7 patents (2 filed recently).

JAMES A. TSEVOUKAS

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Masters of Business Administration Candidate, Finance & Healthcare Management

Philadelphia, PA

May 2003

- Graduate Teaching Assistant: Venture Capital and Private Equity course
- Vice President: Private Equity Club; Member: Investment Management and Health Care Clubs

GEORGETOWN UNIVERSITY

Bachelor of Science in Business Administration, Finance

Washington, DC

May 1995

- Study abroad: Oxford University, Brasenose College, Oxford, England and The American College, Athens, Greece

WORK EXPERIENCE

CBCA INC, *healthcare information services company funded by ABS Ventures*

Minneapolis, MN

Summer Intern

Summer 2002

- Hired by and reported to CEO during a merger integration period that doubled the size of the company to \$100 million in revenues.
- Led a transition team responsible for consolidating offices, centralizing operations, and prioritizing client accounts.
- Created and presented a fundamental operations analysis used as the basis for pricing the company's services, and for several consolidation initiatives including mailroom and call-center centralizations.

ABS VENTURES, *independent venture capital firm of Deutsche Bank Alex. Brown*

San Francisco, CA

Associate

Jan. 2000 - Mar. 2001

- Worked with two general partners to close 10 investments and to analyze numerous investments in medical device, healthcare information service, and life science companies.
- Led all aspects of the investment process, including evaluating business plans, assessing management teams, conducting technical diligence, determining valuations, negotiating term sheets and legal documents, and performing business and patent diligence.
- Managed investment diligence by identifying, evaluating, and pursuing resolutions to key investment decision issues, and by presenting comprehensive analyses of those issues to the partnership.
 - C&C Vision - *Medical device for patients with presbyopia*. Solely led management team, co-investors, and attorneys through product due diligence, intellectual property review, document negotiation, and the Series B investment closing process.
 - CBCA Inc - *Administrator of employee health benefit plans*. Participated in defining business model with Entrepreneur-in-Residence. Coordinated Series A investment process, negotiated term sheet and management stock option plan. Advised on acquisitions and private financings totaling \$60 million to date.

FLEET EQUITY PARTNERS, *\$850 million private equity firm*

Providence, RI

Associate

Aug. 1998 - Dec. 1999

- Sourced, evaluated and structured \$10 - \$40 million investments in recapitalization, leveraged buyout, and growth equity transactions, as a member of a three person healthcare team.
- Built financial models to analyze investment returns and transaction structures, and wrote internal investment memoranda.
- Solely responsible for generating new healthcare investment opportunities. Reviewed business plans, initiated meetings with senior management and/or shareholders of numerous private companies, and led due diligence efforts.
 - Meridian Health Care Management - *Provider of administrative services*. Sourced via former investment banking relationship with HEALTHSOUTH Corporation, performed due diligence, and recommended to the partnership resulting in an investment.

SALOMON SMITH BARNEY INC.

New York, NY

Analyst, Health Care Group

July 1996 - July 1998

Analyst, New Product Development Group

July 1995 - June 1996

- Executed 13 merger & acquisition transactions and equity & debt financings totaling over \$5 billion.
- Advised and worked closely with clients such as HEALTHSOUTH Corporation to conduct operational and financial due diligence on several acquisitions, at times as the sole representative of the firm.
- Constructed models to evaluate the pro forma effects of acquisition and financing transactions on earnings and capital structures.
- Performed valuation analyses including comparable company, DCF and precedent transactions.

ADDITIONAL INFORMATION

- Fluent in Greek; Greek Orthodox Young Adult League; Special Olympics basketball coach
- Interests: travel, basketball, running, fishing, and golf

OLEG TYMCHENKO, CFA

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA
May 2003

Master of Business Administration Candidate

- Majors: finance and strategic management.
- Honors: Director's List (top 10% of the class) - Fall 2001, Spring 2002
- Club membership: Consulting, finance, investment management, volleyball.
- Admission committee volunteer, Bizworld volunteer, Quality Circle representative.

INSTITUTE OF INTERNATIONAL RELATIONS, Kiev National University

Kiev, Ukraine

Master's degree in International Economics and English language

June 1998

Bachelor's degree in International Economics

June 1997

- Diploma with honors, GPA 5.0 out of possible 5.0.
- Philip Morris scholarship for academic excellence.
- Organizer and captain of the varsity volleyball team.

WORK EXPERIENCE

GOLDMAN SACHS & CO. INC.

New York, NY

Summer Associate, Global Investment Research – Automotive

Summer 2002

- Conducted primary research and analysis of the tire industry, constructed industry demand and company valuation models.
- Co-authored a research report initiating coverage on the North American tire industry.

MCKINSEY & COMPANY

Moscow, Russia

Business Analyst

1999-2001

- Advised a European airline on its privatization strategy.
- Performed strategy diagnostics for the local office of a large international beer company. Prepared a financial model for the company's 3-year strategic plan.
- Developed production strategy and conducted DCF valuation of the strategic options for the largest Russian mining company. Used the game theory to evaluate optimal production decisions with the potential to contribute \$2bn to the company's market value.
- Designed performance measurement/compensation system for 2000 employees of a banking group.
- Developed and helped to implement new organizational structure for the airline sales department, employing over 1000 people.
- Led a 10-person client team in designing and implementing sales and distribution strategy for the domestic market for the largest Russian airline. Identified potential revenue growth opportunities of 10% of sales.

UNITED FINANCIAL GROUP

Kiev, Ukraine/Moscow, Russia

Brokerage

1997-1999

Equity Research Analyst

- Independently covered metals and mining sector, reporting to the Head of Research, and assisted the senior utilities analyst.
- Performed company analysis, constructed valuation models, wrote reports and made presentations to clients and salesforce.

ADDITIONAL INFORMATION

CFA charterholder.

Native Ukrainian and Russian

Interests include volleyball, soccer, reading, music, hiking, traveling and biking.

KOTARO UEDA

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EDUCATION

University of Pennsylvania Wharton School

MBA Candidate

Philadelphia, PA

May, 2003

- Vice president of Asia Club

Tokyo University

Bachelor of Law

Tokyo, Japan

March, 1998

- Launched and managed Asia-Pacific Entrepreneurs' Network(APEN), the first significant NPO in Japan that supports entrepreneurs and their supporters utilizing the internet.
- Revitalized Classical Guitar Club through program restructuring and membership recruitment as President. Served as Conductor and Arranger in regular concerts.

PROFESSIONAL EXPERIENCE

Goldman Sachs, Investment Banking Division

Summer Associate

Tokyo, Japan

June, 2002 – August, 2002

McKinsey & Company, Inc.

Associate

Tokyo, Japan

July, 2000 – June, 2001

Played key role in strategy development of broadband network infrastructure business for major Japanese telecom equipment company.

- Took junior manager role(April 2001-) Supervised an Australian business analyst and a new German associate to conduct an initial diagnosis of the telecom equipment company's overseas business and develop globalization strategies.
- Supervised 2 elder associates to develop a growth strategy and alliance/M&A/Spin-off strategy for one of the client's core product divisions.(Oct. 2001-Mar. 2002)
- Led 3 week trip to U.S. to interview industry experts and presidents of start-up companies.
- Led interviews with client's senior executives to identify critical issues for restructuring.

Business Analyst

April, 1998 - June, 2000

Core member of team to strategize new healthcare business development for major Japanese electronics company.

- Created a completely new business model and designed detailed service provision process through detailed survey and analysis on potential customer needs.
- Experienced alliance negotiations with major American companies and 2 internet ventures. Researched and analyzed an impact of IT in Japan as part of MITI's (Ministry of International Trade and Industry) industrial analysis for investment and economic stimulation using IT.

ADDITIONAL INFORMATION

- Organized and led "Forefront Business Seekers," a voluntary group with 50 members as weekend activity and in which pursued new business opportunities and made a study about fund raising market for NPO.

TAKURO UEJI

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EDUCATION

THE WHARTON SCHOOL & THE LAUDER INSTITUTE

MBA / MA Candidate: Finance / East Asian Study and Mandarin Chinese

Philadelphia, PA

May 2003

- Fulbright Scholar – The sole full-grant MBA from Japan
- Active in Finance Club, Greater China Club and Wharton Asian Business Conference (Sponsorship VP)

THE UNIVERSITY OF TOKYO

BA: Economics – Economic development of East Asia

Tokyo, Japan

March 1994

- Seminar Representative – Organized 20 seminar members for 2 weeks fieldwork to North East China
- Bronze Medallist – 1992 All Japan Collegiate Sailing Competition (3rd in nation)

NANKAI UNIVERSITY

- Advanced certification in Chinese language proficiency test (HSK 7th)

Tianjin, China

June 1998

EXPERIENCE

MERRILL LYNCH

Summer Associate – Global Principal Investment

Tokyo, Japan

Summer 2002

- Executed valuation of US\$350MM non-performing loan portfolio, using both DCF and liquidation value method
- Created financial models and analyzed profitability of acquisition opportunities of companies under legal rehabilitation
- Rotated in and exposed to Collateralized Debt Obligations (CDO) desk, engaged in tranching of loan and bond portfolios

THE BOSTON CONSULTING GROUP

Summer Consultant

Tokyo, Japan

Summer 2002

- Developed launch strategy of a new service with US\$20 potential profit for a Japanese sensor and card reader manufacturer
- Built financial models of the service's profitability analysis which was used for discussions of pricing and resource allocation
- Identified strategic alliance partner based on analyses of its products, technologies and rivalries in Japanese IC card market

THE SANWA BANK, LIMITED

Senior Associate – Project Finance Division

Tokyo, Japan

July 1998 – June 2001

- Built cash flow projection for participating banks as modeling agent of a Thailand's US\$1.3BN independent power producer
- Supervised team of 10 analysts to execute Asian project financing deals including cash flow analysis and documentation
- Led financial advisory team for Japan's biggest independent power producer – devised lower-risk fuel supply chain, created reliable contractual structure and supported client with project agreement negotiations
- Advised multinational consortium consisted of 20 professionals to develop a proposal to Taiwan government for a US\$4BN public transportation project connecting Taipei to CKS international airport
- Initiated, structured, and managed the entire process of US\$200MM loan syndication to the Government of Philippines for a telecommunication project in Mindanao, controlling relationships with client's senior managers
- Pioneering Sanwa's private finance initiative (PFI) activity, earned first working mandate as financial advisor and managed relationships with top official of Japanese municipal government

THE SANWA BANK, LIMITED

Associate – Tianjin Representative Office

Tianjin, China

September 1997 – June 1998

- Supervised local staffs to conduct credit analysis of Chinese corporate clients and liaised with the Tokyo headquarter

THE SANWA BANK, LIMITED

Analyst – Hibiya Branch

Tokyo, Japan

April 1994 – August 1997

- Expanded the Branch's loan portfolio by US\$50MM (nearly 25%) by targeting uncultivated client base and increased profitability without a single loan default
- Built new business relationships with non-Japanese blue-chip corporate clients in the US, East Asia, Europe and South America by inventing foreign exchange risk coverage schemes

ADDITIONAL INFORMATION

Languages – Fluent Mandarin Chinese, Fluent English, Native Japanese

Hobbies – Extensive in Asia, eating and cooking international cuisine, enjoy Modern Art

Activities – Competitive Sailing (1992 Japanese Olympic team final qualifying rounder of 470-class dinghy)

SALIMA VAHABZADEH
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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
Master of Business Administration Candidate, Finance and Marketing

Philadelphia, PA
May 2003

- Columnist, *The Wharton Journal*
- Social Director and Career Management Committee, Media & Entertainment Club
- Member, Finance Club and Private Equity Club

CORNELL UNIVERSITY

Bachelor of Arts, English

Ithaca, NY
May 1996

- Dean's List 1994, 1995, 1996
- Directed 16mm short film, *Ithaca, NY* and produced live television shows for Cable Access Channel
- Participated in Literature and Film Critical Studies Program for one semester at the University of Paris, La Sorbonne

EXPERIENCE

J RECORDS

Summer Associate, Strategic Planning and Marketing

New York, NY
June 2002 - August 2002

- Worked directly for founding President of J Records, a venture between Clive Davis and Bertelsmann Music Group
- Analyzed consequences of declining music industry profits, rising marketing costs and online piracy and evaluated company's strategic alternatives for short and long-term growth
- Developed cost saving strategies, renegotiated vendor contracts and oversaw budgeting of marketing plans

MERRILL LYNCH & CO.

Associate, Investment Banking, Real Estate, Hospitality and Leisure Group

New York, NY
July 2000 – May 2001

- Developed financial models evaluating feasibility and impact of mergers and acquisitions, leveraged buyouts, public and private financings, re-capitalizations and spin-offs
- Created and presented presentations to Boards of Directors, executive management teams and prospective investors
- Conducted due diligence and aided legal counsel in drafting prospectuses and SEC filings
- Allocated and supervised work of 12 Financial Analysts
- Transactions included:
 - \$1.2 billion restructuring of world's largest private prison company, Prison Realty Trust
 - \$1.0 billion debt financing for Gaylord Entertainment
 - \$600 million equity financing for Boston Properties
 - Transactions involving Ian Schrager Hotels, Burger King and The Blackstone Group

Financial Analyst, Investment Banking, Real Estate, Hospitality and Leisure Group

June 1998 – July 2000

- Worked directly for the Co-Head of the group on his relationship management team covering private equity funds
- Promoted to Associate after two years as Financial Analyst
- Appointed Cornell University Undergraduate Recruiting Team Leader

ABC NEWS INTERNATIONAL

Staff News Researcher, Overseas Headquarters

London, England
December 1996 – April 1998

- Provided all ABC News programs with video footage covering Europe, the Middle East and Africa
- Selected footage used for specials on *World News Tonight with Peter Jennings*, *20/20* and *Prime Time Live* on Princess Diana Memorial, U.S. crisis in Iraq and British national elections
- Chose all overseas video material to be permanently integrated into ABC News archives
- Trained and managed ten part-time, weekend and freelance researchers

ADDITIONAL INFORMATION

- Fluent in French and Farsi. Proficient in Spanish
- Registered as General Securities NYSE/NASD Representative (Series 7 and Series 63)
- Summer internships at ABC News Paris, National Geographic Television and Margeotes Advertising
- Trinity High School Alumni Representative. Community service work for Ramapo Anchorage Camp
- Enjoy photography, film, skiing and the New York Knicks

ADAM SAULIUS VAINA
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Philadelphia, PA 19104
(215) 662-5928
Adam.Vaina.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

MBA Candidate, Dual Major in Strategic Management and Finance

Philadelphia, PA
May 2003

- First-Year Honors; Dean's List (top 10% of class); GMAT score: 780.
- Co-President – Wharton European Conference; TA for two Marketing Management courses; Wharton Community Consultants; Class of 2003 Ethics Liaison; Working 10-15 hours per week during school year.

HARVARD UNIVERSITY

A.B. in Economics

Cambridge, MA
June 1998

- Thesis work in macroeconomic theory – explaining inflationary pressures in countries with currency boards.
- Editor-in-Chief, *Harvard College Economist*; Led team of 35 students in publishing an academic magazine.
- Undergraduate Council; Represented the student body on faculty Library and Core Curriculum committees.
- Led chartering effort/Board of Governors of Ivy Council (consortium of Ivy League student governments).

EXPERIENCE

McKINSEY AND COMPANY

Summer Associate

Warsaw, Poland
May-August 2002

Multi-office engagement setting overall long-term strategy aspirations for a diversified banking client:

- Independently conducted a full review of the bank's small business and affluent banking business units, including an investigative diagnostic, analysis of key business processes and preparing a presentation of conclusions to the Board.
- Performed a detailed analysis of the bank's overall cost budget and expenditure patterns and crafted the first phase of a \$60 mln. cost reduction program to be implemented by a team of McKinsey consultants and bank personnel.

GUARDSMARK, INC.

Strategic Analyst

Memphis, TN / New York
1998 to present

Providing analytical support and completion of special projects for the owner/CEO and top corporate executives of a privately held firm specializing in premium physical security services with revenues of \$500 mln. and 17,000 employees:

- Currently working part time – consulting directly for the owner/CEO; performing weekly analyses of competitive marketplace within the security industry; participating in the monthly Board meetings of top executives.
- Developed strategic business plan for company's general industry positioning in response to the marketplace changes stemming from the September 11 attacks and the federalization of the airport security screening industry.
- Consolidated input of top executives, regional managers, finance and sales organizations to collaboratively develop detailed fiscal year budgets and 30-page annual action plans for each of the company's 90 branch cost-centers.
- Created two advertising campaigns, worth over \$1 mln. (in *Wall Street Journal*, *New York Times* and *Fortune*), highlighting Guardsmark's quality leadership in the industry: superior management, expertise of seasoned veterans of FBI and secret service, as well as unmatched wages and benefits for hourly employees.
- Coordinated the development of strategic pricing initiatives for 140 markets in North America on a quarterly basis, resulting in a 19% increase in wages paid to hourly employees while maintaining 30% year-to-year sales growth.
- As Purchasing Manager, led a team of six employees overseeing a \$15 mln. corporate procurement budget; generated cost saving initiatives in employee travel, car leasing, and paging services.
- Experience in field management of contract security services (employing, training and disciplining a force of 90 hourly security officers and supervisors) at eleven sites, including global headquarters of a Fortune 500 company.

ADDITIONAL INFORMATION

- **Languages:** Native fluency in Lithuanian and Polish; Proficient in Spanish and Russian; Basic German and Italian.
- **Volunteering and Other Experience:** Five years of experience in analysis and graphical presentation of research data for medical laboratories at Oregon Health Sciences Univ.; Co-founder of Students United, Inc, a fundraising initiative for Portland Public Schools; Intern for Sen. Wyden (D-OR); Visiting elderly citizens in the community.
- **Interests:** nature hiking, history, international travel, postcard collecting (8,200 collected since age 4), running.

JAIBHARAT VALLURI

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Strategic Management and Marketing

May 2003

- Director's List (top 10% of class) Fall 2001 & Spring 2002; GMAT 770
- Director Alumni Achievement Award: 2003 Wharton Technology Conference
- First Place, 2001 Wharton Dell Case Competition
- Resumania Coordinator: Consulting Club; Panel Manager, Wireless Panel: 2002 Wharton Technology Conference
- Admissions Host Reception Committee; Speaker's Panel: Wharton India Economic Forum

THE UNIVERSITY OF MARYLAND

College Park, MD

Master of Science, Electrical Engineering

May 1996

- Awarded a full-tuition Teaching Assistantship. Conducted discussion sections for classes of 30 students
- G.P.A: 3.89/4.0

INDIAN INSTITUTE OF TECHNOLOGY

Kanpur, India

Bachelor of Technology, Electrical Engineering

May 1993

- **Motorola Student of the Year Gold Medal** for academic and extra-curricular achievements for the class of 1993
- Captain of the University Cricket Team; Assistant General Secretary of Sports - organized intramural sporting events
- G.P.A: 9.6/10.0

EXPERIENCE

SPRINT CORPORATION

Overland Park, KS

Staff Associate Intern, Sprint PCS Business Marketing

Summer 2002

- Developed a marketing plan for a 3G wireless data product; analyzed market potential for 802.11 and 3G wireless data, identified target customer segments; investigated the sales potential and critical success factors of different distribution channels; interviewed potential channel partners; developed marketing programs for the business indirect channel; presented plan to Sprint's senior management
- Conducted a comparative study of different ROI tools for Sprint's Direct Sales Force; provided requirements and initiated development of a new ROI tool

HUGHES NETWORK SYSTEMS

Germantown, MD

Principal Engineer

2001

Senior Member of Technical Staff

1999 - 2001

Leadership & Project Management

- Awarded Employee Achievement Awards for the years 1997-2000 for exceptional performance
- Built a team of 8 people to develop a \$4 million subsystem of the Network Operations Control Center (NOCC) for the \$1.4 billion *Spaceway* Broadband satellite system
- Created labor and software sizing estimates, high level schedules and plans for the NOCC subsystem team based on research and analysis of previous subsystem plans, internal data sources and client requirements
- Led a technical team of 8 located in Germantown, MD and a team of 7 in New Delhi, India; designed and developed the first release of network management software 10% under budget and on schedule
- Enhanced product marketability by working with clients and modifying product features based on client feedback

Member of Technical Staff

1996 - 1999

Leadership & Initiative

- Saved \$1 million in maintenance costs for the company by conducting a cost-benefit analysis on a prototype Network Management System and recommending to upper management that we use a different technology for our development
- Initiated an internal training program for the Oracle Database Management System, saving the company \$100,000 annually in external training costs

Product Development

- Addressed the issue of redundant software development and generated cost savings of over \$5 million for Hughes by providing a common, open, standards-based Network Management platform for managing the company's networks

ADDITIONAL INFORMATION

- Volunteer, National Engineers' Week: counseled middle school students on benefits of a career in engineering
- Interests: cricket, squash, inline skating, white water rafting

JAY VENKAT

2400 Chestnut Street, Apt 3301, Philadelphia, PA – 19103

Tel: 215.523.9430 (home), 267.257.4725 (cell), E-mail: jayaramv@wharton.upenn.edu

Education

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate majoring in Strategic Management and Finance

May 2003

- Director's List: Fall 2001, Spring 2002; GMAT-780
- Teaching Assistant to the Wharton Global Consulting Practicum project with the Indian School of Business
- Client liaison for a team developing U.S market entry strategies for an Israeli mobile handset manufacturer
- Joint Leadership Fellow Coordinator responsible for organizing the Wharton Leadership Retreat
- Co-President, 'The Edge' (Wharton Consulting Club magazine); Elected Cohort Historian

INDIAN INSTITUTE OF TECHNOLOGY (IIT)

Madras, India

Bachelor of Technology in Electrical Engineering

June 1998

- Governor's Gold Medal (Best All-Round Student, Class of 1998)
- Motorola Award (Best Student in Electrical Engineering, Class of 1998)
- Student Affairs Council Award (Best Literary Person)
- Editor – 'The Spectator' (Student Newsletter) and 'Bharathi' (Magazine of Indian Culture); Core Committee Member for the Institute's Annual All-India Student Festival

Experience

MCKINSEY & COMPANY

Dallas, TX

Summer Associate

Summer 2002

Organizational effectiveness study for a Telecommunications major

- Classified over 100 projects in order of strategic importance, based on over 30 interviews with client managers
- Prioritized three key initiatives by calculating their effect on the Lifetime Value of a Subscriber
- Created toolkits for client managers to prioritize their initiatives and communicate them to the executive team

White paper on the IP networking industry

- Authored brief business cases analyzing reasons for the failure of two major players in the IP networking industry

Merchandising effectiveness study for a major retailer

- Developed templates for Vice-Presidents in the client organization to communicate their strategic and financial plans to the executive team; Estimated 'Share of Customers' Wallet' for the client's major merchandise categories
- Outlined a decision algorithm to move the client's inventory system from 'Pre-distribution' to 'Locker Stock'

HALLIBURTON COMPANY

Cairo, Egypt

Technical Project Leader

1999-2001

Responsible for managing project teams involved in delivery of petroleum exploration services to the major oil companies in Egypt; Promoted twice in 14 months from initial position as Engineer in the Global Engineer Pool

Project Management

- Managed global project teams of 10-15 members from 6-7 different countries on offshore and land petroleum exploratory contracts for BP-AMOCO, SHELL, AGIP and others; Managed over 15 projects on offshore oil rigs with per-engineer, per-day revenues greater than \$50,000
- Led team members with over 20 years of experience on Mission Critical, Time Sensitive offshore projects involving hazardous radioactive materials and explosives; Independently managed several projects in the Gulf of Suez under hostile environmental conditions without access to support from the base camp

Client Services

- Youngest project leader responsible for independently handling BP-AMOCO projects; Achieved 99% operational efficiency for 2000-2001 against a company target of 95% and saved the client Rig Time costs of over \$15,000 per day

Other initiatives

- Increased local ownership of the Egypt Joint Venture by mentoring and inducting three local engineers into permanent responsibilities; Taught conversational English to a group of technicians and helped increase their workplace efficiency

ITC LIMITED (Indian subsidiary of British American Tobacco)

Calcutta, India

Management Associate

1998-1999

- Managed factory shifts of 200 workers in the company's tobacco processing and cigarette manufacturing facilities
- Formulated and implemented a Just-In-Time motor replacement procedure which reduced downtime by 5%

Additional Information

Volunteer work: Fund raising volunteer for 'Save the Children' – an Indian charity for street children

Interests: English literature, Egyptology, squash, public speaking

Languages: English, Tamil, Hindi, French (beginner)

JAVIER VILA

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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

MBA candidate 2003, major in Finance and Management

2001 - Present

- Recipient of Jose Jaime Pierluisi Fellowship and NSH Scholarship
- Vice-President WHAMBA, member of Finance, Marketing, Private Equity, and Latin America Clubs

STANFORD UNIVERSITY

Palo Alto, CA

Master of Science in Mechanical Engineering

1994 - 1995

- GEM and Stanford University Fellow

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Cambridge, MA

Bachelor of Science in Mechanical Engineering, concentration in Economics

1990 – 1994

- President of the Association of Puerto Rican Students, Research Assistant

EXPERIENCE

ROHM AND HAAS

Philadelphia, PA

Market Development Intern

Summer 2002

- Developed and recommended a strategy to quadruple sales in a \$30 million specialty chemicals category.
- Collaborated with customers, sales, marketing, finance, research, and technical services to identify growth opportunities in biocides within the adhesives and sealants category.
- Conducted and presented a comprehensive market analysis on specialty chemicals market segments.

PROCTER AND GAMBLE

San Juan, PR

Customer Marketing Manager, Paper and Food & Beverage

1999-2001

- Recommended and executed a growth plan focused on pricing and promotions that resulted in a 20% increase in sales for the Company's \$40 million dollar paper category.
- Led Bounty Napkins product launch in Puerto Rico, achieving targeted market share and product distribution in key customers within 3 months of start of shipment.

Logistics Manager

1996-1999

- Led team that reduced customer order cycle time in half while sustaining excellent order reliability. Worked with both P&G resources and external suppliers to design and implement new processes.
- Negotiated freight rates and service level agreements with ocean carriers for the Caribbean region. Consolidated suppliers and achieved yearly savings of over \$300,000.
- Managed warehouse organization through the design and implementation of processes that increased Inventory Record Accuracy from 25% to 95%, and reduced dollar inventory variances by 85%.

Research & Development and Product Supply Intern- Cincinnati, OH & San Juan, PR Summers 93,94,95

- Developed an improved package design for lighter weight plastic bottles by testing alternate materials, creating prototypes and conducting finite elements simulations.
- Recommended plan to reduce logistics costs by streamlining product line up in key categories.
- Analyzed Caribbean distribution operation and recommended a plan to reduce costs and improve service standards by consolidating two distribution operations and outsourcing to a logistics service provider.

PFIZER PHARMACEUTICALS INC.

Barceloneta, PR

Environmental and Safety Department Intern

Summer 1992

- Recommended improvements in organic synthesis-manufacturing sites based on static electricity surveys.

ADDITIONAL INFORMATION

Fluent in Spanish and English; Junior Achievement Elementary School Teacher Volunteer 1998;
Physics and Math Tutor, Stanford, 1994-95; MIT Crew Team; Enjoy sailing, jogging. and traveling.

PETR VITASEK

1601 Sansom St., Philadelphia, PA 19103
Petr.Vitasek.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania **Philadelphia, USA**
MBA Candidate, Strategic Management **May 2003**

MA Candidate, International Relations – Concentration in European Studies

- Selected by the Wharton Consulting Club to lead European operations.
- Awarded Ronald S. Lauder Fellowship 2001-2002.

THE ANGLO-AMERICAN COLLEGE IN PRAGUE **Prague, Czech Republic**
BA in Business Administration, Corporate Strategy **May 1996**

- Pursued full-time Bachelors degree while assuming full-time responsibilities in a €34m TV startup.
- Silver national medallist in 3,000 meters run.

EXPERIENCE

MCKINSEY & COMPANY, Inc. **Munich, Germany**
Summer Associate **Summer 2002**

- Designed a new Europe-wide organizational structure for a major wireless telecom operator as part of a post-acquisition integration study.

LAZARD – LATONA ASSOCIATES **Prague, Czech Republic**
Manager – Restructuring, Crisis Management **1999 – 2001**

Designed and led private equity financed government-mandated restructuring and privatization to turn around insolvent businesses. Assignments included:

Vice-Chairman of Supervisory Board, SPV controlling 14,000-employee steelworks enterprise

- Led 20-person team, including CEO, to design and implement financial restructuring plans that pulled the Czech Republic's most important metallurgy enterprise out of insolvency.
- Authored business plan and received \$80m new state funds for a new workout entity used for the successful restructuring of the metallurgy company.
- Pioneered crisis management under Chapter 11 in the Czech Republic.

Member of Supervisory Board, 8,000-employee engineering conglomerate

- Led five-person team, including CEO, to design and implement operational restructuring plans for a holding company with 8 subsidiaries, resulting in a successful sale to a strategic investor.
- Advised the World Bank and the Czech government in restructuring of the heavy industry sector.

ARTHUR ANDERSEN, BUSINESS CONSULTING **Prague, Czech Republic, Zurich, Switzerland**
Senior Consultant (1998), Consultant (1997), Analyst (1996) **1996 – 1999**

Industries served included automotive/assembly, petroleum, banking, government, and consumer/packaged goods across Europe. Assignments included:

- Led team in the investigation into dormant assets of Holocaust victims at one of Switzerland's largest banks.
- Started and developed Business Consulting practice in Slovakia.

EUROPEAN YOUTH PARLIAMENT – non-profit organization (part time) **Oxford, United Kingdom**
President (1997), Chairman (1993), Member (1991) **1991 – 2002**

A non-profit student organization under the auspices of the European Parliament.

- Selected out of pool of 1,000 high school students to represent the Czech Republic in the EYP.
- Led and represented the EYP mission with heads of state in five European countries.

ADDITIONAL INFORMATION

Languages: Native Czech, fluent in English, German (ACFL: 2+) and Slovak, intermediate in Russian.
Interests: Avid alpine skier, outdoor-hiker and photographer. Keen on international relations and classic cars.

MAHIR T. VORA

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Candidate for Master of Business Administration, Dual Concentration in Finance and Private Equity

2003

- Budget Director of Wharton Follies, Wharton India Economic Forum – Speaker Committee, Private Equity Club

CORNELL UNIVERSITY, College of Engineering

Ithaca, NY

Bachelor of Science with Distinction, Computer Science, GPA: 3.8

1995

- Awarded full international student scholarship. Elected to Tau Beta Pi Engineering Honor Society. Dean's List.
- Facilitator for Academic Excellence Workshop, Board Member of Association of Computer Science Undergraduates, Violinist with the Cornell Symphony Orchestra.

PROFESSIONAL EXPERIENCE

MMC CAPITAL

Greenwich, CT

Summer Associate, Trident Funds

Summer 2002

- Integral member of investment team at a global private equity firm with \$2.3 billion under management focused on making investments in insurance, insurance-related services and other financial services sectors. Assisted with company valuation, due diligence, contract negotiation and preparation of internal investment memos for a potential \$100 million acquisition of a property and casualty insurance company. Led efforts for the sale of an existing investment by preparing an offering memorandum and initiating contact with potential buyers. Assisted in-house research specialist with on-going efforts. Created an outline for a white paper to explore feasibility of investments in non-insurance financial services sectors.

THE GOLDMAN SACHS GROUP, INC.

New York, NY

Vice President, Investment Management Division

2000-2001

- Client Advisory and Product Development: Responsible for creation and delivery of products and services focused on high net worth individuals. Managed projects with budgets of \$5M+. Led 5 to 15 person teams. Identified client needs, defined product/service capability, determined infrastructure and legal requirements and pro forma financials. Led implementation efforts by recruiting necessary staff, coordinating start-up efforts among business sponsor, support and marketing teams and hiring third party vendors. Projects included setting up cash management services, establishing the Goldman Sachs Trust Company and delivering external manager capabilities for core asset classes.

Associate, Goldman Sachs Asset Management

1998-2000

- Strategy/Corporate Development: Worked directly with senior division managers and led projects to analyze and implement strategic objectives. Projects included business strategy with respect to products and distribution on a global basis, new business opportunities, potential acquisitions, firm-wide initiatives and intra-division business integration.
- Alternative Investments Capital Markets: Led fund raising activities for the division's alternative investment products (private equity fund-of-fund, hedge fund manager-of-manager, exchange funds, etc.) Raised \$10 billion over 18 months. Handled all aspects of deal execution including structuring of products, formulating marketing strategy and preparing legal and marketing materials. Coordinated sales efforts of 500 high net worth and institutional salespersons.

Analyst, Investment Banking Division, Corporate Finance Group (Singapore)

1997-1998

Analyst, Investment Banking Division, Financial Institutions Group

1995-1997

- Integral member of client team advising companies on merger and acquisition, equity and high-yield debt financing, capital structure alternatives and re-structuring assignments. Led various aspects of transaction execution, including analyzing complex financial alternatives, drafting legal documents, preparing reports and presentations for client and internal use, and building client relationships.

ADDITIONAL INFORMATION

- Graduated The Taft School, Watertown, CT, Salutatorian, 1991. Interested in Indian and Western classical music, squash, crossword puzzles and travel.

MARKO D. VUCEMILOVIC
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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA Philadelphia, PA
Master of Business Administration Candidate in Strategic Management and Finance 2001 - 2003

- Member of Finance, Consulting, Media & Entertainment, and European clubs.
- Milken Young Entrepreneurs Mentor. Wharton crew coach.

HARVARD UNIVERSITY Cambridge, MA
Cum Laude in Economics 1995 - 1998

- Elective studies in Political Science and Philosophy. Worked part-time concurrently.

TEMPLE UNIVERSITY Philadelphia, PA
BA Candidate in Economics 1993 - 1995

- Highest GPA Award in 1994 & 1995. Math and Economics tutor. Active member of International Economics Society and International Business Association. Granted transfer to Harvard in fall of 1995.

WORK EXPERIENCE

TIME Inc. (Division of AOLTimeWarner) New York, NY
Summer Associate 2002

- Led project to identify advertising revenue growth opportunities.
- Developed and conducted extensive financial and strategic analysis of TIME Magazine and its competition. The study resulted in detailed recommendations for expansion into specific advertising categories and improvements in revenue forecasting and performance benchmarking models.
- Presented the recommendations directly to President and Publisher of TIME Magazine.

CONVERGENT INVESTORS (Venture capital firm targeting early round high technology investments) Austin, TX
Associate 2001

- Generated and delivered monthly reports to general partners containing progress updates, financial analyses, and future recommendations for the firm's thirteen portfolio companies.
- Created and implemented the firm's integrated report writing and deal tracking system still in use, and set a standard for progress evaluation of the firm's \$60 million portfolio.

ENTRINSIK (Privately owned corporate training software company – 30 employees) Raleigh, NC
Director of Finance – Member of the management team / Reported directly to the CEO 2000 - 2001

- Developed the company's turnaround strategy in cooperation with the CEO.
- Led the capital raising effort by creating a detailed offering memorandum and by initiating and cultivating external relationships with the financial community.
- Negotiated the company's first round of institutional investment in the amount of \$1 million, in August of 2000.
- Wrote and published a series of case studies promoting Entrinsik's novel approach to corporate training. These case studies remain a primary marketing tool used to attract new clients.

UBS WARBURG New York, NY
Financial Analyst, General Industrial Group – Corporate Finance 1998 - 2000

- Participated in all aspects of the deal making process, including pitching for a new business, negotiating economics, transaction structuring, due diligence, drafting of SEC documents and road-show preparation.
- Performed valuation work based on several methods of analysis, including comparable company, comparable acquisition and discounted cash flow.
- Modeled different financing and M&A transaction scenarios such as pooling and purchase mergers, leveraged buyouts, and public and private offerings.
- Advised a major North American gold mining company on a \$1 billion overseas acquisition.
- Lead-managed a \$60 million secondary public offering for a biotechnology firm.

ADDITIONAL INFORMATION

- Radio:** Volunteer work for the local Croatian radio station in New York (1998 - 2000), organizing and hosting shows with emphasis on current domestic and international affairs.
- Rowing:** Nine time Croatian National Champion. Croatian National Team 1994 - 1995. Temple Varsity. Harvard Varsity. World Indoor Rowing Champion for youths in 1993. Active member of the Penn A.C. rowing club in Philadelphia.
- Other:** Native of Zagreb, Croatia. Interests include history and geopolitics.

MAILEE EVEREST WALKER
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

M.B.A. Candidate, Strategic Management

May 2003

Founder/Chair, Leadership Lecture Series – Created monthly lecture series inviting CEOs to speak to Wharton students and faculty.
Project Leader, Wharton Community Consultants – Led a student team in developing pricing strategies for a financial institution.
Treasurer, Wharton Christian Fellowship – Oversaw financial responsibilities and fundraising efforts.

INDIANA UNIVERSITY-PURDUE UNIVERSITY (GPA 4.0)

Indianapolis, IN

Jane Addams Fellowship

May 1997

Selected as 1 of 6 participants in a non-degree graduate fellowship on business/nonprofit management and funding.

STANFORD UNIVERSITY (GPA in major 3.9)

Stanford, CA

B.A. in Urban Studies with Honors

June 1996

Finalist for the Sterling Award: selected as 1 of 3 seniors who demonstrated leadership in community service throughout college.

EXPERIENCE

CFAR (Center for Applied Research)

Philadelphia, PA

Project Consultant

August 2002 - present

- Projects to be completed at CFAR (management consulting firm) include creating leadership development tools, conducting financial analysis, and developing strategy recommendations for businesses.

CIGNA

Philadelphia, PA

Summer Associate

May – July 2002

- Developed sales improvement strategies through post mortem analysis and consulting with product development, underwriting, sales, and financial departments. Presented findings for implementation to senior executives.
- Created sales incentive compensation plans for sales force and sales management for 2003-2004.

CORO CENTER FOR CIVIC LEADERSHIP

Pittsburgh, PA

Coro Fellow

2000 – 2001

- Selected from a national pool of over 300 applicants to participate in a fellowship in leadership development and teamwork.
- Worked on a team of 16 Fellows to plan and prepare numerous projects, ranging from group presentations to conference planning.
- Successfully completed 7 project-based internships in nonprofit, business, and government organizations.
 - Created a financial prioritizing framework for Internet auctions for FreeMarkets, a \$35 million Internet company.
 - Created a marketing strategy for Community College of Allegheny County to increase student enrollment.
 - Analyzed financial and organizational infrastructure for a housing rehabilitation organization to recommend future funding.

STANFORD UNIVERSITY

Stanford, CA

Project Coordinator

1999 – 2000

- Represented Stanford University on a multi-organizational team to launch a \$9 million community development plan.
- Advised a research group that conducted a demographic analysis of East Palo Alto to pinpoint critical issues.
- Managed 16 paid and 100 unpaid staff to administer weekly tri-lingual planning meetings attended by over 500 local residents.

STANFORD MEDICAL YOUTH SCIENCE PROGRAM

Palo Alto, CA

Executive Director

1997 – 1999

- Developed and implemented a marketing strategy that raised over \$1 million from individuals, corporations, and foundations.
- Formed two 20-member boards that created strategies to expand the summer program for low-income youth and increase income.
- Led 18 staff in creating and implementing an on-line counseling service which increased annual youth served from 50 to 250.
- Successfully initiated negotiations with the Assistant Dean of University of California, San Diego School of Medicine to expand the summer program in San Diego, which received institutional support and foundation funding in 2000.

START UP MICRO-BUSINESS ENTERPRISE CENTER

East Palo Alto, CA

Consultant

1995 – 1996

- Decreased the city's business license process from 6 months to 1 month by streamlining information-flow and financial processes.
- Convened business and public sector leaders to develop and implement a city-wide marketing strategy for the new process.

ADDITIONAL INFORMATION

- Founder/Co-Chair of Villarreal Scholar-Athlete Program.
- Certified aerobics instructor.
- Trained in group facilitation.
- Enjoy cooking Chinese and Mexican cuisine.

PETER WALLACE

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E-mail: peter.wallace.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL and THE JOSEPH H. LAUDER INSTITUTE, UNIVERSITY OF PENNSYLVANIA Philadelphia, PA
MBA Candidate, Dual Major in Finance and Entrepreneurial Management May 2003

MA in International Management and Studies Candidate, regional concentration in Europe with German language focus

- Advised AstroPower, the largest pure-play publicly traded solar power company, on financing of international strategy.
- Developed marketing strategy for an online retailer, Mediantis AG, based in Munich, Germany.
- Active member of the Finance, Private Equity, and Energy Clubs. Participated in Private Equity “boot camp”.

GEORGETOWN UNIVERSITY (SCHOOL OF FOREIGN SERVICE) Washington, DC
Bachelor of Science in Foreign Service in International Politics May 1992

- Concentration in International Business, Economics and Law. Additional coursework in Physics and Engineering.
- Selected as merit-based member of Honors International Business Diplomacy Program.
- Awarded 4-year N.R.O.T.C. Scholarship (U.S. Navy Officers Training Program).
- Elected President of three school clubs, and graduated in 4 years with 6 years worth of credits.
- Matriculated directly as German-speaking student at the University of Heidelberg, Germany for two semesters.

PROFESSIONAL EXPERIENCE

3i GROUP, plc Munich, Germany and London, UK
Summer Associate (twelve weeks), **Private Equity** May - July 2002

Member of 15 person Management Buy-Out team in German speaking region at the largest small- to mid-capitalization private equity firm in Europe. Sourcing, analysis and execution of carve-out, public-to-private and private investment opportunities in Germany, Austria, UK and East Europe, with focus on media, consumer goods and engineering industries.

- Participated in four MBO transactions, all with enterprise values of \$150 million or more.
- Complemented vetting process of over twenty potential MBO, VC and growth capital deals.
- Completed two-and-a-half week secondment with 3i Buy-out team in London.

J.P. MORGAN CHASE New York, New York
Associate (one year) & **Analyst** (two-and-a-half years), **Investment Banking** 1997- 2001

Analysis, marketing and execution of a broad range of corporate finance products and advisory services, including debt/equity financing and mergers and acquisitions. Focus on German and Swiss automotive, chemical, energy, pharmaceutical, as well as diversified conglomerates. Awarded accelerated promotion based on performance.

- Performed rigorous analysis including: optimal capital structure projection models, comparable company and acquisition analysis, discounted-cash flow models, LBO and merger models, and credit and industry analysis to evaluate risk.
- Managed team of one Associate and four Analysts to originate marketing ideas and prepare executive presentations and financial modeling; provided input for team members’ performance evaluations and training.
- Pitched cross-border opportunities to clients in English and German together with Managing Director resulting in approximately \$15 million in revenues over two years.

Sample Transaction Experience:

- **M&A:** Spearheaded all research, modeling and marketing for twelve months of strategic advice to management of a German conglomerate regarding \$1.0 billion acquisition in the U.S.
- **MBO:** Developed leverage buyout and valuation models, and prepared three executive presentations regarding \$1.0 billion Management Buy-Out of a composites company.
- **Syndications:** Prepared model, memorandum and presentation for cross-border \$3.0 billion Syndication for BMW.

U.S. NAVY Yokosuka, Japan
Lieutenant (promoted from Ensign), **USS MOBILE BAY (CG 53)** 1992- 1996

Division Officer/Department Head aboard AEGIS-class cruiser operating extensively at sea under hazardous conditions in the Pacific Ocean, Indian Ocean, and Persian Gulf. Achieved accelerated promotion to Department Head position after leading significant performance turnaround of 30-man division over one-and-a-half year period.

- Designated by two Captains to run daily operations of 400-man warship at sea.
- Assumed various positions including Engineering, Anti-Submarine and Navigation/Administrative/Legal Officers.
- Supervised day-to-day operational performance of an average of 30 sailors over a period of three years.

ADDITIONAL INFORMATION

- Proficient in German, intermediate French and basic Japanese and Chinese.
- Lived in Europe and Asia for five years each; traveled extensively in Asia, Australia, Europe and the Americas.
- Successfully completed Series 7 and 63.
- Enjoy hiking, skiing, traveling, reading history and discussing public policy.

KATHRYLN S. WANG

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate in Finance

May 2003

- Selected to serve on new Wharton team to develop initiatives that will enhance leadership learning for all students
- Elected as Corporate Liaison for Wharton Women In Business Club (WWIB); Organizer for WWIB Conference
- Elected as Cohort Alumni Representative; Selected to organize first annual Wharton Olympic Games

CORNELL UNIVERSITY

Ithaca, NY

BS with Distinction in Applied Economics

June 1995

Cumulative GPA: 3.99; Member of national honor societies; Co-founded mentoring program

PROFESSIONAL EXPERIENCE

AMERICAN EXPRESS

New York, NY

Summer Intern, Venture Capital Investments and Acquisitions

Summer 2002

Worked with group that makes acquisitions, strategic venture investments, JVs, incubations, and spinoffs

- Developed financial model to evaluate profitability of projects
- Analyzed the financial, strategic, and operational viability of targets; synthesized results and presented to business leaders
- Spearheaded and managed the intern newsletter; recruited and coordinated a staff; introduced use of online workspace

RECIPROCAL, INC.

New York, NY

E-Commerce Strategist / Director of Strategic Marketing

2000 – 2001

Recommended solutions to senior management to address key strategic issues and new business initiatives

- Developed financial model to estimate the digital distribution market size and revenue flow
- Led the market management function to integrate a strategic focus in the firm's business approach
- Identified, researched, evaluated, and recommended new target markets for adoption of the firm's technology solution
- Analyzed global technology trends, competitive landscape, and customer needs to plan for product offerings

KPMG CONSULTING

New York, NY

Manager / Senior Consultant

1999 – 2000

Collaborated closely with client CEO's and other senior officers to finance, develop, and improve their diverse businesses

- Developed scenario-enabled financial models and business plans; helped several clients obtain over \$30M in financing
- Managed financial and strategic analyses of a client's global exchange concept; successfully attracted venture financing
- Worked with top executives of \$200B global financial institution to identify new e-commerce business opportunities

ERNST & YOUNG LLP

New York, NY

Venture Capital Senior Associate / Senior Strategy Consultant

1997 – 1999

Analyzed and recommended companies for equity/VC investment by E&Y; invested over \$50M. Also worked in national strategic planning group to help E&Y's senior leaders to restructure, improve, and expand their businesses

- Performed valuation analyses, evaluated comparables, met with senior management teams, and conducted due diligence
- Evaluated financial statements and projections, deal structures, term sheets, and business plans
- Analyzed a \$100M finance client's profitability through financial modeling; developed strategy to improve performance
- Identified and evaluated potential acquisition targets; made recommendations which increased client's revenue by 50%

THOMSON FINANCIAL

Newark, NJ

Financial Analyst

1996 – 1997

Analyzed data and trends to provide relevant financial information to investment banking clients

- Led and managed initiative to assess the market potential and viability of a new project finance product
- Contributed to the development of a new financial product in the syndicated loans area

ADDITIONAL INFORMATION

- Languages: fluent in Cantonese and Mandarin Chinese; American citizenship
- Served on Executive Board of Cornell Asian Alumni Association (1998-2001), including fund raising for scholarships
- Member of Cornell Admissions Alumni Ambassadors Network to interview prospective students
- Interests: playing bridge, traveling, golfing, reading mystery stories, learning various dances

LEI WANG

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TEL: 215-901-0298 (C) EMAIL: LEI.WANG.WG03@WHARTON.UPENN.EDU

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **MBA Candidate, Finance (GMAT 760)**

Philadelphia, PA
May 2003

- Designed marketing plan for an eco-tourism organization in Belize as part of Wharton International Volunteer Project (WIVP).
- Finance Club; President of Wharton Toastmaster Club.

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL **MS, Computer Science (GPA 3.8/4.0)**

Chapel Hill, NC
1997

- Three publications on parallel computing research; Nominated for Best Student Paper Award at 1996 ACM / IEEE Supercomputing Conference; Published in Journal of Parallel and Distributed Computing.

TSINGHUA UNIVERSITY **BS, Computer Science and Engineering**

Beijing, P. R. China
1994

- Excellent Graduates Award; Three publications on high-performance compiler research.

PROFESSIONAL EXPERIENCE

CHATHAM FINANCIAL, *Financial consulting in risk management* **Summer Intern**

Kennett Square, PA
Summer, 2002

- Revamped the system design process to instill structure and discipline into it, laid the foundation for the future growth.
- Overhauled the live trading systems that would potentially save \$15 MM annual transaction cost.
- Developed and implemented internal training program for system users.
- Gained valuable understanding of financial, legal, accounting aspects of the derivative products and the deal process.

NETCONVERSIONS, INC., *Startup in e-marketing solutions.* *Final 4 in Hummer Winblad March Madness global business plan competition 2000.* **Development Manager**

Seattle, WA
2000 – 2001

Business Development and Leadership

- Member of founding team of 4, participated in the first round of fund raising.
- Recruited and developed a team of 8 professionals.
- Led the team to deliver the first commercial release 6 months after company's inception under difficult conditions.
- Managed the company relocation from Philadelphia to Seattle at a five-day's notice just three weeks before the first release.

Client and Vendor Relationship Management

- Negotiated deals and managed on-going relationship with vendors, resulted in equipment cost reduction by 50%.
- Managed client support with 100% client satisfaction.

MORGAN STANLEY **Associate, IT / Private Wealth Management**

New York, NY
1998 – 2000

International Teamwork

- Managed multiple global IT projects through collaboration with IT teams and business units worldwide.

Financial Analysis and Problem Solving

- Created high-performance portfolio analysis tools for private banking that resulted in higher client satisfaction.
- Passed internal Series 3 and Series 7 exam; Gained knowledge of asset management principles.

TIANCHENG CO., *Educational software producer and training center.* **Co-Founder**

Beijing, China
1993 – 1995

- Established one of the earliest computer-training centers for children in Beijing.
- Initiated and led the business-model transition from a software producer in the immature domestic software market to a service provider for booming new demand.
- Directed the marketing, customer training program, and software development.

OTHER INFORMATION

- Native Mandarin, Conversational Spanish, Basic Japanese.
- Climbed Cotopaxi (5,897 meters, 19,347 feet, Ecuador), one of the world's highest volcanoes.
- Founder, Tsinghua Alumni Association of PA/NJ/DE, with over 200 members.
- Volunteered in Power Lunch program and Habitat for Humanity.

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Finance and Healthcare management

May 2003

- Vice president of Wharton Finance Club, Asian Banking
- Director's list; Member of Consulting, Sales & Trading, Private Equity and Healthcare club

YALE UNIVERSITY

New Haven, CT

Doctor of Philosophy, Chemistry, GPA: 3.7/4.0

June 1998

- Received a rating of *excellent* for Ph.D. dissertation (*Carbon-Carbon Bond Forming Reactions with Oxiranyl Radicals*)

RAMAPO COLLEGE OF NEW JERSEY

Mahwah, NJ

Bachelor of Science in Chemistry, *Summa Cum Laude*, GPA: 3.88/4.0

July 1993

- President of Chemistry Club; National Dean's List; American Chemical Society Student Award

EXPERIENCE

MERRILL LYNCH & Co., Global Debt Markets

New York, NY

Summer Associate, Origination, Sales & Trading

Summer 2002

- Rotated through Structured Finance, Debt Capital Markets, Municipal Derivatives and Public Finance
- Prepared client pitch and assisted in a live deal of \$540 MM CLO issuance
- Performed valuation and statistical analysis for ABS underlying private equity assets
- Prepared pitch of SWAP products for municipal clients and participated in client meetings
- Developed and performed modeling of municipal bond refunding proposal for a major municipal entity
- Participated in corporate bond issuance: financial and credit analysis, structuring, pricing and client relationship management

BRISTOL-MYERS SQUIBB, Pharmaceutical Research Institute

New Brunswick, NJ

Project Leader/Bristol-Myers Squibb President Award

1999-2001

- Led a chemical process team of five that achieved 50% cost reduction in preparation of drug substances through resource allocation and project coordination
- Collaborated with multidisciplinary team members from marketing, discovery, regulation and manufacturing to help identify 2 potential blockbuster drug candidates
- Performed risk and cost analyses, and recommended the best manufacturing process to maximize return
- Analyzed competitors' patent situation and devised developmental strategy for patent free manufacturing processes
- Streamlined developmental process and contributed in setting a development record time for the company
- Doubled department safety compliance rate by implementing division-wide safety initiatives

Research Investigator, Ph.D.

1998-1999

- Co-authored a patent; Designed and developed chemical processes for 2 potential blockbuster drugs entering clinical trials

BETA CHEMICALS, INC

New Haven, CT

Consultant

1997-2000

- Advised CEO in devising bidding and negotiating strategies for contracts generating \$500,000 in revenue
- Established client relationship with two major pharmaceutical companies
- Proposed two chemical syntheses resulting winning bids of \$100,000 from 2 biotechnology firms

YALE UNIVERSITY

New Haven, CT

Research Assistant/Teaching Assistant

1993-1998

- Hypothesized, experimented and developed a novel methodology for the synthesis of HIV inhibitor
- Published 4 articles in world-class scientific journals. Lectured and supervised undergraduate students

ADDITIONAL INFORMATION

- Fluent in Mandarin; Practiced Acupuncture in Shanghai University of Chinese Traditional Medicine
- Avid sports and movie fan; Enjoy playing tennis and basketball; U.S. Permanent Resident

JAMES ANDREW WARNER, III
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Masters of Business Administration Candidate, Finance major

Philadelphia, Pennsylvania
May 2003

- *Academic Honors:* Director's List, First Year Honors
- *Clubs:* Director of Buyout Initiatives (Private Equity Club), Admissions Volunteer, Ethics Liaison, Golf Club, Real Estate Club
- *Teaching Assistantships:* OPIM 666 – Information Strategy; MKTG 621 – Marketing Strategy

UNIVERSITY OF VIRGINIA
Bachelor of Arts in Foreign Affairs, East Asian concentration

Charlottesville, Virginia
May 1995

- Dean's List, Cumulative GPA 3.6; Major GPA 3.8
- *Offices:* Vice President of the College of Arts & Sciences; Founder of Peer Academic Advising Program; Senior Honor Counsel; Honor Conference Coordinator; Class Trustee; Executive Coordinator of the College of Arts & Sciences; Kappa Sigma Fraternity
- *Honors:* Golden Key National Honor Society; Pi Sigma Alpha National Political Science Honor Society; Most Outstanding Honor Counsel
- Transferred from The College of William and Mary after Freshman year. Played on NCAA Division 1 Tennis team.

EXPERIENCE

THE BLACKSTONE GROUP, L.P.

New York, New York
Summer 2002

Summer Associate – Restructuring and Reorganization Group

- Prepared valuation analyses and valuation testimony for the execution of a medical device manufacturer's pre-packaged Chapter 11 bankruptcy.
- Coordinated all bidders' due diligence in the sale of Global Crossing's Conferencing business. Evaluated bids and assisted in buyer selection.
- Advised AT&T Broadband on valuation and Chapter 11 reorganization strategy for two markets jointly owned with Adelphia Communications.

IKIBI

Burlington, Massachusetts
2000 - 2001

Co-Founder, Chief Financial Officer and Chief of Strategy – client-based networking software provider

- Teamed with Internet pioneers to identify and build a client-based platform for intelligent, enhanced Internet services.
- Created the business and financial models and evaluated and selected potential business partners.
- Raised \$1 million in venture capital and structured technology transfer agreement to obtain core software from Harvard University.
- Grew business to 15 employees and consultants and was responsible for monitoring all company finances.

WEDDINGCHANNEL.COM

Los Angeles, California
1999 – 2000

Director of Business Development and Business Line Manager – industry-leading wedding portal

- Responsible for developing business plans, identifying and negotiating third party partnerships, implementing sites, general site management and P&L responsibility for the Travel and Financial Services ("Money Matters") business lines.
- Identified, negotiated and managed 11 business partnerships to grow business lines, including business development deals with MBNA, AIG, Merrill Lynch, MSN HomeAdvisor, Federated Department Stores (WeddingChannel.com VISA) and American Express Travel.
- Created and managed one-third of expected Company revenues - consistently beat revenue and cost budgets.

TEXAS PACIFIC GROUP

San Francisco, California
1997 – 1999

Associate – \$8 billion leading private equity fund specializing in turnarounds and value investing

- Responsible for performing business, financial and accounting due diligence and valuation analysis for prospective acquisitions.
- Completed three acquisitions: \$815 million acquisition of Korea First Bank, the largest control acquisition by a foreigner ever in Korea; \$535 million leveraged recapitalization of J. Crew; and, \$440 million leveraged recapitalization of Zilog Semiconductor.
- Transaction responsibilities: negotiated merger agreements, bank and high yield bond indentures, drafted prospectuses and investor presentation materials and coordinated due diligence activities.
- Post-transaction responsibilities: quantified cost savings, evaluated add-on acquisitions, prepared earnings announcements, monitored financial results and liquidity and performed strategic management services to new management teams in execution of turnaround strategies.
- Pursued dozens of acquisitions in a variety of industries including: analytical instruments, banking, business services, consumer finance, energy, information technology, paper, retail, semiconductors, telecommunications, and transportation.
- Developed and implemented "Early Warning" financial reporting system within each portfolio company to detect performance deterioration.
- Led a team of 10 Bain & Co. consultants in developing a new consumer-focused business strategy for Korea First Bank. Also, led a team of 25 American and Korean bankers, lawyers and accountants in devising the proper acquisition structure given Korean tax and securities laws.

CREDIT SUISSE FIRST BOSTON

New York, New York
1995 – 1997

Investment Banking Analyst - Leveraged Finance Group

- Performed complete financial analyses of companies for administering appropriate capital markets and M&A strategies.
- Participated in all aspects of 15 high yield and equity offerings totaling \$2 billion of capital, including eight lead-managed transactions.
- Developed cash flow modeling training seminar for first year analyst class to introduce how to properly model cash flow projections.

ADDITIONAL INFORMATION

- *Strategic Consulting:* Advised TruePricing, an energy services provider, on strategic and business development issues. Developed the business model, financial model and partnership strategies. Negotiated \$5 million Series A investment from IBM and SAIC.
- *Languages:* basic Korean, Japanese and French.

KENT JOHN WASSON

2020 Walnut Street 9F, Philadelphia PA, 19103 kwasson@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL and THE LAUDER INSTITUTE, University of Pennsylvania **May 2003**

MBA Candidate: Major in Marketing & Operations.

MA Candidate in International Studies: Concentration in East Asia and Japan.

- WGA – Vice President of International & Cultural Affairs, Japan Club – co-President, Marketing Club – member.

HILLSDALE COLLEGE – BA: Economics & Finance GPA - 3.7 (3.95 in major) **May 1995**

- Elected a Representative, and later Secretary, of Hillsdale College Student Federation.
- Member of the Leadership Honorary, Debate Club, Economics Club, Finance Club, College Newspaper, and Choir.

OXFORD UNIVERSITY – Keble College Exchange Student **1993**

- Selected by professors after a competitive process to be Hillsdale's exchange student at Keble College.
- Member of the Student Union and Oxford University Investment Society.

EXPERIENCE

CONSULTANT – Adcore Japan **Tokyo, Japan Summer 2002**

- Led an engagement to determine the need, demand, and market size in Japan for two new biotechnology products.
- Developed a market entry strategy for a \$10 million investment by a major pharmaceutical firm for the product launch of a new drug delivery method in Japan. Oversaw all market research including the creation of a conjoint analysis.

ASSOCIATE – DiamondCluster International **Chicago, Illinois 1999 – 2001**

Marketing

- Created the marketing plan for a small producer of sapphire products supplying the semiconductor industry. Conducted market research, interviewed potential purchasers, prioritized sales leads, and changed the client's market positioning.
- Led the qualitative research effort for two divisions at a top five U.S. insurer while developing a new customer centric marketing strategy for both divisions. Segmented the market after conducting a quantitative survey and participated in the modeling and product bundling for the new product launch.

Program Management

- Managed a ten-person team across three divisions in Goldman Sachs to make changes to Tokyo's general ledger.
- Led a process to collect, organize, web-enable and approve all Controller procedures for Goldman's Tokyo office.
- Worked from Tokyo on a global team coordinating the Y2K contingency and event management plans for the Controllers division in Goldman Sachs. The effort involved process mapping, plan documentation, training, and all Y2K preparatory steps. Later leveraged the work by identifying best practices to improve inefficient processes.

ENGLISH EDUCATION CONSULTANT – Yamaguchi Prefecture Board of Education **Japan 1995 - 1998**

- Pioneered and implemented changes in the system of school visits by native English speakers to increase effectiveness.
- Trained teachers and team-taught in the classroom at 14 schools. Worked with more than 50 teachers.
- Conducted teaching seminars at the state and national level and delivered speeches in both English and Japanese.

GENERAL PARTNER – Geneva Computer Solutions **Hillsdale, Michigan 1991 - 1995**

- Founded a computer consulting partnership, developed the client base, and managed those accounts.
- Provided information technology solutions for professors, lawyers, doctors, and other local businesses.

VICE-PRESIDENT, FINANCE – Look Development Corporation **Cedar Rapids, Iowa 1989 - 1992**

- Founded a software development corporation that created end-user relational database applications.
- Managed the incorporation process, accounting, and cash flows; and oversaw the profitability of the firm.

ADDITIONAL INFORMATION

Language Skills

Advanced in Japanese.

Hobbies

Go (Asian strategy game), Piano, Skiing, Aikido, Tae Kwon Do, Traveling, Karaoke.

Achievements

Eagle Scout, Olympic Torch Runner for the 1998 Nagano Winter Olympics.

KYOKO WATANABE
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215.545.5190
kyoko.watanabe.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
Master of Business Administration Candidate
Major in Finance and Healthcare Management
Member of Finance Club

Philadelphia, PA
May 2003

AOYAMA GAKUIN UNIVERSITY
Bachelor of Arts in International Politics, Economics and Business
Major in International Politics, President of Seminar Research 'The Origins of the Cold War in Asia'

Tokyo, Japan
March 1995

WORK EXPERIENCE

GOLDMAN, SACHS & CO., INVESTMENT BANKING DIVISION

Tokyo, Japan

Summer Associate, Advisory Group

Summer 2002

- Advised the strategic alliance and the financing of the division to be spin off from one of the largest Japanese electronics firms and organized a project team including Hong Kong, NY and Menlo Park offices
- Developed and presented the global financing strategy for one of the most successful Internet companies
- Offered lessons in M&A to the healthcare industry for Japan's Deputy Chief Cabinet Secretary's committee

NTT EAST CORPORATION (formerly NTT Corporation)

Tokyo, Japan

Assistant Manager, Business Communication Department, Medical & Health Care Systems Group

1999-2001

- Managed Health Care Systems Project (supervised 10 people)
- Marketed system integration services to companies in the health care industry
- Initiated the sales of networked health care information systems to 6 private sector clients for the first time in our company's history
- Negotiated deal with a venture company to act as an Application Service Provider (ASP) in cooperation with our health care system
- Created an Intranet website containing key information for all of 250 consultants
- Assisted in development of wireless emergency medical communication devices
- President's Award for Excellence (only 17 awarded in 2000)
- Awarded to Health Care Project for managing system integration of health care industry

Assistant Manager, Business Communication Department, Planning Section

1998-1999

- Developed strategic plan for sales of 20 million dollars for the Yokohama area
- Provided information services, support, and training to 70 consultants

Consultant, Business Communication Department

1995-1998

- Provided network integration services and telecommunications lines to 15 large corporate clients
- Assisted clients improve efficiency and effectiveness by introducing network Internet access systems
- Kanto Branch Manager's Award (awarded to only 0.1% of professionals in 1996)
- Awarded for successfully managing development of telecommunications infrastructure for a new 33-story building

ADDITIONAL INFORMATION

Leadership: Instructor for new professionals (taught subjects ranging from rudiments of business customs to the current issues in world telecommunications)

Official interviewer for recruiting students from various universities

Community: Volunteer & Assistant Leader, "Net Day", an organization dedicated to introducing elementary school students to the world of the Net

Assist in organizing the NPO "Women MBA", which aims to help women to pursue MBA

Interest : Tennis, swimming, teaching Japanese flower arrangement

STEVEN M. WEDDELL
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(215) 735-0844 • weddells@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate, Corporate Finance

May 2003

- GMAT 760; First Year Honors; Active member: Finance Club, Technology Club and Soccer Club (Champions of Philadelphia Graduate League and Yale MBA Tournament)

UNIVERSITY OF SOUTHERN CALIFORNIA

Los Angeles, CA

Bachelor of Science in Accounting

May 1996

- Magna Cum Laude: 3.74 GPA, Delta Chi fraternity: Elected Treasurer (2 years)

PROFESSIONAL EXPERIENCE

GOLDMAN, SACHS & CO.

New York, NY

Summer Associate, Investment Banking Division

June 2002-August 2002

- Built extensive financial models to advise client on potential \$10 billion transaction
- Analyzed and discussed strategic alternatives and potential acquisition targets in domestic and European markets with \$28 billion client; created detailed case studies on potential acquisition targets
- Developed comparable company, precedent transaction, discounted cash flow, accretion/dilution and credit statistic analyses for transaction valuations and client discussions
- Assisted in preparation of selling memo and management presentation for industrial products company
- Prepared pitch book of alternatives for secondary offering by majority shareholder

ARTHUR ANDERSEN LLP

Los Angeles, CA

Manager – Audit Service Line

January 1997-July 2001

- Promoted to manager in 3-½ years versus standard five-year track
- Coordinated audits for public and private clients; advised clients on complex financial accounting transactions, including acquisitions, dispositions, discontinued operations and restructurings
- Prepared pro forma, DCF, EPS and stock option computations; issued comfort letters and consents
- Constructed front/back sections of SEC documents, including registration statements and periodic/current reports for regular/small business issuers and domestic/foreign registrants
- Negotiated client fees, presented engagement results to board of directors and worked closely with senior management on engagements
- Led multiple audit teams of 2-5 individuals each and coordinated eleven national/international audit teams simultaneously
- Taught audit techniques and accounting regulations to colleagues in formal training sessions

ADDITIONAL INFORMATION

- Certified Public Accountant, California; member AICPA
- Eagle Scout; 81 merit badges; 1993 National Jamboree Assistant Scoutmaster
- Nixon Foundation, volunteer (1993-present): Organize and produce annual fundraiser for the Nixon Center (non-partisan foreign policy think tank) and events for notable international, national and local political figures
- Summited Mt. Kilimanjaro (highest mountain in Africa at 19,340 ft) in January 2000 and Mt. Rainier in July 2001 (14,410 ft - longest endurance hike in the lower 48 states)
- Activities – extreme snowboarding, golf, scuba diving, tennis, power boating

AMELIA FARLEY WEIR
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amelia.weir.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

M.B.A. Candidate, Dual Major in Finance and Strategic Management

May 2003

- President, Summer Public Interest Fund
- Selected to Wharton Leadership Lectures Committee
- Investment Management Club; Wharton Women in Business Admissions Volunteer; GUIDE undergraduate mentor

HARVARD COLLEGE, *magna cum laude*

Cambridge, MA

A.B., Honors English and American Literature (GPA: 3.7)

June 1997

- Elizabeth Cary Agassiz and John Harvard Scholarships; Captain and President of Harvard Polo Team and Club

EXPERIENCE

PARADIGM CAPITAL MANAGEMENT

New York, NY

Equity Analyst

Summer 2002

- Performed bottom-up analysis for senior portfolio manager for \$1 billion investment management firm. Evaluated company and industry fundamentals for domestic equities in the retail sector, primarily in the small-cap value universe.
- Analyzed retail industry for \$200 million long/short equity hedge fund product, using both qualitative and quantitative criteria.
- Presented and defended comprehensive written and oral stock evaluations. Provided specific recommendations, both long and short, which were acted upon by portfolio managers.

WOMEN'S CAMPAIGN INTERNATIONAL

Philadelphia, PA

Volunteer Research Assistant

Summer 2002

- Examined women's roles in the formation of World Bank Poverty Reduction Strategy Papers for developing countries in Africa.
- Prepared detailed briefings for senior staff addressing the integration of women into countries' economic development strategies.

BEAR STEARNS & CO., INC.

New York, NY

Associate, Equity Research

1999-2001

- Researched and analyzed apparel and footwear industries. Worked closely with senior analyst advising clients on 17 companies under coverage. Identified significant industry trends and catalysts using historical and statistical analyses of trade, census, and macroeconomic data to assess the competitive environment.
- Initiated comprehensive annual report examining key industry developments. Authored focused company reports and sector updates assessing macroeconomic trends. Created detailed marketing materials for client presentations and investor conferences.
- Constructed and maintained extensive earnings, cash flow, and asset-based valuation models. Built pro forma merger and acquisition models utilizing company and precedent transaction comparables and analyses.

PAINEWEBBER INC.

New York, NY

Editor, Equity Research

1999

- Collaborated with senior research analysts to create in-depth company and industry reports across multiple industries.
- Evaluated and contributed to design, testing, and roll-out of new report template; created new firm-wide legal footnoting system.

TRANSITION MAGAZINE

Cambridge, MA, Ethiopia & Eritrea

Editor, Journalist

1997-1998

- Selected and edited articles for Harvard-affiliated international review; worked with authors to develop upcoming articles.
- Traveled independently across Horn of Africa, throughout remote regions, for political and travel writing pieces.
- Cared for children with AIDS in Mother Teresa's orphanage in Addis Ababa.

ADDITIONAL INFORMATION

BROWN LEDGE FOUNDATION, Vice President, Board of Directors

1998 - Present

- Co-lead 13-member board for non-profit girls' summer camp. Responsible for annual fundraising and alumnae events.
- Instrumental in successfully achieving \$1 million capital campaign goal for the construction of new dining facilities.
- NASD Series 7 and 63 accredited.
- Fluent in French. Basic Italian and Amharic.
- Extensive travel throughout Europe, Asia, the Americas and Africa.

JOHN R. WESLEY
327 South 17th Street, Apt. 3, Philadelphia, PA 19103
jowesley@wharton.upenn.edu – 215-280-0867

EDUCATION

THE WHARTON SCHOOL

Masters of Business Administration Candidate

Philadelphia, PA
Expected May 2003

- First Year Honors (top 20% of class); concentrations in Finance and Strategic Management
- Manager, Wharton MBA Pub
- Performed Tiger Team strategic consulting project for Alcoa focused on globalization opportunities

YALE UNIVERSITY

B.A., Economics

New Haven, CT
September 1992 – May 1996

- Phi Beta Kappa, Magna Cum Laude (3.9 cumulative GPA)
- Varsity Lightweight Crew: varsity letter winner, first boat varsity oarsman, four-year team member

WORK EXPERIENCE

BAIN & COMPANY, INC.

Summer Associate

Chicago, IL
June 2002-August 2002

- Assessed strategic opportunities for national music retailer by exploring opportunities in analogous industries
- Screened industries based on quantitative criteria and constructed comparable value chain analyses for analogs
- Identified lessons for client, developed implementation model and projected potential value realization

FREMONT PARTNERS

Associate

San Francisco, CA
August 1999 – August 2001

- Private equity fund with over \$1 billion in committed capital focused on control-oriented transactions including private and public-to-private leveraged buyouts and majority equity investments
- Promoted from analyst to associate after one year
- Constructed detailed industry, competitive and operational analyses to evaluate attractiveness of investments
- Performed due diligence on targets and ongoing assessments of portfolio company performance
- Coordinated external legal, accounting and financial advisors
- Participated in portfolio company board meetings; maintained dialogue with senior management at portfolio companies; exposure to limited partners during fundraising process and annual investor meetings
- Completed three acquisitions in the precision-machining industry totaling \$90 million in equity capital
- Evaluated opportunities in manufacturing, logistics, medical equipment, health care services, specialty retail and business services

MORGAN STANLEY & CO.

Senior Financial Analyst

Financial Analyst

San Francisco / New York
August 1998 – July 1999
July 1996 – July 1998

- Worked with corporate and financial sponsor clients on financing and strategic alternatives, including debt and equity offerings, mergers and acquisitions and leveraged buyouts
- Constructed detailed financial analyses including comparable company, DCF, leveraged buyout and merger models
- Executed twelve lead-managed financings totaling \$6.0 billion including three high yield offerings, two initial public offerings, four follow-on equity offerings, one bridge financing, one corporate debt issue and two term loan facilities
- Interfaced regularly with senior executives; presented analyses in client meetings; accompanied senior management teams on financing roadshows both domestically and internationally
- Broad deal experience included Mexican railroad, Mauritian textile manufacturer, and, in the U.S., aerospace component manufacturer, aluminum mill, food products company, food retailer, and building products manufacturer

OTHER

Director, St John's Educational Threshold Centers

January 2000 – July 2001

- San Francisco community-based, educational non-profit with \$1 million annual operating budget

Alumni Interviewer, Yale Alumni Schools Committee

September 1996 – Present

Interests: travel; watersports (rowing, kayaking, windsurfing); Southern soul and folk music; Civil War history

ROBERT D. WICKHAM
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Email: robertdw@wharton.upenn.edu

EDUCATION

The Wharton School, University of Pennsylvania
MBA Candidate, Finance

Philadelphia, PA
May 2003

- Director's List, First Year Honors, Selected Panel Coordinator for Private Equity Conference, Member of the Finance, Private Equity and Tennis Clubs

University of Virginia
Bachelor of Arts, Economics – Graduated with Distinction

Charlottesville, VA
May 1995

EXPERIENCE

Merrill Lynch & Co.
Associate, Investment Banking Division - Telecommunications Group

New York, NY
Summer 2002

- Evaluated potential participation in Sprint Corporation credit facility utilizing liquidity and credit analyses. Prepared alternative financing proposal for Sprint, including \$1.5 billion equity-linked financing and asset sales
- Analyzed wireless carrier consolidation in selected Asian markets
- Evaluated asset swap alternatives for \$3 billion UK communications company
- Performed internal analysis for participation in \$2.5 billion equity-offering for AT&T Corporation

Brentwood Capital Advisors LLC
Principal

Nashville, TN
1999 – 2001

- Founding member of boutique M&A advisory firm focused on middle market companies
- Interacted extensively with senior management teams, conducted operational and financial analysis of potential acquisitions, designed detailed financial models, evaluated firm capitalization and organized capital sourcing
- Representative transactions include:
 - Leveraged build-up of commercial roofing companies led by Banc One Equity Capital
 - Actively engaged on \$75 million purchase of cable properties and \$10 million growth financing for a direct-to-patient medical supply provider
 - Pursued transactions in newspaper publishing, transportation and e-commerce industries
 - Participated in pioneering effort to convert, acquire and consolidate RLEC cooperatives

SunTrust Equitable Securities Corporation
Associate, Investment Banking Division – Private Capital Group

Nashville, TN
1998 – 1999

- Advised senior management teams on the evaluation and execution of leveraged buyouts, recapitalizations and growth capital financings
- Conducted acquisition search and evaluation, performed operational and financial due diligence, prepared financial models and offering memoranda, organized capital sourcing process and participated in closings
- Selected as first junior professional in Private Capital Group
- Taught leveraged capital process and modeling in Analyst and Associate Training Programs
- Representative transactions include:
 - LBO of community newspapers and four separate add-on acquisitions for Lionheart Newspapers, LLC, sponsored by Weiss, Peck & Greer Private Equity and Waller-Sutton Media Partners
 - MBO of Skyline Chili, Inc., a publicly-traded restaurant company, led by Fleet Equity Partners
 - Acquisition advisory services for TriStar Aerospace Co.

Analyst, Investment Banking Division

1995 – 1997

- Advised corporate clients on mergers, acquisitions, public offerings and private placements of equity and mezzanine capital - focused activities within Private Capital Group after first year
- Representative transactions include:
 - LBO of the largest private at-risk youth services provider by McCown De Leeuw & Co
 - LBO of aerospace fastener distributor and simultaneous purchase of largest competitor by Odyssey Partners
 - MBO of stadium concession operator by The Blackstone Group
 - Public offerings for Capstone Pharmacy, Renter's Choice and American Medserve

ADDITIONAL INFORMATION

Recovering golfer and avid tennis player. Enjoy coaching youth soccer and lacrosse. Aspire to cycle L'Alpe D'Huez.

NINA WILKINS

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Nina.Wilkins.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate, Finance Major

Philadelphia, PA
May 2003

- Conference Coordinator, Wharton Women in Business and the African-American MBA Students Association
- Member: Finance, Sales and Trading, Private Equity and Investment Clubs
- Mentor, LEAD Program
- Recipient of the Robert Toigo Fellowship

THE UNIVERSITY OF CALIFORNIA, LOS ANGELES
Bachelor of Arts in Economics, Cum Laude with High Honors

Los Angeles, CA
September 1995

- Intern, Merrill Lynch
- Staff Aide, California Senator Barbara Boxer

EXPERIENCE

GOLDMAN SACHS
Summer Associate, Sales and Trading Fixed Income Division

New York, NY
Summer 2002

Research and Strategic Planning

- Analyzed corporate credits to fashion trade ideas for the high yield and distressed groups.
- Structured credit derivative portfolios for the collateral debt obligation marketing team.
- Developed and implemented fixed income product marketing ideas. Delivered presentations and sales pitches to management.

SALOMON SMITH BARNEY
Financial Consultant, Private Wealth Management

Los Angeles, CA
2000 - 2001

Leadership, Management and Teamwork

- Oversaw investment relationship between Salomon Smith Barney and African-American banks and savings and loan institutions in the Los Angeles area.
- Led team of financial consultants in the acquisition of a cash flow management alliance with a Fortune 500 company.
- Co-managed regional retail investment brokerage team of eight people. Independently managed investments for high net worth clientele in excess of \$130 million dollars.

MERRILL LYNCH
Financial Consultant, Private Wealth Management

Los Angeles, CA
1995 - 2000

Quantitative Analysis and Problem Solving

- Analyzed equity and fixed income market trends to predict portfolio growth opportunities for high net worth individuals and institutional clients.
- Investigated accounting financial statements to assess portfolio performance and identify corporate debt restructuring needs.
- Created retirement plans for small businesses and tactical financial planning models for individuals as a junior partner in the tenth highest grossing investment management team in the Merrill Lynch Private Wealth Group with \$2 billion in assets under management.

ADDITIONAL INFORMATION

- Conversational in French
- Summers spent traveling in France, Switzerland, Morocco and as a Rotary Scholar in Belgium
- Personal interests include kickboxing, art history, classic movies and reading autobiographies
- Licenses include Series 7, Series 66, California Life Insurance and California Real Estate Broker

SCOTT WILSON
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate
GMAT: 770

Philadelphia, PA
May 2003

- First Year Honors, John A. Mayer Scholarship recipient (top percentile of entering class)
- Member: Consulting Club, Marketing Club, Events Coordinator: Arts Enthusiasts Club, Co-Chair: Professor and Course Liaison for 2002 Wharton Welcome Weekend

THE WHARTON SCHOOL, University of Pennsylvania
Bachelor of Science in Economics. Management Concentration
G.P.A. 3.95 / 4.00

Philadelphia, PA
May 2002

- Dean's List (all 3 years), Benjamin Franklin Scholar, Joseph Wharton Scholar, Beta Gamma Sigma Honors Society, Golden Key Honor Society, National Merit Finalist
- Management Club, Chairman of Special Events Committee, Member: Preceptorial Committee (designs classes), Teaching Assistant: Honors Microeconomics and Macroeconomics

EXPERIENCE

McKinsey & Company
Summer Associate

Atlanta, GA
Summer 2002

- Advised management of Fortune 100 beverage company on sales channel management and its relationships with global retailers. Primary responsibility was determining the effectiveness of various pricing and brand strategies on the maintenance of beverage category profitability in emerging markets.
- Developed strategic and business model for evaluating \$700 million revenue impact of product bundling for Fortune 100 telecommunications company. Primary responsibility was creating analysis of all revenue upside from product bundling and devising strategies to enable company to capture this revenue.

Katzenbach Partners LLC
Summer Consulting Associate

New York, NY
Summer 2001

- Conducted interviews with business technology managers to ascertain client's needs, used to tailored best practices in software vendor management to pharmaceutical industry client.
- Performed market analysis of natural gas industry, used for determining product prioritization and competitive analysis in a new product segment for energy industry client.
- Determined human resource problem areas of the automotive industry for senior partners to use in pitch presentation to leading automobile industry company.
- Managed team of four that evaluated knowledge management solutions on basis of comprehensiveness, simplicity, and cost; recommended new \$40,000 system for internal use.

800 Travel Systems
Management Consultant

Tampa, FL
Summer 2000

- Devised and performed a organization-wide evaluation of company's employee compensation, training and customer service programs and their effectiveness, through experience, interviews, focus groups, and formal research.
- Defined action plan to increase performance 25% in above areas, adopted by CEO and executed by CFO and senior management team.

ADDITIONAL INFORMATION

Enjoy political discussions; worked as a page in the U.S. House of Representatives.
Interests include attending major sporting events, jazz clubs, traveling, reading, and taking cooking classes.

BRIAN A. WONG

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brian.a.wong.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Masters of Business Administration Candidate, Finance and Strategic Management

May 2003

- Recipient of Wharton Class of 2001 Leadership Award
- Co-Chair of the Dean's Graduate Student Advisory Committee (DGSAC)
- Selected as Leadership Fellow; Vice President, Asia Club; Vice President, Tennis Club; Violinist, Follies Orchestra
- Completed Wharton Leadership Venture at Quantico, VA-United States Marine's Officer Candidate School

JOHNS HOPKINS UNIVERSITY(SAIS)-NANJING UNIVERSITY CENTER

Nanjing, China

Masters Certificate in International Relations and Economics

June 1997

- Co-authored article in *Journal of Economic Affairs*: Impact of market liberalization on health care access in China
- GPA:3.7/4.0; Fellowship Recipient

SWARTHMORE COLLEGE

Swarthmore, PA

Bachelor of Arts in English Literature/Pre-medical

May 1996

- Fetter String Quartet Scholarship, Boyd Bernard Music Scholarship; GPA:3.5/4.0
- President of Swarthmore Asian Organization, Varsity Lacrosse team member

EXPERIENCE

JPMORGAN CHASE, Mergers and Acquisitions Group

Hong Kong, China

Summer Associate

Summer 2002

- Lead manager of comprehensive advisory presentation to US\$39bn South-East Asian conglomerate involving: valuation and industry analysis, definition of strategic rationale for M&A opportunities, and macro-economic and financial analysis. Project scope spanned six major industry groups.
- Performed valuation analysis and created sell-side presentation for multi-million dollar pan-Asian publishing deal with fees of US\$ 1mm. Analysis involved DCF, accretion/dilution analysis, trading/transaction comparables, and liquidity analysis
- Analyzed acquisition candidates and authored presentation for buy-side mandate for a major Asian semiconductor foundry.

ALIBABA INC., Goldman Sachs/Softbank-invested Internet B2B Marketplace

Hong Kong/Hangzhou, China

Business Development Manager

2000-2001

- Modelled revenue projections and developed marketing and sales strategy for new product offerings in international and domestic China markets which resulted in creation of multiple new revenue streams.
- Led and managed several licensing and distribution transactions with telecom carriers and international news content providers utilizing Alibaba's 1mm-strong membership base through \$/CPM and revenue sharing valuation structures.
- Spearheaded production of English language site as Chief Producer, overseeing team of 10 producers and engineers.

OFFICE OF THE MAYOR, CITY & COUNTY OF SAN FRANCISCO

San Francisco, CA

Special Assistant to Mayor Willie L. Brown, Jr.

1999-2000

- Advised mayor and staff on issues relating to homelessness, neighbourhood planning, and immigrant services.
- Served as liaison to local districts and to San Francisco Chinese consulate and visiting Chinese government delegations.

RENAISSANCE WORLDWIDE, Management Consulting Firm

Hong Kong, China/San Francisco, CA

Consultant

1997-1999

- Developed projection models to predict market trends and associated demand in wireless, ISP and satellite communications sectors for major US telecom clients including Sprint PCS, GTE, and Iridium.
- Devised market entry strategy into Greater China for billion dollar textile and chemical conglomerate seeking new market opportunities for nylon filament production in Asia.

ADDITIONAL INFORMATION

- Private Equity Externship: China Elabs (Summer 2001)
- Contributor to *Economist Intelligence Unit* (EIU) and founder of political commentary site www.chinavoices.com
- Proficient Mandarin; conversational Cantonese
- Other interests: violin concert performance, chamber music, tennis, soccer, golf, television acting

MENG-KEET WONG
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Philadelphia, PA 19103
Phone: 215-893-0177 Email: keetmwon@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Philadelphia, PA**
Masters of Business Administration, Finance and Marketing Major **2003**

- Vice-President: Southeast Asian Club
- Member: Consulting Club, Finance Club and Investment Management Club
- Upward Bound Tutor: Tutored talented high school students in mathematics

YALE UNIVERSITY **New Haven, CT**
BA History GPA 3.67/4.00 **2000**

- Distinction in Major and Phi Alpha Theta (History Honors Society)
- President: MASA, Malaysian and Singaporean Association
- Member: Yale Political Union, Yale Rugby (Div II Northeastern Conference Champions 1998-1999)

ASSOCIATED COLLEGES IN CHINA **Beijing, PRC**
GPA 4.00/4.00 **1997**

- Intensive Mandarin language immersion program

EXPERIENCE

THE PATRONIS GROUP **New York, NY**
Summer Associate, Real Estate Private Equity **2002**

- Performed extensive financial analysis and due diligence on potential real estate acquisitions including office, industrial and multi-family buildings
- Assisted in the underwriting of a 431,200 square foot multi-family complex valued at \$57.6MM
- Worked closely with senior management to develop sales strategy for client meetings

GOLDMAN SACHS & CO. **Singapore**
Analyst, Private Wealth Management **2001**

- Performed client portfolio analysis and recommended strategies for improved risk-adjusted returns
- Leveraged existing relationships, resulted in the opening of a non-discretionary account

NETXENTRY LLC **Philadelphia, PA**
Vice President Business Development, CRM & Speech Recognition Startup **2000-2001**

- Expanded business through trade show presentations and direct sales
- Involved in the raising of \$2.5 million in private equity from angel investors and venture capital firms
- Leveraged personal and professional relationships to form strategic partnership with Singaporean unified messaging company, 2BSure.com
- Produced business plans, executive summaries and marketing materials
- Redesigned product interface with technical staff to create a new product for the casual web-user

REPUBLIC OF SINGAPORE ARMED FORCES **Singapore**
Company Quartermaster **1993-1995, 1998**

- Led and trained a platoon of 50 men in a challenging work environment
- Oversaw the procurement, maintenance, and repairs of \$20 million worth of classified military equipment with 100% accountability and serviceability ratings
- Chaired the unit Work Improvement Team (WIT) and conducted monthly brainstorming sessions to improve unit operations, procedures and equipment design
- Mentored former triad members by providing drug counseling and career advice
- Supervised a massive data migration between the Singapore Armed Forces and civilian company. Successfully enabled the army to bring the entire inventory system online in less than twelve months

ADDITIONAL INFORMATION

Interests: Cooking, humor writing, military history and traveling,
Additional Languages: Proficient in Mandarin; Conversational in Cantonese and Indonesian.

UHRIEL E. WOOD
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EDUCATION

THE WHARTON SCHOOL and THE JOSEPH H. LAUDER INSTITUTE

Philadelphia, PA

The University of Pennsylvania

May 2003

Masters of Business Administration Candidate in Finance and Public Policy

Masters of Arts Candidate in International Studies, Concentration in French and Western Europe

- Completed strategy project for French subsidiary of Israeli based satellites company *Gilat Satellites Network*
- Extracurriculars: Finance Club, Wharton/Lauder Academic Advisory Board, Ethics Committee, Omnicom Communications Fellow, Wharton Journal Restaurant Critic, Whartones A Capella Ensemble, Wharton Hispanic and African-American MBA Associations

CLAFLIN UNIVERSITY

Orangeburg, SC

Bachelor of Science in Business Administration, Summa Cum Laude and Honors Scholar

May 1999

- Elected President-Student Government – Presidential Award recipient for Outstanding Leadership and Service
- Elected as Student Representative to the Board of Trustees and to the Business Division Strategic Advisory Board

EXPERIENCE

FEDERAL RESERVE BANK OF NEW YORK

New York, NY

Summer Analyst, Bank Supervision - Foreign Banking Operations Group

Summer 2002

- Analyzed and reported movements and trends in country banking systems for senior research analysts and the Federal Reserve System
- Conducted financial exposure, risk, and competitive strategies analysis of key players in the Latin American market
- Performed translation of confidential international legal rulings for consideration by senior management
- Created financial indicators model resulting in a 50% increased research efficiency

CITY OF SYRACUSE, 4TH DISTRICT

Syracuse, NY

Director of Economic Development

1999-2001

Worked Exclusively with 4th District City Councilor

Strategic Management/Analysis

- Led district initiatives to raise \$2.5 Million in State Funds for local development by identifying community needs
- Formulated and developed district strategic initiatives and advised senior legislator on new joint ventures, and logistics to improve efficiency, capacity, and personnel/asset utilization
- Directed the Economic Development Taskforce in coordinating the implementation of programs resulting in expenditures 30% under estimates and a budget increase of \$1.5 Million

Business Development

- Initiated the first citywide manufacturing subsidiary through negotiations between the district and an international telecommunications company
- Developed and managed client relationships through facilitation of third party interactions with economic development agencies and private investors
- Analyzed training needs of private business associates based on surveys and interaction with senior managers. Created long/short range strategy, program design, curriculum for employee recruitment

Leadership/Team Management

- Advised small business clients in redesigning business models and marketing strategies resulting in their improved infrastructure and brand equity
- Led a cross-functional team of specialists in analyzing the impact of proposed initiatives in depressed segments of the district
- Developed framework, models, and analysis tools for district legislator to present projects to Board of Directors

US ARMY NON-COMMISSIONED OFFICERS CLUB

Panama, Republic of Panama

Sous-Chef of Cuisine/Operations Manager

1993-1995

- Designed and implemented a system for accurate inventory and quality control resulting in an improvement of 30%, and operational procedures resulting in lower employee turnover and increased efficiency through a reduction of \$100,000 in food costs, below the recommended 24% margin

ADDITIONAL INFORMATION

- Languages: Native Spanish speaker. fluent in French, and basic Italian
- Community Activism: Concerned Citizens Action Agency (Cooked on Christmas Eve 2000 for 100 inmates in Onondaga County's prison), Habitat for Humanity, Guide Right Mentors, Election Day Volunteer
- Hosted two separate television shows in South Carolina for two years
- Awarded by the International Association of Culinary Professionals to studies at Le Cordon Bleu-London

MARK WRIGHT
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Mark.E.Wright.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania **Philadelphia, PA**
Master of Business Administration Candidate, Multinational Management, Strategic Management **May 2003**

- Co-chair 2002 Global and European Conferences; Consulting Club Officer; European, Soccer, and Technology Clubs
- Elected Cohort International Representative, House Manager for Christmas in April, Volunteer Admissions Guide

UNIVERSITY OF VERMONT, College of Engineering and Computer Sciences **Burlington, VT**
Bachelor of Science in Electrical Engineering (*cum laude*, GPA 3.56), Minor in German Studies **May 1995**

- Vermont Scholar: full, four-year scholarship for academic excellence and leadership potential
- Elected President of Tau Beta Pi, Vice President of IEEE Student Chapter, Historian of Mortar Board Honor Society
- Created ROTEX, a support group for Rotary International Students in cooperation with University's International Club

EXPERIENCE

LEICA GEOSYSTEMS, AG **Unterentfelden, Switzerland**
Project Manager, Internship, IMS Division **Summer 2002**

- Created strategic business plan for new product launch, including global sales projections and distribution outline, market and risk analysis, competitive comparison, and candidate application suggestions. Researched market data at trade show.
- Presented and defended business plan to senior executives

METRICVISION, INC. **Newington, VA**
Application Engineering Manager **1999 – 2001**

- Created, analyzed, and formalized strategic objectives, operational procedures, and business processes for all global accounts, spanning three continents
- Managed priorities, resources, and schedules for worldwide sales demonstration support, trade shows and conferences
- Cooperated with Engineering and R&D department to prioritize software development and specify system requirements
- Hired, trained, and managed eight metrologists in the US, Asia, and Europe for strategic coverage of worldwide markets
- Published and presented technical papers at industry conferences detailing the application of technology in target markets

AUBURN INTERNATIONAL, INC. **Danvers, MA**
Manager, European Accounts, Northern Technologies Group (1999) **1995 – 1999**

- Co-founded Northern Technologies Group with six other managers during the two-month technology buyout and eventual takeover of Auburn International by Oxford Instruments
- Created business plan and negotiated contracts for all European accounts

Asian Account Manager (1998) **Yokohama, Japan**

- Created and implemented strategic business plan with Japanese and Korean trading partners resulting in 150% increase in sales and expansion into new markets
- Negotiated technology-exchange agreement with Mitsubishi Chemicals, resulting in procurement of pilot research funds
- Managed all Asian accounts, totaling \$14M and spanning seven countries, including India, Indonesia, Japan, and Korea

European Field Service and Support Manager (1995 – 1998) **Brussels, Belgium**

- Managed all European accounts, totaling \$8.5M and spanning nine countries in Western and Eastern Europe, including customers such as BASF, Dow, Amoco, Montell (Shell), Borealis, and Fina
- Hired and trained two Belgian engineers and one Belgian sales agent to represent Auburn in European markets
- Facilitated cross-functional dialog between engineering, sales, and service departments in US and Europe
- Developed strategic partnership with BASF polypropylene division to utilize NMR technology in all worldwide reactors
- Initiated move to Japan with business plan proposal for Asian market

Staff and Support Engineer (1995)

- Initiated immediate expansion into Europe and became one of two managers responsible for growing European market
- Performed linear and non-linear multivariate statistic and regression analysis on experimental on-line and off-line data

ADDITIONAL INFORMATION

Languages	Fluent German, advanced Dutch, basic French
Achievements	Eagle Scout, Rotary International ES (Germany, 1990 to 1991), published several technical papers
Hobbies	Soccer fan and pundit, basketball (German Second League), outdoor enthusiast, traveling, reading

PATRICK STEFAN WRIGHT

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EDUCATION

THE WHARTON SCHOOL and THE JOSEPH H. LAUDER INSTITUTE UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA
2003

MBA Candidate: Major in Finance

MA Candidate in International Management and Studies: Regional concentration in Europe with German language focus

- Developed marketing strategy for Mediantis AG, a German online retailer
- Co-organizer of European Conference, active member of European, Private Equity and Finance clubs
- GMAT score: 730

UNIVERSITY OF CALIFORNIA AT SANTA BARBARA

Santa Barbara, CA
1993-1997

Bachelor of Arts: Major in Business Economics, Minor in Philosophy

- 3.77 GPA in Major, 3.52 Overall GPA with honors
- Teaching assistant for economics

AMERICAN UNIVERSITY OF ROME

Rome, Italy
1995

- Studied Italian art, history and language

PROFESSIONAL EXPERIENCE

MERRILL LYNCH EUROPE PLC

London, UK and Frankfurt, Germany
2002

Investment Banking Summer Associate

- Performed LBO and IRR sensitivity analysis of a potential buyout of a textile company
- Prepared advisory presentation on strategic alternatives for the largest maker of set-top boxes in the United Kingdom
- Analyzed strategic alternatives for non-core assets for a €18 billion utility domiciled in Germany. Prepared valuation and strategic rationale for same company regarding the potential acquisition of €1 billion of German water and electric utility assets
- Summer-project "Value Creation in M&A": Evaluated historical M&A transactions, analyzed source and beneficiaries of value creation and presented results to Merrill Lynch senior executives

TUCKER ANTHONY SUTRO

Los Angeles, CA
1998-2001

Public Finance Associate

- One of two analysts to ever be promoted to Associate without an MBA
- Senior Associate for more than 25 transactions with an aggregate par amount in excess of \$1.5 billion for corporate clients, not-for-profit organizations and government agencies
- Coordinated 10-15 person transaction working groups including investment bankers, attorneys, special consultants, rating agency and bond insurance personnel, corporate trust officers and municipal bond traders
- Performed rigorous quantitative analysis including debt capacity, interest rate sensitivity, comparative credit, and net present value savings

Transaction Highlights:

- Real Estate Finance: Spearheaded the refinancing of multi-family projects, utilizing complex structures with fixed, variable, tax-exempt, taxable, senior and subordinated debt
- Lease-Backed Debt: Securitized capital leases for 11 clients including cities, special districts and non-profit organizations
- Education Finance: Created cash flow models to optimally structure current and future financing needs totaling \$1 billion for California school districts
- Interim Financing: Managed and structured the annual issuance of \$350 million pooled notes with more than 35 participants for the San Diego County Board of Education
- General Government Obligations: Assisted cities, counties and states in the issuance of debt instruments. Clients included City of San Diego, Port of Long Beach and State of California

BASEL KANTONALBANK

Basel, Switzerland
1997-1998

Bond Trader

- Market maker and bond trader in the Swiss primary bond market
- Managed a bond portfolio in excess of \$30 million and generated more than \$1.5 million in trading profits

ADDITIONAL INFORMATION

Other: Swiss and American citizenship, grew up in Norway. Fluent in German, Swiss-German and Norwegian
Activities: Skiing/snowboarding, sailing, floorball (founded and managed *Røa Innebandy Klubb* in Oslo Norway), avid traveler in Europe, North America and Asia

LAWRENCE D. WRITER II
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EDUCATION

THE WHARTON SCHOOL AND THE LAUDER INSTITUTE, UNIVERSITY OF PENNSYLVANIA

Philadelphia, Pennsylvania

MBA Candidate in Finance and Strategic Management

May 2003

MA Candidate in International Studies: Concentration in European Studies

- Awarded LTCB Merit Scholarship, Teaching Assistant – Int'l Political Economy (1st year core course)
- Co-Organizer of European Conference, Admissions Committee Member, Wharton Crew Team, Golf Club
- Active member of Investment Management, Finance, and European clubs

UNIVERSITY OF WASHINGTON

Seattle, Washington

BA in Economics with Distinction

June 1997

BA in International Studies: Concentration in International Political Economy

- Awarded National and University Honors in Economics, earned certificates in International Economics and Financial Engineering
- Elected member of Economics Undergraduate Board and Alumni Board Member of The Jackson School of International Studies
- Self-financed undergraduate education through part-time employment and merit scholarships

GERHARD MERCATOR UNIVERSITÄT

Duisburg, Germany

DAAD Exchange Scholar

1995 – 1996

- Awarded academic scholarship by German government. Passed *DSH* and matriculated directly as German-speaking student
- Studied Emerging Market Economics and European Union Politics, studied four months in The Hague (economics and language)

PROFESSIONAL EXPERIENCE

ALLIANZ DRESDNER ASSET MANAGEMENT (ADAM)

Munich, Germany

Summer Associate, Corporate Development

May 2002 – August 2002

- Spearheaded project team to structure and implement global market assessment, defining optimal market entry strategies for institutional and retail lines of business. Defined core markets and strategies for combined ADAM investment platform.
- Created financial models and analyzed business plans for market entry strategies in 60 countries as part of market assessment. Presented findings to CEO.
- Collaborated in formulating post-merger integration of PIMCO, Nicolas Applegate and Dresdner RCM into single global strategy as part of annual *Strategic Dialogue*. Authored competition and rankings analysis of report presented to management board of Allianz.

WELLS FARGO BANK

San Francisco, California

Vice President, Foreign Exchange Trading

October 1998 – May 2001

- Chief Trader – Emerging Markets. Promoted to Vice President within two years. Youngest VP in the history of the department.
- Actively managed \$10 billion spot, forward and derivative foreign exchange portfolio.
- Structured derivative strategies and advised bank clients on various hedging needs.
- Significantly expanded Wells Fargo's presence in Latin American market through improved counterparty relationships.
- Spoke at Foreign Exchange conferences on emerging market economies and hedging strategies. Quoted in major news sources.
- Consistently exceeded annual profit goals of \$1.5 million.

Risk Control Analyst, Foreign Exchange Operations

June 1997 – October 1998

- Led creation of Risk Control department. Hired and trained six-person team to assume duties following promotion to trading desk.
- Performed profit and risk analysis for Wells Fargo Foreign Exchange Trading and Advisory Services.
- Analyzed Wells Fargo's value at risk (VaR) and employed control measures limiting financial losses during Asian financial crisis.
- Tested and implemented front office trading system and back office reconciliation module.

Junior Corporate Advisor, Foreign Exchange Advisory

November 1996 – June 1997

- Advised bank customers in structuring foreign exchange transactions. Assisted in hedging transactions and currency trading.
- Wrote multi-market analyses on overnight activity in international markets.

ADDITIONAL INFORMATION

International:	Fluent in German and Dutch (lived 9 years in Europe). US and EU work authorization
Community:	Co-founder <i>NAMPOW Kids</i> (support organization for the children of Vietnam era MIA/POW)
Personal:	Traveling "off the beaten path"; avid photographer, sprint-distance triathlon, golf and crew

YINGJING (CAROL) XU

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate in Finance & Strategic Management

May 2003

- Member of Finance Club, Consulting Club, and Greater China Club
- Selected Student Coordinator of Wharton Global Immersion Program 2002 – Greater China, with 80+ participants
- GMAT 770/800 (99% percentile)

FUDAN UNIVERSITY

Shanghai, China

Bachelor of Science in Electronics Engineering

July 1996

- Ranked top 10% in the class, GPA 3.4/4.0; awarded the merit-based Scholarship for 6 out of 7 evaluated semesters
- Officer of Student Union

EXPERIENCE

DIAGEO (GUINNESS/UNITED DISTILLERS & VITNERS-GUDV)

White Plains, NY

Finance, Summer Intern

June-August 2002

- Performed benefit analysis on process standardization in North America, and defined strategy to realize benefit for the \$110 million project, one of six key strategic initiatives to support the company's future growth
- Developed a comprehensive business case to evaluate project benefit to various business units (Beer, Spirit & Wine), functions (Shared Services, Supply & regional In-Market Companies) and other key strategic initiatives
- Defined the benefit realization framework on organization, KPIs, and evaluation mechanism
- Facilitated workshops with stakeholders and project teams, conducted interviews with senior executives, and presented the deliverable to Steering Committee.

ACCENTURE

Consultant

Singapore, Hong Kong & Beijing 1999-2001

Analyst

Copenhagen, Stockholm & Shanghai 1996-1999

Early promotion to consultant; ranked top performer four consecutive years

Strategic Management:

- Restructured business strategies and organization for China's largest state-owned enterprise; designed a performance management framework; created IT strategy and business solution architecture. The company subsequently achieved an IPO with market capitalization of \$519 million, and formed the 5-year strategic alliance with Accenture
- Conducted business diagnostics and developed a strategic transition plan in the areas of logistic organization restructuring and customer re-segmentation for an international chemical company, aimed at improving the customer-oriented process effectiveness by 15-20%. The plan was adopted and currently under implementation

Process Reengineering and Implementation:

- Redesigned and implemented supply chain management processes and a common SAP business management solution; standardized business practices for a \$21 billion company across 10 Asian-Pacific countries
- Developed an SAP solution for a Scandinavian company, to streamline its sales and distribution practices in three European countries; initiated and implemented the process improvements on its inter-company sales business
- Performed business fitness analysis and business solution framework design for a Malaysian company, resulting in a follow-up \$1.5 million system implementation project

Client Development:

- Coordinated client promotion efforts, performed diagnostic analysis, and facilitated promotion presentations and workshops with client executives
- Promoted 3 projects and successfully generated total consulting fees of \$3.3 million

Leadership and Teamwork:

- Coordinated a task force of four teams in process standardization for a global company operating in three countries
- Co-led a team of ten clients and consultants to fulfill SAP system test and roll-out in Sweden
- Managed country representatives from three European countries to develop a common SAP solution

ADDITIONAL INFORMATION

- Interested in cooking, skiing and travel. Have traveled to over 15 countries in Europe, Asia and America

DAVID DONGWEI YANG, CPA

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Dongwei.yang.wg03@wharton.upenn.edu

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Major in Finance and Strategic Management

May 2003

- VP of Organizational Affairs, Toastmaster Club; VP of Communications, Greater China Club
- Treasurer of Wharton Energy Club
- Member of Finance, Investment Management, and Consulting Clubs

UNIVERSITY OF TEXAS

Austin, TX

Master in Professional Accounting GPA 3.81

December 1996

Master of Science in Economics GPA 3.50

May 1995

- Awarded “The Ellen McAngus Ezell Scholarship” in recognition of outstanding academic accomplishment
- Earned a Teaching Assistantship based on academic excellence

NANKAI UNIVERSITY

Tianjin, China

Bachelor of Arts in International Economics GPA 3.70

July 1990

- Graduated with the “Excellent Student Award” (top 8 of 2000 graduating students)
- Recipient of the highest merit-based scholarship all four years; Student Association Sports Representative

EXPERIENCE

GOLDMAN SACHS

Hong Kong

Summer Associate, Global Investment Research

May 2002 – August 2002

- Contrasted proprietary valuation framework with conventional methodologies; built financial models to forecast equity prices for eleven Pan-Asian utilities companies; co-authored a public report as research result
- Analyzed financial impacts of asset revaluations, inflation, and foreign exchange fluctuations on cash returns
- Conducted client and supplier interviews; researched on coal price trend and emission controls in China; forecasted power plant capacity growth in Asia
- Presented investment thesis and stock recommendation to senior research team

ENRON CORP.

Houston, TX

Senior Specialist

November 1997 – August 2001

- Developed cash flow projection models using DCF and performed sensitivity analyses to evaluate acquisitions
- Co-led a project team in London to analyze \$76 million of development costs in Enron Europe’s operations and revamped project ledger to drive long term cost accountability across business units
- Analyzed and challenged the company’s original financial position on a Mediterranean cargo ship; the adoption of my advice resulted in \$1.7 million savings to the company’s bottom line
- Served as liaison between external consultants and strategic management team to design and implement a primary software platform for the department. Responsible for training of eight junior staff members
- Coordinated with project development teams across regions to optimize global tax strategies. Authored department-wide tax white papers based on independent or collaborative research

DELOITTE & TOUCHE L.L.P.

Houston, TX

Corporate Tax Consultant

January 1997 - November 1997

- Developed team procedural manuals and performed due diligence on a R&D credit project for a leading local power producer, converting its initial qualified deductions into nearly \$1 million direct tax credits
- Proactively identified advisory needs from an on-going energy client, leading to a \$250,000 cross-sale
- Attained top rating at staff level within first eight months of employment

CMEC INTERNATIONAL EXHIBITION CO., LTD.

Beijing, China

Exhibition Agent

September 1990 – December 1992

- Conducted global market analyses and coordinated with 20+ machinery producers to develop new business

ADDITIONAL INFORMATION

- Certified Public Accountant (CPA), State of Texas, 1998
- Native Mandarin Chinese speaker. Enjoy golf, basketball, movies, and traveling
- Painted houses and murals with various charity organizations in Houston, Philadelphia, and Hong Kong

IRENE YEN

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Masters of Business Administration, Class of 2003. Major in Marketing.

2001 - present

- Appointed Co-Chair, Entrepreneurship Conference. Elected Co-VP of Brand Equity, Marketing Club.
- Selected for Mentor Award, Milken Young Entrepreneurs Program. Volunteer mentor for high school student.

HARVARD UNIVERSITY

Cambridge, MA

Bachelor of Arts, *magna cum laude*, in History and Literature.

1991 - 1995

- Wrote honors thesis on 19th century department stores and consumer culture. Studied abroad at the Sorbonne, Paris.

WORK EXPERIENCE

ASSISTANT PRODUCT MANAGER

Summer 2002

C&H SUGAR COMPANY, INC.

Pleasant Hill, CA

Market leader in branded sugar in the U.S.

- Analyzed Nielsen consumption trends and trade promotion effectiveness, and presented findings to executives.
- Spearheaded competitive packaging study of private label products across grocery categories.
- Worked closely with brand managers on advertising strategy and creative review process for radio campaign.

BUSINESS DEVELOPMENT MANAGER

2001

CALIFORNIA STATE AUTOMOBILE ASSOCIATION (Part of AAA)

San Francisco, CA

Travel, insurance, and automotive services for 4 million members in northern California.

- Managed cross-functional team of 15 to expand consumer offerings in car buying.
- Completed on-time launch of co-branded partnership valued at nearly \$1 million.

MARKETING MANAGER

2000

BESTOFFER.COM

San Francisco, CA

Consumer e-commerce startup providing a trusted used car marketplace.

NEW MARKET LAUNCH

- Led team of 10 to launch company in its first market with a free parking giveaway.
- Trained 60 people on launch event tasks and created blueprint for subsequent launches.
- Boosted online registrations by 200% and generated coverage on 10 radio stations.

ONLINE MARKETING

- Created online marketing plan, presented to executive team, and secured \$500,000 budget.
- Hired and managed agencies for banner ad development, media planning and tracking, and viral marketing.
- Cut cost of customer acquisition by 30% in three months through campaign optimization.

MARKETING MANAGER

1999

iHARVEST CORPORATION

Palo Alto, CA

Consumer software startup offering tools to save, organize, and share web pages.

- Launched flagship product on a bootstrap budget.
- Developed corporate identity, product positioning, and marketing messages.
- Conducted market research and worked with engineers to prioritize features and improve ease of use.
- Created marketing collateral, including fact sheet, press releases, and web content.

CONSULTANT

1995 - 1998

MONITOR COMPANY

Cambridge, MA and Istanbul, Turkey

Strategy consulting firm serving Fortune 500 clients.

- Led team of 3 to develop marketing strategy for a bank. Developed market map, segmentation scheme, and value proposition. Managed focus group research and designed new “personal banker” service. As a result, client revenues increased by 17%; target segment gained 12,000 customers in first year.
- Analyzed high-growth markets and recommended new product initiatives for forest products client.
- Estimated market growth and discounted cash flow value of acquisition target in insulin delivery devices.

ADDITIONAL INFORMATION

Fluent French. Recent travel favorites: hiked a crater in Hawaii, floated in the Dead Sea, and skied in the Austrian Alps.

JENNIFER M. YOST
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Philadelphia, PA
MBA Candidate, Strategic Management & Operations and Information Management May 2003

- Selected to serve on the *Dean's Graduate Student Advisory Committee*, working with the dean to improve the Wharton brand, alumni relations, and other strategic issues; Served as correspondent to the *Wharton Journal*
- Elected first year officer of the *Wharton Women in Business*; Second year organizer of the annual conference
- Participated in the Media & Entertainment Club and Marketing Club

PRINCETON UNIVERSITY Princeton, NJ
Batchelor of Arts, Woodrow Wilson School of Public Policy June 1998

- Graduated with high honors, with courses in economics, statistics, mathematics, and international relations
- Elected Publisher of *The Princeton Tory*, Inc., political journal; Achievements included raising and managing a \$8,000 budget, developing better donor-recognition practices, and building an involved Board of Directors
- Elected social officer for the *Princeton Campus Club*, responsible for a \$35,000 annual budget

PROFESSIONAL EXPERIENCE

Crown, Cork, and Seal, Packaging Company Philadelphia, PA
Strategic Marketing Intern summer 2002

- Selected as an intern to the vice president of sales and marketing. Duties included analyzing the competitive landscape, assessing customer needs, and researching current trends

A.T. KEARNEY, Management Consulting Alexandria, VA
Associate 1998-2001

- Promoted twice as a result of high performance evaluations on projects
 - Managed four client work streams as part of a supply chain improvement project for a packaging manufacturer; Achieved over \$5 million in benefits for the client by reducing indirect costs
 - Managed the integration of a procurement process for a chemical company undergoing a merger; Achieved over \$6 million in benefits for the client; Team selected for the *Great Client Work* award
 - Performed a technical assessment of a wireless communications provider; Ran Monte Carlo simulations of project end date
 - Improved the efficiency of a bottled water plant; Generated recommendations by building a model that used cost and production data to identify improvement opportunities
- Awarded the Alexandria office's first *Spirit of Kearney* prize for improving the local office community
 - Led the Alexandria office's *Community Relations Committee*; Coordinated fundraisers and volunteerism
 - Coordinated recruiting at Princeton and University of Virginia; Organized events such as case challenges
 - Co-Founded the Alexandria office's *Women's Career Network*

NATIONAL ALLIANCE OF BUSINESS, Education Reform Division Washington, DC
Intern at this non-profit that partners with corporations to improve workforce quality Summer 1997

- Helped managed a network of 300+ education reform coalitions, providing them with resources and research
- Wrote and distributed a monthly newsletter of best practices to 500 organizations and corporations

CHRISTMAS IN APRIL USA Washington, DC
Business Development Intern at this national housing non-profit 1996, 1997

- Wrote, edited, and designed grant proposals, training manuals, and updated fundraising brochures
- Organized two golf tournaments and auction fundraising events

TARA YOUNG

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

Master of Business Administration Candidate, Finance and Strategic Management

May 2003

- GMAT 750; Member of Consulting and Finance Clubs, Christmas in April and Wildmen Ice Hockey; Performer in Cultural Show
- Selected for Global Consulting Practicum: Cross-border team advising the Mahindra Group, a leading Indian conglomerate, in developing a U.S. market entry strategy for auto engineering design services. Selected as GCP Teacher's Assistant for 2002-03

GEORGETOWN UNIVERSITY, School of Foreign Service

Washington, D.C.

Bachelor of Science in Foreign Service, concentration in International Economics

May 1997

- Graduated *Cum Laude*; Karl F. Landegger Honors Program courses in International Business Diplomacy
- Year abroad at the London School of Economics; summer at Universität Trier, Germany
- Political intern at the White House, U.S. Trade Administration and U.S. House of Representatives

EXPERIENCE

LAZARD FRÈRES & CO.

New York, NY

Summer Associate, Restructuring / Mergers & Acquisitions

Summer 2002

- Worked as part of core team advising on strategic restructuring alternatives (both out-of-court and in-court) for a leading IP networking services provider. Assisted in execution of reorganization plan to restructure \$2.9 billion of debt

MERCER MANAGEMENT CONSULTING

New York, NY

Summer Associate

Summer 2002

- Developed sales channel strategy for leading global technology company. Benchmarked channel performance of competing hardware manufacturers through interviews and analysis of secondary information. Identified key trends and drivers in the industry and assessed their impact on client's business. Evaluated gaps in client's existing strategy and recommended shifts in future channel strategy
- Prepared proposal materials to enhance supply chain management service revenue for global transportation and logistics company. Identified and validated aviation vertical target market for client's services by analyzing industry and market trends, and sizing potential market. Efforts resulted in client engagement

J.P. MORGAN CHASE & CO.

Hong Kong, China

Associate, Global Mergers & Acquisitions

2000 – 2001

- Advised clients on domestic and cross-border transactions. Developed and presented financial solutions to key decision makers at existing and potential corporate clients
- Analyzed companies using comparable company, precedent transaction, discounted cash flow, leveraged buyout and accretion/dilution analyses to determine valuations. Conducted industry analyses and competitor benchmarking
- Engaged in deal and contract negotiation, due diligence sessions and strategic M&A meetings for sale of leading Korean food processor. Acted as primary client contact, directing and coordinating daily operations of cross-border working groups
- Selected transaction experience includes: JV of Indonesian telecom operator; restructuring of Indonesian chemical company; sale of Chinese and Indonesian assets of global pulp & paper producer; and advisor to retailing division of Hong Kong conglomerate on strategic positioning in Southeast Asia
- Supervised and provided informal training to analysts and summer MBA associates

New York, NY

Senior Analyst, Global Syndicated Finance / Global Project Finance & Advisory

1997 – 2000

- Concentrated in the structuring and origination of syndicated debt transactions and project financings with an emphasis on the power, oil & gas, and chemical industries
- Developed project financing models: analyzed and modeled contractual and financial obligations; analyze debt capacity and key credit statistics under sensitivity scenarios and capital structures. Advised on project development and economics, ratings, risk mitigation and capital sourcing options
- Compiled credit approval packages and interacted with senior transactors to evaluate the creditworthiness, market feasibility and appropriate structure/pricing for deals
- Engaged in client relationship through management interviews, negotiation of credit terms and covenants, and ongoing client portfolio reviews. Developed and supervised completion of client presentations, selling memoranda and investor materials
- Selected transaction experience includes: advisor for \$1.3 billion crude oil pipeline project in Ecuador; advisor for \$1.5 billion power plant in Turkey; and advisor for \$300 million toll road in Panama

INTERESTS

- Traveled in over 35 countries; marathon running (11 races); and photography

JORGE ZAPATA RIVERA

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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Master of Business Administration Candidate, Dual Major: Finance and Marketing

May, 2003

- Club Member: Finance, Private Equity, WHALASA, and Consulting. Volunteer: Wharton Publicity Corps.
- Participated in Wharton's four-week European Union Global Immersion Program.
- Selected for Marine Corps Quantico Base tiger-team logistics integration project.
- GMAT 750 / AWA 6.0.

POLYTECHNIC SCHOOL, UNIVERSITY OF SÃO PAULO (USP)

São Paulo, Brazil

Bachelor of Science, Electrical Engineering

January, 1995

- Ranked top 10% of class.

EXPERIENCE

STRATUS INVESTIMENTOS – Private Equity / Venture Capital Fund and M&A Advisor

São Paulo, Brazil

Summer Associate

2002

- Created offering book for potential fund focused on media. Researched industry, defined investment thesis, analyzed possible investments, and outlined strategy to capitalize on expected market deregulation in 2003.
- Completed full business due diligence in deal to be presented to the fund investment committee. Engaged in market research, competitor assessment, valuation analysis, management discussions, and co-investor search for same deal.
- Helped business plan evaluation, including logistic systems automation developer, loyalty/incentive and marketing services provider, and independent television content producer start-up.
- Supported strategy revision for current fund focused on IT – specifically medium-sized software developers in Brazil.

SUBMARINO.COM – E-commerce Retailer

São Paulo, Brazil

Business Development Manager

1999 – 2001

- Coordinated start-up of international operations: Spain, Portugal, Mexico, and Argentina.
- Participated in business plan revision for two follow-on rounds of financing. Total investment reached US\$ 100MM.
- Researched potential market in USA, leading to the strategic conclusion that entrance was not advisable.
- Defined and managed implementation of new product category – English books – in the Brazilian site. Adapted project for international operations, and counseled international country managers during operations set-up.
- Led project to sell first e-book ever published in Brazil. Managed marketing, operations, technology implementation, and relationship with publishing house and press. Achieved best free press coverage ever for Submarino.
- Designed framework and financial projections for home shopping channel, to be implemented in partnership with major cable television operator in Brazil.

MODUS – Consultancy for Financial Institutions

São Paulo, Brazil

Project Director

1998 – 1999

Project Manager

1997 – 1998

Consultant

1995 – 1996

- Created team to implement market risk management systems. Coordinated implementation of market risk assessment system for part of the portfolio of one important financial institution. Established continuous improvement process to gradually expand the system to assess the complete portfolio of the same institution.
- Planned and directed implementation of virtual bank operation for major commercial bank.
- Advised major credit card operation on CRM information systems and process improvement for call center facilities.
- Defined network, cabling, and call center infrastructure requirements for market leader insurance corporation.
- Coordinated implementation of new trading floor at Brazilian subsidiary of international financial institution.

ADDITIONAL INFORMATION

- Lived in Chile and Brazil. Fluent in Spanish and Portuguese. Enjoy traveling, watching movies, and reading books.
- Advanced Certification in scuba diving. Active interest in sports: weight-training, swimming, skiing, and kart racing.

KELVIN C. ZHANG
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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration

Philadelphia, PA
May 2003

- Double major in Finance and Strategic Management
- Vice President of Greater China Club. Member of Finance Club, Sales and Trading Club, Consulting Club

TSINGHUA UNIVERSITY
B.S and M.S. in Electrical Engineering

Beijing, China
1995, 1997

- Developed a novel high-precision algorithm on satellite signal processing. Paper published in leading academic journal
- Organized a Students' Festival for 200+ students. The event was recognized by Beijing media

EXPERIENCE

J.P. MORGAN SECURITIES INC.
Summer Associate

New York
2002

- Proposed an improved methodology for Credit Derivative value-at-risk calculation, which successfully reduced the monthly error by 30%
- Rotated through various product groups including Credit Derivative, High Yield, Mortgage Trading and Structured Products (CDO) groups, responsible for fixed-income products model building and analysis

MANDA INVESTMENT CONSULTING (SHANGHAI), LTD.
Vice-President of Operations

Shanghai/California
2000 - 2001

- Initiated the business concept of 'Merger and Acquisition Information Platform' to help foreign investors locate Chinese joint venture partners. The business model was recognized by the *Asian Wall Street Journal*
- Secured \$3.1 million venture capital investment by pitching and convincing venture investors of the strategic value of the business model
- Managed company team to advise Spanish investors to acquire Chinese companies
- Solely responsible for managing company's operations. Expanded the startup into a 50-plus staff company and kept attrition rate at 1/3 of those of competitors

THE BOSTON CONSULTING GROUP (BCG)
Associate

Shanghai, China
1998 - 2000

Quantitative Analysis and Modeling

- Developed various project feasibility models which involves revenue and profit analysis. Directly communicated with clients' management to interpret the financial analysis results and to present investment proposals
- Conducted DCF valuation for two new drugs of a Fortune 500 pharmaceutical company. The company now generates \$35 million annual revenue from these two drugs
- Designed a novel model to project the China urban household income distribution. Model now widely employed in BCG offices

Business Strategy Development

- Redesigned local Sales & Distribution System for a Fortune 500 cement manufacturer and reduced client's distribution cost by \$5 million annually
- Successfully advised a public electronic conglomerate client to avoid investing \$50 million in a business that offered no synergies by identifying the mismatch of client's capacity and market requirement

Leadership and teamwork

- Led teams of junior members in various projects. Designed detailed work plans and managed project progress
- Selected as recruiting team member. Organized recruiting presentations and coordinated candidates screening processes

BEIJING ZHAOWEI ELECTRONICS CO.
Team Leader - Software Development

Beijing, China
1997 - 1998

- Led the team in a large software development project. Responsible for team member task design, quality supervision and interaction with other teams

PERSONAL

- Organized a BCG worldwide donation that helped 22 children to resume their primary school education
- Hobbies include Chinese calligraphy and Breath Exercise (Chinese Yoga)

XIN ZHAO

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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

MBA Candidate, Major in Finance and Strategic Management

May 2003

- First Year Academic Honor; Awarded John A. Mayer Merit-based Scholarship; GMAT 770
- Member of Finance Club, and Consulting Club

TSINGHUA UNIVERSITY

Beijing, P.R. China

MS, Accounting

April 1997

- Graduated with Excellent Student Award (GPA 3.8/4.0, top 1% of graduate class)
- Granted Excellent Degree Thesis Award

BS, Management Information Systems

July 1994

- Awarded merit-based scholarship each year (GPA 3.5/4.0, top 5% of undergraduate class)

EXPERIENCE

MBNA AMERICA BANK, N.A

Wilmington, DE

Summer Associate, Corporate Initiatives Group

Summer 2002

- Worked on a project to improve market penetration and profitability of a product with great impact on the bank's bottom line; presented findings and recommendations to senior management
- Designed and coordinated customer profiling analysis to identify customer acquisition and retention drivers and to develop customer segmentation model
- Created scenario model to analyze cost-effectiveness of targeting strategy alternatives
- Proposed value proposition tailored to different high value customer segments to increase market penetration

PRICEWATERHOUSECOOPERS

Beijing, P.R. China

Senior Associate, Financial Advisory Service Group

1998 – 2001

- Ranked as top performer for three consecutive years
- Led cross-functional teams of professionals to provide strategic, financial, and operational advice to financial institutions
- Managed relationships with clients' senior management, communicated project progress and current business issues, and developed new business opportunities

Representative projects included:

- Designed financial and management reporting packages and supported the start-up of Cinda Asset Management Co., the first and largest asset management company in China which managed over \$50 billion of non-performing assets
- Developed restructuring plans for bankrupt state-owned enterprises with cooperation of China Construction Bank
- Streamlined daily operations, reporting structure, and risk management process, and designed key performance indicators for Galaxy Securities, the largest investment bank in China. Significantly increased operational efficiency in client's 177 branches
- Conducted due diligence reviews of Chinese banks; analyzed financial statements, evaluated credit risk models, and interviewed senior management. Clients included International Finance Corporation, Pioneer Global Investments, and KfW
- Performed credit risk review of loan portfolios for banks and recommended credit risk management plans to clients

TSINGHUA UNIVERSITY

Beijing, P.R. China

Lecturer, School of Economics and Management

1997 – 1998

- Conducted research, taught courses, and coordinated on-campus recruiting
- Publication: "Business Valuation: Relevancy of Capital Structure", *China Accounting and Finance Review*, 185-212, Oxford University Press, 1999

ADDITIONAL INFORMATION

- Professional certification: Certified Public Accountant
- Native Mandarin Chinese; Interests include personal investing, cooking, and badminton

KAI ZHENG

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, U.S.A.

Master of Business Administration Candidate, Finance and Strategic Management

07/01-05/03

- Co-organizer, Finance Career Panel Series
- Active member of Finance, Greater China Club, High Tech and Toastmasters clubs
- GMAT 760

SHANGHAI JIAO TONG UNIVERSITY (China's top engineering institution)

Shanghai, China

Dual Degree, Bachelor of Mechanical Engineering and Business Administration, Honors

08/92-06/96

- Accepted into the dual degree program by scoring in the top 5% in school-wide exam
- Elected Chair, Student Extracurricular Center; External Liaison, Undergraduate Student Union
- Awarded merit-based Scholarship (top 5%) every semester, involved in 20 hours per week of extracurricular activities

EXPERIENCE

UBS WARBURG, LLC

Hong Kong, Hong Kong

Summer Associate – Equities Derivatives Trading

06/02–08/02

- Rotated through derivatives, proprietary, and convertible products trading and sales desks
- Analyzed FX exposures in Asian derivatives trading team, formulated risk management strategies; Took the lead in devising a securities inventory management system and related processes

C.E. UNTERBURG, TOWBIN (NY-based Investment Banking Firm)

New York, NY

Summer Associate – Corporate Strategy

05/02–06/02

- Performed profitability analysis on business units, proposed strategies to CEO and the Executive Committee
- Conducted industry due diligence, developed valuation models for four defense technology companies

PRICEWATERHOUSECOOPERS L.L.P.

New York, NY

Received two promotions in three years

Manager – E-Learning Strategy Practice (reported directly to divisional CFO and senior partner)

1999 – 2001

Leadership & Project Management

- Founded and managed an e-learning team of 13 members; project-managed firm-wide e-learning initiatives
- Presented firm-wide learning systems to Chinese government delegation, played instrumental role in successful sales effort to Chinese government

Strategic Planning & Execution

- Devised e-learning strategic framework, operating model and implementation plans for PwC
- Performed analysis and evaluation of potential partners, benchmarked internal products with external offerings

Financial Modeling & Budget Planning

- Developed a cash flow forecasting model to evaluate multiple technology investment proposals
- Conducted operation budget planning, managed budget execution, reduced training budget of \$4 million by 50%

Senior Consultant, Consultant – Financial Services Industry, Management Consulting Services

1998 – 1999

Business Process Analysis & System Implementation

- Proposed innovative e-learning solution to Financial Services learning solutions group, designed and developed first internet-based content architecture with interfaces to Peoplesoft and Lotus Notes intra-network
- Implemented data warehousing architecture for major insurance client based on thorough analysis of current business processes and backend systems, successfully integrated five separate systems

Client Management

- Negotiated project scopes with clients; communicated project status and managed client expectations
- Interviewed clients, synthesized business requirements into functional and technical specifications

AMERICAN INTERNATIONAL GROUP

Guangzhou, China

Management System Analyst

1996 – 1997

- Developed client/server CRM applications that extracted data from Mainframe computers using terminal emulation technology

ADDITIONAL INFORMATION

- Interests include competitive Karaoke (First-Prize winner at the Wharton Karaoke Competition), karting, soccer, golf
- Bilingual in English and Chinese (Mandarin, Cantonese and Shanghaiese)