



alarga 2011/2012
cultivating talent

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Cultivating talent



Erik Villum
Chairman



Dilek Ayhan
Managing Director

An increasing number of corporations reap the benefits and competitive advantages that an intercultural workforce gives in today's global business environment. They understand that not having deep culture capabilities and language skills can be a significant disadvantage. Increased globalization makes understanding global markets a must for both large international corporations as well as small family enterprises.

Alarga experiences that objective knowledge on different cultures combined with good meetings between people from different cultures and religions creates a sense of community. At the same time creativity is enhanced. Organizations and corporations that actively pursue multicultural work environments seldom have integration problems. They praise the multicultural workplace because that praise is very profitable.

Our business partners come to us because they find it challenging to succeed in attracting the best intercultural talent. They want the best academic talent that also holds multicultural competencies. This includes comprehensive knowledge of at least two cultures and often a multitude of languages. Alarga is a catalyst in this recruiting process.

In Norway 13% of the population are either immigrants or first generation Norwegians. In Oslo these

groups constitute 23% of the population and grow quickly. Statistics Norway tells us that 33% of first generation Norwegians pursue a university education. This contrasts with 31% for the whole population. Alarga's own experience tells us that academic results for groups that come from intercultural backgrounds are better than for the whole population. No wonder smart employers are looking for talent in new neighborhoods.

Alarga's partner corporations include corporations Orkla, Telenor, Yara, Statkraft, Hafslund, Cermaq, DNB, Aker Solutions and the two law firms Thommessen and Selmer. In 2012 they were joined by PwC and Statoil.

Alarga's ambition is to enhance competitiveness by strengthening our partners' intercultural capabilities. Every year we present a number of scholarships to outstanding young talent and match this talent with our partner corporations. Our scholars are the best and brightest in master degree programs studying at top Norwegian universities. 2012 is our sixth anniversary. On June 20th 2012 Jonas Gahr Støre, Norway's minister of foreign affairs, will orchestrate our Alarga scholarship award ceremony in Oslo.

Our motivation is to put intercultural competence on the agenda in a small and sometimes culturally negligent European country. We support our partners in unleashing their ability to succeed in building multicultural teams and organizations. Our invitation to participate in US President Barack Obama's Presidential Summit on Entrepreneurship in Istanbul in 2011 highlighted the importance of the subjects we address and was a motivation for our team. We thank all the people who have made Alarga possible and look to the future with both optimism and ambition.

Erik Foyen Villum
Chairman

Dilek Ayhan
Managing Director

From left: Alarga alumni Amira Delnezirovic
and Karolina Orleanski



"Alarga is a great programme. We are given privileged access to both people and challenges that make us see our studies in a new light."

Vaishali Lara Kathuria, Alarga Scholar 2010

MSc student at NHH – The Norwegian School of Economics

Alarga in brief

Alarga builds competitive advantage for our partners through recruiting and cultivating intercultural talent.

Alarga's partner companies include large Norwegian based corporations Orkla, Telenor, Yara, Statkraft, DNB, Cermaq, Yara, Hafslund, Aker Solutions and the law firms Thommessen and Selmer. In 2012 PwC partnered up with Alarga to attract talents with cross cultural skills and mind set. Our partner companies believe that employees with diverse language, religious, educational and cultural backgrounds are vital elements in building for future success.

Our main task is to strengthen our partners international skill set by supplying them with highly qualified talent with intercultural backgrounds. We focus on talent who aspire to work in a diverse cultural and language environment.

Our primary tool is the Alarga Master's Scholarship Program. Every year we award eight to ten scholarships.

To be eligible you have to be able to document that you have been accepted at a recognized MSc program at a leading university. The Scholarship Program has become a success since its start in 2007. The number of highly qualified students applying for the program is increasing every year. Every spring a limited number of students gets selected to take part in a rigorous selection procedure. We are assisted in this process by our partner KinderStiff, a team of leading headhunters based in Oslo. The partner companies choose their candidates based on the outcome of the selection procedure. All candidates selected have been through interviews meeting several of Alarga's partner companies. Our main criteria are academic results. We match these criteria with social skills, dedication and contribution beyond the academic world. Once selected the Alarga Scholars become part of a program that includes a number of activities for a two-year period (the length of a Master's program).



Photo: Sunniva Havorsen

Alarga Scholars Manveer Sidhu and Visnu Manoharan at the new Inspiria Science Center in January 2012. Alarga Academy participants were welcomed at the Inspiria Science Center outside Sarpsborg, Norway, by the Inspiria founding chairman Åsmund Ueland

Alarga scholars receive a scholarship of NOK 100.000 over the two-year Master's period. The scholarship is awarded for one year at a time at NOK 50.000 for each year. In addition Alarga Scholars are offered summer internships with the partner company and are teamed up with a mentor who follows the scholar's progress. As part of the Scholarship Program, most candidates complete their Master thesis in collaboration with the partner company.

Alarga organizes a number of events such as the annual Alarga Academy, excursions to meet with partner companies in order to better understand their businesses and evening events involving partner companies and outstanding talent with intercultural expertise. Partner companies become members of an exclusive network. Alarga assists partner companies in employer branding activities at leading universities and in the general media. Benefits also include the Alarga Business Partner

Network where our partners meet to share experiences in human resource management. Alarga mentors tell us that they cherish the opportunity to learn from the intercultural talent and network that we provide. Neither partner corporations nor students commit themselves to signing an employment contract after the students graduate. Half of our scholars and partner companies end up in long term relationships. Some scholars end up working for Alarga partners that they were not assigned to as scholars. Others end up in consulting or working for corporations not yet part of our network. We have so far succeeded in creating lasting quality relationships between partner corporations, scholars and Alarga. Our Alumni group has become a strong knit group and provides a source of dialogue and advice for Alarga Scholars, Alarga corporations and Alarga management alike.

The highlights from some of our activities in 2011 are presented in the next section.

Alarga 2011/2012

Every year we present a number of scholarships to outstanding young talent and match this talent with the competence needs of our partner corporations. The following describes some of our activities in 2011 and the first months of 2012.

January 2011: Alarga Academy

The Alarga Academy 2011 was hosted by Hafslund at Hafslund Hovedgaard in Sarpsborg. The theme that brought us together for Day 1 was energy and entrepreneurship. Hafslund's CEO Christian Berg welcomed us with an inspiring tale of industrial history and rivalry between Hafslund and Borregaard. Borregaard CEO Per Sørli put the importance of having a good local competitor in perspective. Many scholars took inspiration from his presentation on how to "Go Green". Knut Johannesen, founder and managing director of Navita Systems, fol-

lowed with a story of entrepreneurship in the energy sector. Alarga Scholar Tom Varghese was next with a presentation of his own India "A land of opportunities." Our coach Christine Calvert rounded off the day with a workshop on communication. Hafslund invited us all for a dinner at the Hovedgaard and discussions followed late into the January night. On Day 2 Alarga Scholars shared thoughts, insights on experiences with each other. Many of them later reported that they left Sarpsborg in the afternoon inspired for a new semester.

Christine Calvert gave an inspiring workshop on communication skills and facilitated further discussions



Hafslund's CEO Christian Berg welcomed Alarga scholars to Hafslund Hovedgaard



Photos: Sunniva Halvorsen



Alarga scholar Pavan Saeed with Selmer's Managing Director Steinar ter Jung



DNB's CEO Rune Bjerke welcomes scholars and partners to the Alarga Scholarship Award Ceremony 2011

Photos: Sunniva Halvorsen



June 2011: Alarga Scholarship Award Ceremony

The Alarga Scholarship Award Ceremony in 2011 was hosted by our partner DNB. The ceremony took place in DNB's historic headquarters in Kirkegaten in Oslo and was attended by 150 guests including DNB CEO Rune Bjerke who acted as host and keynote speaker.



Telenor Group Chief Legal Counsel Paal Wien Espen shares his thoughts on the legal challenges in running a global telecom corporation



Alarga Scholars are invited for lunch during the 2011 study trip visit to Telenor headquarters

June 2011: Alarga Study trip

Every year the scholars undertake a visit to one of our partner companies. The 2011 theme was on new technology. We were hosted by our partner Telenor at their HQ outside Oslo. The Telenor team demonstrated their most visionary communications technologies in voice, video and other forms of collaboration. We then boarded our boat to cruise down to Jeløy Radio, a central part of the Telenor radio infrastructure in Norway. The old radio

station is located on an island in the Oslo fjord and now houses the Telenor Corporate Conference Centre. We were introduced to the history and enjoyed an excellent barbecue meal as the sun set. The following day we had inspiring lectures on technology and organization by central managers in Telenor and other friends of Alarga before we headed back to Oslo.



Alarga teams up with partner companies in recruiting the best talent

Alarga aims to be an integral part of partner companies recruiting programs. We are present at selected universities career days and work as a team with our partner companies in their employer branding programs. Our databases and overview of talented professionals is one of our tools which helps us in this work. Alarga has a network of university faculty members and staff which assists us in bringing our corporations together with the best talent.



Professor Peter Butenschøn guides Alarga along Akerselva and new architectural developments

August 2011: Alarga Summer Gathering

The annual Alarga summer gathering took place in late august. Our theme this year was the role of architecture in creating cityscapes. Snøhetta architects presented the eight year process they led in creating and building the National Opera House that was completed in 2008. We had a guided tour at the opera house and understood some of the challenges in realizing this large project. Snøhetta architects is a truly global firm of architects. The Opera house team bound together talent from across the globe to build a landmark that has transformed the seafront of Oslo forever.

From the Opera house we went on a walking tour guided by professor Peter Butenschøn. The architectural journey took us along Akerselva, the river that divides East and West in Oslo. The city of Oslo is in rapid transformation. Old industrial areas give way to office space and new housing. Mr. Butenschøn has been a chief planner in the City of Oslo and has written a number of books on city planning and development. The walking lecture was both entertaining and interesting.

The walk ended up in the headquarters of Orkla Brands at Sandaker where we were treated to drinks and a summer meal.

Alarga extends its services

In 2011 Alarga extended its services to include professional advice in intercultural issues for our partners. On April 13th 2011 Alarga held a successful seminar on India for the partners and lawyers in Thommessen. The programme included presentations by Tom Varghese, Shakeb Syed and Martin Sommersth Jaer.





Davos 2012 – The great transformation – Shaping new models

The Norwegian Polytechnic Society (PF), IMD Alumni Norway, PF Ledelse, PF Innovativt Nettverk, JCI Innovation and Alarga had the great pleasure of inviting young leaders and entrepreneurs to an informal networking event on Tuesday 7th of February at 6 pm at Bristol Konferansesenter. The purpose of the event was to bring young and internationally oriented people with an entrepreneurial mindset together.

Børge Brende, Managing Director, Government Relations and Constituents Engagement, WEF, spoke about how the on-going crises have made us lose sight of the fundamental transformation that the world is undergoing and of where conventional decision-making has become outdated. This networking event was followed by a plenary meeting which debated the World Economic Forum (WEF)'s call for new models to manage power shifts, increasing diversity, the social impact of globalisation, technological innovations and job creation.

Photos: Sunniva Halvorsen



Alarga Scholars gathered in January 2012 at Borregaard for the 2012 Alarga Academy. The two photos on the left are from the Inspiria Science Center



Photo: Eirik Førde

Alarga Scholar Aida Kazagic was honored with the “Technology Student of 2012” award at this year’s Universum Awards. The Employer Branding Conference brings together extraordinary Employer and Employee Brand Experts with HR and Career Professionals. Aida Kazagic serves her Alarga internship at Yara. Jan Skirstad from Yara and Alarga’s Managing Director Dilek Ayhan attended the award dinner to celebrate Aida.

December 2011: Alarga scholar won Harvard award

Alarga Scholar Javad Mushtaq, Rune Steihaug and Morten Finslo from BI won a prestigious award for the best project assignment at Harvard Business School. The three students wrote the winning paper as part of a Harvard-based course on strategy. The students are in their final year of MSc in Business and Economics at BI Norwegian Business School. The topic for the Norwegian assignment was the Oslo Maritime Finance Cluster and was written in relation to “A knowledge-based Norway” project, led by Professor Torger Reve.

January 2012: Alarga Academy

The Alarga Academy 2012 was hosted by Orkla at Borregaard on January 6 and 7. Alarga scholars, mentors and Alarga partner Council Members met on Friday January 6 for the annual Alarga Academy. The event included a guided tour at INSPIRIA Science center and keynotes from our advisory council member Silvija Seres, the head of Huawei Norway Jie Zhang, President of the Orkla Academies Robert Sjøborg and Vice President Atle Knai from DNB. After the conference Orkla invited us to a culinary dinner at the historic Borregaard Palace. On January 7 Alarga Scholars gathered for a day of group work and coaching on themes such as presentation techniques and thesis planning and writing.



How a Chinese whirlwind from Trondheim shanghaied Aker Solutions

When Senior Vice President Svein Oskar Stoknes and his colleagues at Aker Solutions were deciding on a candidate from Alarga, they fell for a Chinese whirlwind from Trondheim.

BY PAAL LEVERAAS

In 2011 Aker Solutions received 100,000 applications from around the world and hired 2,700 people. This year the company will be hiring an additional 3,000 and we recently heard that Aker Solutions will add another 1,300 employees to its engineering staff in London between now and 2015.

The company is growing, with job candidates queuing up. Stoknes believes the company's recruitment success can be ascribed to challenging technology projects, among other things.

"Engineers want to work on the most challenging and exciting technology projects, like for example Åsgard underwater compression. That makes Aker Solutions a highly attractive employer," says Stoknes.

Besides Norway, the company has recruited many engineers from countries like the UK, Malaysia, Brazil, India and the US, in addition to conducting local development programmes for young talents in all regions where the company operates. And then there's Betty.

Surprised

Betty Yuan (22) was pleasantly surprised when offered an Alarga internship at Aker Solutions. The girl from Trøndelag County, who was born in Shanghai, is currently working on a double Master's degree at the Norwegian School of Economics (NHH), and will initially have a summer job at Aker Solutions.

She used to be a model at Elite and she blogs for fashion magazine Elle.



Aker Solution's Senior Vice President Svein Oskar Stoknes is mentor to Alarga Scholar Betty Yuan

That's quite a contrast to a public company with some 25,000 employees in more than 30 countries providing "engineering and manufacturing services, technologies, product solutions and solutions for increasing field life and production rate for the oil and gas industry." Aker Solutions has some NOK 46 billion in annual turnover.

So to those of you who still envision stalwart men in blue coveralls and yellow helmets smudged with oil as the typical Aker Solutions employee, it's about time you



had your eyes checked.

"No, Betty is perhaps not the typical profile you would associated with employees at Aker Solutions," says Stoknes. "We need an energetic whirlwind like her at our project meetings. She represents a 'disruptive factor' that provides energy and drive. She is a person who doesn't relent until she understands an issue. She keeps 'digging' and asking, and if you don't wake up in her presence, then you're really asleep," he laughs.

Stoknes is impressed by what Alarga represents. "The candidates from Alarga have a different dimension than the typical Norwegian student. First, Alarga selects extraordinary talents. Second, these talents have an important intercultural understanding far exceeding that of Norwegian students. Third, they are not so attached to a single location. They already come from somewhere else, and rarely object to moving to a third location."

Won the lottery

Betty Yuan is a very typical Alarga candidate. Her parents came to Norway in 1995. Like many other children of parents with the courage to break out and start fresh in

a foreign place, she has inherited something important from her parents: courage, talent and energy. "Coming to Norway wasn't easy," she says.

"Dad had just earned his PhD. He was invited to the Norwegian University of Science and Technology (NTNU) in Trondheim. None of us had even heard of Norway. He being allowed to leave China that time was like winning the lottery. Only the very best candidates were granted such opportunities."

Talent supplement

Alarga has been brought in to supplement the International Talent Programme run by Anette Bjerke. The Aker Solutions talent programme consists of groups of approx. 10 talents recruited externally from all regions, and it runs for 3 eight-month periods. The programme is extremely sought after: This year there were 1,400 applicants from around the world, according to Bjerke.

"Betty and other initiatives are part of a big jigsaw puzzle of talent management aimed chiefly at securing expertise, new recruits and managerial talents for the years to come," says Bjerke.

Aker Solutions Anette Bjerke is in charge of talent programs at Aker Solutions. Herself a graduate engineer from NTNU in Norway, Anette is responsible for attracting and developing Aker Solution's future talent



From Punjab to Galgeberg: Just do it!

“Just do it,” says Manveer Singh Sidhu (23). With a fresh Master’s degree from the Copenhagen Business School, the merchant’s son took the job as business controller this spring at Orkla Brands.

BY PAAL LEVERAAS

Manveer is the son of an Indian franchisee for Rimi at Galgeberg, Oslo. He is a Sikh and his family hails from Punjab, North India. His parents came to Norway 25 years ago, first his mother, to study, and later his father.

“I started working in the store at the age of 15 and worked there fulltime until I enrolled in college,” says Manveer.

He has now left the store shelves for a bird’s eye view of the entire business chain at Orkla Brands.

Just do it!

“I will be working in the analysis and reporting department at Orkla Brands,” he says. “I saw an opportunity when a job position opened, and took it.”

‘Just do it!’ has become a maxim for Manveer. Just like his parents took the leap from Punjab to Galgeberg, he himself took a major step from Oslo to Copenhagen to top off his business degree.

“It was the first time living away from my parents. I realised I simply had to make new acquaintances. I had to overcome some of my own timidity and prejudice.”

His advice to people aiming to build a business career in Norway or elsewhere is to grab the opportunities that arise, be they forging networks or aiming for a challenging job.

“There’s a difference between Indian and Norwegian culture. Personally, I feel more Norwegian than Indian, yet I have learned to live in two worlds. Growing up, thought,

I felt a distance fired by the fear of everything foreign, and that distance is just as much our responsibility – as relative newcomers to Norway – as it is that of native Norwegians,” he says.

Found role models

Alarga has been very important to Manveer.

“Alarga has given me a lot. Young people with intercultural backgrounds have few role models. I found them at Alarga, with its large network of able and gifted people. Alarga is connecting us with leading companies and people in Norwegian business and industry. This has been a strong motivating factor for me. Alarga is a great network that partner companies should use fully to recruit new talent.”

“What do you bring to Orkla Brands that a fresh native Norwegian graduate can’t?”

“Language know-how is important. And that I adapt easily. I consider myself Norwegian, but understand other cultures very well. I hope my background from hands on retail management also is of value to a large consumer goods group.”

Manveer’s day-to-day job at Orkla will be to act as a support for the companies in the Orkla group. “We serve as an intermediary between the Orkla Brands financial director and the subsidiaries. We analyse data that is sent in to us, and then relay that information.”

Like many multicultural young people, Manveer is

highly ambitious. "Where do see yourself in ten years?"

"I will probably still be at Orkla, in a managerial position, preferably head of one of the companies. Ten years flies by really fast, but in 15 years I will be group CEO – either here or somewhere else", Manveer says laughing.

"Now it's my turn"

He feels a strong attachment and sense of duty to his family. "My parents have established us here, building a house and earning money. Now it's my turn. I am ready. The sky is the limit." Manveer's father is also his most important role model.

"No matter what status you have – be it a CEO or billionaire – it doesn't matter; it's about not taking anything for granted, but knowing that hard work and honesty are the best policy. That will take you as far as you want."

About Manveer Sidhu

Manveer Singh Sidhu graduates in the spring of 2012 with an MSc in Applied Economics & Finance from the Copenhagen Business School. Manveer already has a Bachelor's degree in Finance and Management from the Norwegian Business School (BI). He speaks Hindi and Punjabi in addition to Norwegian and English. He combined his studies at BI with a fulltime job managing Rimi in St. Halvardsgate in Oslo. Manveer helped start the soccer team DG and was co-choreographer for the Bhangra Army dance group, which has performed at the Norwegian National Opera & Ballet and the Mela festival 2010. Manveer received an Alarga scholarship in 2010 and was an Alarga Scholar at Orkla. He joins Orkla as a Business Controller in Orkla Brands in august 2012.

Alarga scholar Manveer Sidhu (in front) at an Alarga gathering at law firm Thommessen together with Rony Solaiman and Visnu Manuهران



People are Orkla's core asset

Headlines in the financial press this spring spoke about the long-established Norwegian industrial group Orkla as a company undergoing profound change. "We are moving from industrial to branded products," says Karin Aslaksen, Orkla's HR director. "Our focus on finding the right persons with the right attitudes is stronger than ever."

BY PAAL LEVERAAS

Orkla Brands is made up of four business units: Orkla Foods Nordic, Orkla Brands Nordic, Orkla Brands International and Orkla Food Ingredients. The company's domestic market is the Nordic region. Orkla also has strong positions in India, Russia and parts of Central and Eastern Europe.

Invisible, but everywhere

Orkla is probably not the first thing that pops into your head when applying a sandwich spread from Stabburet to your sandwich or enjoying Swedish seafood labelled 'Abba' for dinner. Nor when washing your hands with Dove soap, applying Lipsyl to your lips and then taking a dose of cod liver oil from Peter Møller while a familiar jingle about Kim's potato chips resounds from the TV set for the nth time. The Orkla brand itself is not the strategic branded product at Orkla.

Orkla's consumer products above and many, many more, come from the company most of us still associate with timber, paper and aluminium, and others associate with financial investments.

In the company's new strategy growth in branded consumer goods is the No 1 priority. The ambitions are set high and the willingness to commit capital is strong. The company has a strong balance sheet to fund the growth. Orkla had NOK 61 billion in sales in 2011. The corporation has 30,000 employees in more than 40 countries around the globe.

Mirror image

"Our employees are the mirror image of the societies we live in," she says.



Karin Aslaksen



Geir Aarseth

"Intercultural expertise is very important to us, not only because we operate in other countries and cultures, but equally because our customer base here in Norway has become more and more multicultural."

In this setting, Alarga is a long-term and vital partner. One of Alarga's most important 'allies' through many years is Orkla's own competence director, Geir Aarseth. Aarseth has been an internal and external spokesman for what he describes as a source of 'high social, relational expertise'.

Aarseth is passionate about acquiring talented people and further developing their skills, and has been a key figure in everything relating to the development of expertise and talent at Orkla.

People are Orkla's core asset

"We are known as an employer who takes care of our people and lets them grow professionally," says Aarseth. "Even though a lot of other things are changing at Orkla, our conviction – that values are created by people – never changes."

"Wow, what a catch!" they say at Cermaq

Cermaq 'reeled in' a co-worker recently who speaks five languages, has lived in just as many countries, is a fulltime student at Blindern, Oslo, and is writing her thesis at Statistics Norway.

No, we're not talking about a career woman in her 50s. We're talking about Ana, a 25-year-old from Chile, now an Alarga scholar serving an internship with the global salmon giant.

"Where is everybody?"

With Ana Teresa Munoz Delgado you can speak Norwegian, English, Portuguese, Spanish or Italian. You can chat about the hot, crowded streets of Santiago de Chile, about frosty Alberta, Canada, what it's like to live in Italy, Venezuela and Brazil, or about the empty streets of Oslo. Because that's where she lives now.

"When I arrived here I thought everyone was away on holiday. Where was everybody?" she says.

"It was strange. But I like Norway. Now, I've become accustomed to people not speaking to me unsolicited, that they're a bit sceptical to over friendliness, that they always show up on time at meetings and that they're more concerned with facts than feelings. And that beneath the cool facade, they're warm and friendly."

Ana Teresa is an intern at Cermaq. Cermaq is a global

leader in salmon aquaculture and manufacturer of fish feed for salmon. Cermaq has large parts of its operations in Chile, so Ana's cultural expertise is golden.

Like hand in glove

"We have 2,500 employees in Chile," says Ana's mentor at Cermaq, Kristin Hurum. "We work with Chileans every single day and need to understand how they think. In that respect, Ana fits in like hand in glove"

Kristin Hurum is sustainability coordinator at Cermaq, and working with her, Ana has grasped the meaning of sustainable business. Cermaq has embedded sustainability into its backbone. Indeed, the term is incorporated into their mission statement, which reads: "... a global leader in sustainable aquaculture, farming salmon and trout and manufacturing fish feed for the same species."

"Sustainability is a core value for Cermaq, and it permeates everything we do," says Kristin Hurum. "My job is to coordinate sustainability work in every country where we are represented. I gather and coordinate data about everything from fish mortality, escaped fish and



Photo: Paal Leveraas

Cermaq's Alarga Scholar Ana Tereza Munoz Delgado.

salmon lice, to accidents”

The company also stresses transparency. On its website, Cermaq publishes data about sustainability in their own business, for everyone to see. “Sustainability is the foundation of our business,” Hurum says. “If we don’t act sustainably, we have no future”

Exporting sustainability

Ana Delgado did not think much about sustainability when she started at Cermaq, but now she is a ‘believer’ and eager to spread the message.

“I want to help promote more sustainability in my native country, Chile, where much less attention is devoted to this issue,” says Ana.

Ana Teresa M. Delgado is working on her Master’s degree at the University of Oslo. She has a Bachelor’s degree in Commercial Engineering with an Economics minor, from Chile. Ana speaks fluent Spanish, Italian and Portuguese in addition to Norwegian and English. During her studies she has been an exchange student at the Istituto Istruzione Superiore Roncalli-Sarrocchi in Italy

and the University of Alberta in Canada. She has been a student assistant in the subjects Microeconomics II, Introduction to Macroeconomics and Public Finance at the Faculty of Economics and Business at the University of Chile. Alongside her studies she has served as a volunteer in a number of organisations, including Asociacion de Cegos e Deficientes Visuais, CAPSOCIAL, FECH and FEN in Chile. She also has work experience as research assistant at the Institute of Health Administration (IAS) in Chile and as junior executive at the research department of Statistics Norway.

About Cermaq

Cermaq is a world leader in aquaculture, with main focus on sustainable production of fish feed and farming of salmon and trout. Cermaq main operations are found in Norway, Chile, Canada, Scotland and Vietnam. Cermaq is a publicly listed corporation with revenues of NOK 12 billion. The Norwegian State controls 43% of the company’s share capital.

Tom, Tom and the rest of the world

Tom Chottayil Varghese (27) teamed up with Telenor in 2010 as an Alarga scholar. Since the spring of 2012 he is a new staff member at Telenor's Governmental Relations department.

BY PAAL LEVERAAS

We speak with Tom just after his recent employment at Telenor's head office for Governmental Relations at Fornebu outside Oslo. Until now, another Tom – Tom Riege – was the only employee at Telenor corporate headquarters in charge of ensuring snag-free lines to authorities in Delhi, Bangkok, Dhaka and other markets where Telenor is present.

Born in India, Tom Varghese teamed up with Telenor as an Alarga scholar in 2010. Telenor had to wheedle Norway's Minister of Foreign Affairs, Mr Jonas Gahr Støre, into giving Tom a permanent work permit. "The choice was between us and the Ministry of Foreign Affairs," says Tom Riege. "I'm very happy it was us."

Telenor – an Asian company

We met with the two Toms for a brief half hour at the head office at Fornebu as they await an Indian delegation visiting Telenor and other companies to discuss how to think business ethics.

"In many respects, Telenor is an Asian company today," says Tom Riege. "Of our 146 million customers, 130 million are in Asia."

In spite of the major media attention lately on conflicts in markets where Telenor is represented, the company has more experience in operations in Asia and East Europe than do most other Western companies.

"Delegations, like this one from India, come here often to learn, and we are frequently invited to Brussels and the EU to discuss the best ways to do business in Eastern Europe and Asia," says Riege.

Long-term thinking and values

Diplomacy is an important part of the skill set for international success and Varghese will surely help raise the bar even higher. He was schooled in diplomacy under Foreign Minister Støre himself. From December 2008 to June 2009 he was a consultant at the Norwegian Ministry of Foreign Affairs. There, he worked out a strategy and plan of action for cooperation between Norway and India, and assisted in presenting the plan to the public.

"Telenor is a corporation with many highly competent employees who take, and are given, much responsibility. I feel I can identify with the company's values, parti-

cularly that of long-term commitment,” says Varghese about his new job.

“How would Telenor’s position in India have been different if someone like you had come aboard five years ago?” “I am not qualified to answer that,” says Varghese. “I’m convinced Telenor did the right thing under the circumstances at the time. Personally, I am concerned more about looking ahead than about speculating on what could have been done differently.”

Born and raised on Norway's west coast

Tom Varghese was born and raised at Stord. Besides speaking the homegrown dialect of Western Norway, he is fluent in Malayalam, a language spoken by 33 million people in the Indian Kerala province. He also speaks English, French, Hindi and Urdu.

About Tom Varghese

Tom grew up on the Island of Stord on Norway's west coast. After high school at Stord he went on to take a Bachelor's degree in comparative politics at the University of Bergen. During his bachelor's studies he spent two periods at US Universities University of California at Berkeley and the American University in Washington D.C. When Tom graduated he was immediately involved in project work for the Ministry of Foreign Affairs in Oslo. He there experienced that law was central also to international politics. He thus decided to study for a Master's in jurisprudence from the University of Bergen where he graduated in the spring of 2012. As part of his law studies Tom spent one semester at the Sorbonne university in Paris, France. Tom is on the board of directors of the Rafto foundation.

Alarga Scholar Tom Chottayil Varghese joined Telenor's governmental relations department in May 2012. Here pictured with Tom Riege, Telenor's Head of Government relations



Passion for talent

Talent is the knowledge community's most important asset – and a limited resource. Like many other knowledge-intensive businesses, Telenor is constantly seeking new sources of talent. It is a prerequisite for the company's ability to meet new challenges and to grow.

BY PAAL LEVERAAS

"Alarga is an exciting player I associate exclusively with top people," says Mads Møglestue at Telenor. "I'm talking not only about the people we at Telenor have employed, but about the overall impression."

Mads Møglestue is head of Strategic HR and Projects at Telenor. He speaks fervidly about Telenor's passion for talent.

"Alarga represents an exciting talent resource for us, supplementing a host of other sources from which we try to tap talent," says Møglestue. "Alarga scholars are experts in their fields. They have goals, they have drive, they have a momentum that is impressive – and they bring with them valuable cultural know-how."

And for Telenor, which has worked its way through cultural clashes in many parts of the world, cultural know-how is key, not only internationally, but also in the domestic market. In Norway, 10-15 per cent of the population today are immigrants or children of immigrants. That creates new customer groups with new demands and expectations.

Extremely international

Telenor is today an extremely international business with respect to employees, even in the purely Norwegian operations. "We have people here at Telenor Norway from Eritrea, Sudan, Egypt, Iran and many other places," says Møglestue. "There are often seven nations represented in one project. That gives us vital expertise in handling our international sister operations, but also in addressing an increasingly multicultural Norway. We must adapt our products to different target groups and cultures also in our own country."

For Telenor, talent and expertise is our important asset, and the competition for talent has become stiffer in recent years. "Before, we were spoiled because everyone applied for a job at Telenor, but now even we have started feeling the effects of economic trends. It

has become harder to get hold of engineers in Norway, hence we must think differently and acquire expertise from elsewhere," says Møglestue. Telenor is passionate about its business and its people.

"We believe our co-workers have the ability to continuously develop and challenge the way we operate," says Møglestue.

Ambitions wanted

The company wants each employee to take charge of his or her own career path and future at Telenor. Ambitious employees have numerous career development opportunities through leading international programmes as well as job and project possibilities abroad. The Telenor Development Process (TDP) offers various programs for managers and talents, one of which is Core, Accelerate and Expand. The program aims at training people who can lead organisations within the Telenor Group. Telenor also has its own Global School of Finance and Brand Academy, the latter being a branding school for innovation and marketing of telecommunication.



Mads Møglestue is head of Strategic HR and Projects at Telenor Norge. He is also a member of Alargas Partner Council.

Innovation through Diversity

Innovation and diversity go hand in hand. Most companies would like to have both, yet only relatively few companies achieve the full potential of these two forces.

BY SILVIJA SERES, MEMBER, ALARGA ADVISORY COUNCIL

This is because both innovation and diversity require positive friction; and this friction challenges the established and comfortable ideas and processes. Human nature resists change, and so do many of our enterprises, despite their proclaimed strategies and visions. But in business and otherwise, we should remember Darwin: "It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change."

Many workplaces pride themselves on their harmony and consensus-based processes. However, some portion of real dissent, generated by real diversity, is necessary for innovations that go beyond partial, incremental changes. To create big changes, with genuinely new products, processes, and market positions, we should embrace and pursue friction rather than avoid it. But managing such friction effectively is not easy. It requires discipline, courage, experience and respect from all parties. It requires a strong company culture and vision, and a new

approach to recruitment.

Today it's hard to find a company that does not support some form of diversity in its culture, vision and strategy. There are three central approaches to diversity, and the two that are by far the most applied, are only "skin deep". Only the third "hard" approach truly challenges and creates real innovation. The three approaches are based on different motivations for embracing diversity:

The first is based on a fairness principle: All people should have equal rights to a job, based purely on their skills and talents and independent of their sex, ethnicity, religion, age, etc. Companies that rely primarily on this principle measure and track the numbers of employees from all minorities, and once their quotas have been reached; they assume they are diverse enough. Mission accomplished? No, because experience shows that most of these employees tend to be placed in the same groups, in the same roles, and not in the most significantly innovative positions. Their distinctive views do not surface, and



their potential effect on positive friction and consequent innovation has been "risk-managed" away.

The second approach is based on a market-access principle: As companies expand into new market segments or new geographies, it's good business to attract employees with relevant backgrounds that will increase credibility and bring understanding of new markets. This strategy is commercially driven either by new growth or improved efficiency. Companies that rely on this principle tend to achieve real product or service innovation either on the top or bottom line. However, they still tend to limit the effect of diversity on these new groups in the company. Here diversity is still fenced in and not used as an innovation engine that has the ability to shake up and reinvigorate the whole company.

The third approach to diversity is based on a competitiveness principle: a truly Darwinian view that in a fast changing market, with fast changing technology platforms and value chains, it is necessary to challenge the status quo in order to establish new, and defend existing, strong competitive positions. These companies attract the best and broadest talent and distribute them through the company so that their new ideas and skills can permeate the

established business. They seek the challengers. They reward the risk takers. They do not measure diversity in terms of number of minorities. They are at the next level of diversity thinking, where age, sex, and ethnicity are irrelevant. What these companies need, and measure, is differences in experience, in intellect, in approaches to different processes, timing, communication styles, and perception of quality. These companies are set for truly substantial innovation.

The third approach is the one we encourage in our partner companies. We also aim to help them with the challenges it poses, and of these, there are many. For example, "hire as smart as you can get, smarter than yourself, no matter the background," is not the most intuitive or easiest approach to recruitment. No matter how much their rational side accepts the argument about using the whole talent pool, most managers are still more comfortable with hiring young people in their own image. There are techniques to avoid this natural psychological bias, and Alarga is constantly seeking to improve understanding of these.

Cultures have different perceptions of openness and politeness, equality and respect. Ideals such as fairness,

Alarga Scholars Aslanbek Sjamsudtinov (left) and Pavan Saaed (right) exploring scientific models at the Inspiria Science Center



Photos: Sunniva Halvorsen

loyalty or courage are prioritized differently; so are different approaches to tasks, timing, style and teamwork. Company culture is the key here. There should not be “us” and “them” - there should be “we,” robust enough to endure fierce scrutiny, and comfortable enough to accept accord.

I have had the good fortune to work in several organizations that have had such a deep and hard approach to diversity, and they have taught me several important lessons. For example, at Oxford University, where I worked on a PhD in mathematics, I discovered that there are far more ways to be an effective academic and mathematician than I ever dreamed of. Some people achieved greatness through pure mathematical talent. Others reached as far by combining a more average talent with great people skills, process skills, or even humor. This sounds obvious in retrospect, but not when we meet these people and judge their abilities for a certain task.

We all tend to judge people through the prism of our skills, our interests and our motivations. We are not able to fully appreciate their greatness if they work and think genuinely differently from ourselves. Unless we have experienced how immensely useful and inspiring such

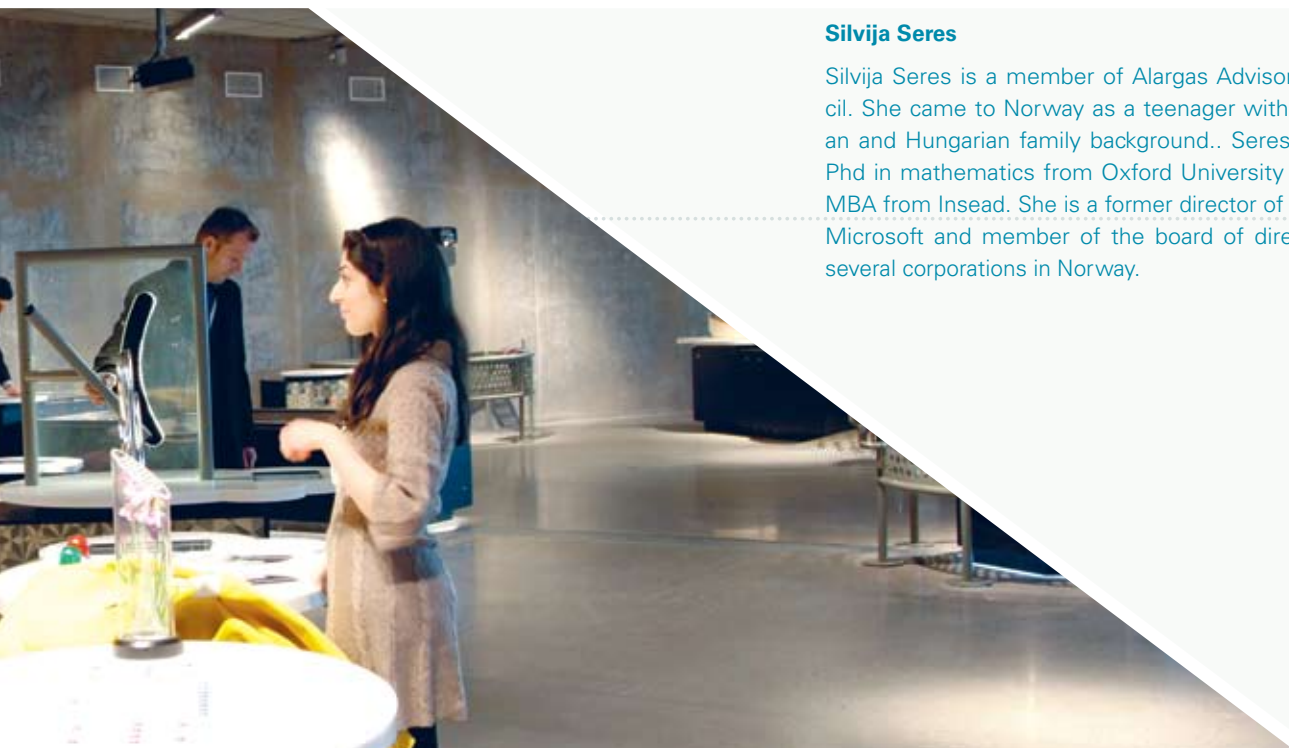
collaborative work can be, we tend to assume such work is just too troublesome.

There are many companies among our partners that successfully nurture diversity at all levels in their organization in order to foster great innovation. They systematically ensure greater diversity in their strategic efforts by seeking and applying input from different skill and culture pools. They know that talent comes in many shapes, colors and sizes, and that it is often the invisible diversity, in terms of experiences, education, talents and attitudes, that it the most demanding. There are no absolutes: skills, approaches and personalities vary across cultures and within. We need to make sure we attract the best, irrespective of how different they may be from us. Then we need to make sure they can perform at their best. Let them innovate together.

Diversity rewards the open-minded with new insights and extended creativity and effectiveness. It pays off through a combination of creativity, generating a wealth of new and more robust ideas - and ultimately, strategic positions for companies.

Silvija Seres

Silvija Seres is a member of Alargas Advisory Council. She came to Norway as a teenager with a Serbian and Hungarian family background.. Seres holds a Phd in mathematics from Oxford University and and MBA from Insead. She is a former director of Fast and Microsoft and member of the board of directors of several corporations in Norway.



Scholars and Alumni

2011 Scholars

Nicolas Brunet studies for a Master of Jurisprudence degree from the University of Bergen. He speaks fluent Spanish in addition to Norwegian and English. Nicolas has held internships with the law firms Steenstrup Stordrange DA and Wikborg Rein & Co. He has also worked as a faculty assistant in the law faculty at the University of Bergen. Nicolas has work experience as a nursing assistant for Gullstøltunet home for the elderly and logistics assistant at Posten Norge. Nicolas holds a scholarship from the law firm Thommessen.

Aida Kazagic studies for a Master's degree in Materials energy and nanotechnology at the University of Oslo. She took her Bachelor's degree in physics at the University of Oslo. Aida speaks Bosnian, Serb and Croat languages in addition to Norwegian and English. When studying for her bachelor's degrees she was a student representative at the University committee for chemistry. Aida worked within the University of Oslo administration and information department for a few years before moving on to do her Master's degree. She was formerly a rower on national level. Aida is a scholar with Yara.

Subhan Malik studies for a Master in Finance and entrepreneurship at the Norwegian School of Economics (NHH). He holds a Bachelor's degree from the Bergen School of Management. Subhan speaks Urdu, Punjabi

and Hindi in addition to Norwegian and English. He is an active Cricket player and has founded his own club with friends. His work experience includes work as a social councilor for youth in Bergen municipality, internships at Sparebank Group and shop assistant in fashion retail. Subhan is a scholar with Telenor.

Ana Teresa Munoz Delgado is studying for a Master in Economics at the University of Oslo. She holds a Bachelor's degree in Economics from Universidad de Chile. Ana speaks fluent Spanish, English and Italian in addition to Norwegian and Portuguese. She has been an exchange student at Istituto Istruzione Superiore Roncalli-Sarrocchi in Italy and at the University of Alberta in Canada. She was a faculty assistant at Universidad de Chile and active in social volunteer activities. Ana has work experience from the Institute of Health Administration (IAS) in Chile and Statistics Norway in Oslo. Ana is a scholar with Cermaq.

Tayyab Rashid is studying for a Master in business and economics at the Oslo School of Management. He speaks Urdu and Punjabi in addition to Norwegian and English. Tayyab has worked part time in sales for a number of media and telecoms players in Oslo including Dagsavisen and Tele2. He also has work experience as an accountant. While studying he has held a num-



Nicolas Brunet



Aida Kazagic



Subhan Malik

Ana Teresa
Munoz Delgado

Tayyab Rashid



Fredrik Rawicki



Pavan Saeed



Betty Xiaochen Yuan



Bing Zhao

ber of courses for pupils at his old high school Ulsrud Videregående. Tayyab holds a scholarship from Statkraft.

Fredrik Rawicki is completing a Master's degree in Process Technology at the Faculty of Technology at Telemark University College. He holds a Bachelor's degree in Gas and Energy Technology from the same faculty. Previously, before he started his engineering studies, he worked as a master builder and has several years of experience in the construction industry. He speaks fluent Polish in addition to Norwegian and English. He has represented Tekna at his college and worked as an Instructor and assistant at Forskerfabrikken AS to promote science among youth. He is currently a board member of SITEL. Fredrik is a scholar with Orkla.

Pavan Saeed is studying for a Master of Jurisprudence degree from the University of Oslo. She speaks fluent Urdu in addition to Norwegian and English. Pavan has been a volunteer in the world ski championships in Oslo in 2011, board member of Norwegian Pakistani student federation and board member in Mino.jur. Pavan has also worked as a part time teacher at Rykkin skole and as shop assistant at Notabene, the book store. Pavan holds a scholarship from the law firm Selmer and will soon join Selmer as an associate.

Betty Xiaochen Yuan is studying for a Msc. in International Business from NSE, the Norwegian School of Economics including the double degree program CEMS global alliance, Msc. in International Management. Betty was born in Shanghai and grew up in Trondheim, Norway. She speaks Mandarin, French and Italian in addition to Norwegian and English. She has spent time in Asia including internships with leading financial institutions in Shanghai. She has completed an exchange programme at SDA Bocconi in Milano. Betty is a scholar with Aker Solutions.

Bing Zhao studies for a Master's degree in Industrial Economics and Technology Management at the Norwegian University of Science and Technology (NTNU). Bing is born in Beijing and grew up in Bergen, Norway. She speaks French and English in addition to her native Norwegian and Chinese. Bing has held prominent positions in various student associations including the Board of European Students of Technology, and worked as a teaching and research assistant at her university. She has interned at Borregaard, and greeted guests as a hostess at the Norwegian pavilion during the 2010 World EXPO in Shanghai. Bing is a scholar with DNB.

2010 Scholars

Vaishali Kathuria holds a Master's degree in Economics and Business Administration from the Norwegian school of Economics (NHH) in Bergen, Norway, and Bocconi University in Milan, Italy. Vaishali is born and raised in Bergen. She speaks fluent Hindi and Spanish in addition to Norwegian and English. After upper secondary school she studied preparatory subjects (exphil./exfac.) and Spanish for one semester in Mexico. Vaishali continued her Spanish studies with one semester of philanthropic work in Buenos Aires, Argentina, after completing her bachelor degree at NHH. She has also spent a summer in London at the Instituto Marangoni fashion and design school. Beside her studies, Vaishali has been a columnist and editor for the cultural section in the student newspaper K7 Bulletin, as well as a dancer and choreographer at the Student Week (UKEN) in 2008 and 2010 at NHH. She has represented the third year bachelor students at the Bachelor Management Board, and served as a board member at the board of Strategy and Management at NHH. In addition, she has worked as a professor's assistant in both bachelor and master subjects. Vaishali served her Alarga Internship at Yara and will be joining the public relations and communications agency Gambit Hill Knowlton in 2012.

Veysel Ince holds a Master of Jurisprudence degree from the Faculty of Law at University of Bergen. He has also in addition spent six months as an exchange student at the Koç University in Istanbul. Veysel is born and raised in Stavanger. He speaks fluent Turkish in addition to Norwegian and English. Besides his studies, he has been active in the Turkish Youth Association of Norway, heading the local chapters in Stavanger (2004-2006) and Bergen (2006-2012). He has also been a support person at the Child Welfare Service in Stavanger (2005-2006) and later in Bergen (2007-2010). Veysel Ince has served his Alarga internship at Thommessen where he is employed as an associate in the area of M&A and Capital Markets.

Tom Varghese holds a Master of Jurisprudence degree from the University of Bergen. Tom also holds a Bachelor's degree in Comparative Politics from the University of Bergen with supplementary studies in sociology at the University of California at Berkeley and

foreign policy at American University in Washington D.C. Tom has a family background from India and speaks Malayalam (native language), Hindi, Norwegian, English and French. In addition to his studies, he has been head of the debating team and board member of the Bergen Student Society and board member of the Rafto Foundation. In spring 2010 he was hired as a consultant at the Norwegian Ministry of Foreign Affairs where he helped draw up a strategy for cooperation between Norway and India. Since January 2010 Tom has contributed commentary and feature articles in Norwegian newspapers and magazines as a freelance writer. Tom Varghese served his Alarga Internship at Telenor and recently joined Telenor full time to work with governmental affairs in Asia.

Vu Duy Pham holds a Master's degree in Modeling and Data Analysis within finance, insurance and risk management from the University of Oslo. Alongside his studies he participated in the Norwegian Entrepreneurship Programme as an exchange student to Singapore. He speaks Vietnamese and Spanish in addition to Norwegian and English. Besides his studies, he has worked in the science project TENK (ENTER UIO) as finance manager and mentor for upper secondary school students. Vu has also been active in a number of associations, including that of competition manager for the share competitions Studenter på Børs (students on the stock exchange) and Elever på Børs (pupils on the stock exchange) and for Unge Aksjonærer (young shareholders), finance manager for MAPS (Mathematics, Algorithms and Programming for Students) and finance manager for the Student Business Committee. Vu Duy Pham was an Alarga Scholar with Statkraft and went on to build a small asset management company in Oslo.

Rony Solaiman holds a Master of Jurisprudence degree from the University of Oslo. He also completed courses in EU Law at King's College in London. He speaks Bengali in addition to Norwegian and English. Along with his studies, he has been active in the Red Cross (Refugee Guide) since summer 2010 and has written articles on stock exchange and securities law as well as various articles for student newspapers. Rony has job experience as a consultant at Bank Norwegian, co-worker at Lovdata



Vaishali Kathuria



Veyssel Ince



Tom Varghese



Vu Duy Pham



Rony Solaiman



Manveer Sidhu



Visnu Manoharan



Javad Mushtaq

and customer service representative at the insurance firm Enter forsikring AS. He has also been a summer temp worker at the Agency for Planning and Building Services, the Norwegian Police Aliens Section and the Norwegian Directorate of Immigration. From 2011 to 2012 he worked at the Securities Institutions Section at the Financial Supervisory Authority of Norway. Rony Solaiman was an Alarga Scholar with the law firm Selmer and went on to join Selmer as an associate in their banking, finance and insurance department.

Manveer Singh Sidhu holds a MSc degree in Applied Economics & Finance from the Copenhagen Business School. Manveer took his Bachelor's degree in Economics and Business Management from the Norwegian School of Management (BI). He speaks Hindi and Punjabi in addition to Norwegian and English. He has combined his studies at the School of Management with a full-time job as manager of the food store Rimi at St. Halvardsgt which is owned by his family. Manveer is an active soccer player and dancer and has danced at the Norwegian Opera and at the Mela 2010 festival. Manveer Singh Sidhu was an Alarga Scholar with Orkla where he went on to join their brands division as a financial controller.

Visnu Manoharan holds a Master's degree in Industrial Economics and Technology Management degree at the Norwegian University of Science and Technology

(NTNU). Visnu speaks Tamil in addition to Norwegian and English and has job experience from Loomis Ålesund as a security guard for valuables transport. Besides his studies, he has been a treasurer for NTNUI Karate, sponsor manager for the excursion committee for Datateknikk and IT manager in the Tamil Student Association of Trondheim (TSAT). Visnu Manoharan served his Alarga internship at Hafslund. From august 2012 Visnu will be a systems consultant with Oslo based IT consultants Accedo.

Javad Mushtaq holds a MSc degree in Business and Economics at the Norwegian School of Management (BI). Javad speaks Urdu, Punjabi and French in addition to Norwegian and English. He has worked as an assistant at the accounts department of the newspaper VG and in customer service at Viasat Transcom Norge. In summer 2010 he was selected by Fulbright to attend the Summer Institutes for Outstanding European Students in the US and was named Economics Student of the Year 2010 by Universum Awards. He has been awarded with the Wilhelmsen-grant by BI and honored as BI's student ambassador of 2011. Besides his studies, he has been a board member of the user group for "A Room for Faith and Reflection". Javad Mushtaq served his Alarga Internship with DNB and will work for the Royal Consulate General of Norway in Houston from august 2012.

"The Alarga Scholarship is unique. I have been exposed to people and opportunities I could only have dreamt of before joining the programme."

Svitlana Kolesnyk, Alarga Scholar 2009
MSc student at NHH – The Norwegian School of Economics

2009 Alumni

Benedikt Bocek is taking his Master of economics at Toulouse School of Economics in France. Benedikt holds a Bachelor's degree in economics from the Norwegian University of Science and Technology in Trondheim. He speaks fluent German in addition to Norwegian and English. Benedikt also holds several honorary positions, including serving on the board of AIESEC Trondheim and as head of the Catholic Student Union in Trondheim. Benedikt Bocek is doing his internship at Orkla.

Karan Kathuria is studying for a Master's degree in industrial economics and technology management at the Norwegian University of Science and Technology in Trondheim. He speaks fluent Norwegian, English and Hindi. Among his extracurricular activities, Karan has served as the head of UN students in Trøndelag and as Sales and coordinating manager of Fotogjengen at the Student Union in Trondheim. He has work experience as a sales consultant at the Hansa Borg Brewery and as coach for Janus Football Club. Karan served his Alarga internship with BKK and went on to join the Bearingpoint team in Oslo as a business consultant.

Svitlana Kolesnyk has a Master's degree in Business Administration from Norwegian school of Economics. Svitlana was born in Ukraine and holds a Master's degree in linguistics (English and Turkish) from the University of Kiev. She speaks Ukrainian, Russian, Spanish, Italian and Turkish in addition to Norwegian and English. Svitlana has work experience from tourism and telecommunications. She also worked for the Ukrainian Embassy in Ankara, Turkey. She came to Norway in 2005, and has completed a Bachelor's degree in Economics and Business Administration at NSEBA/NHH. In 2010 she took part in the project "Competition in the Taxi Market" at the Institute for Research in Economics and Business Administration. Svitlana served her Alarga internship at Telenor and went on to join Den Nationale Scene AS in Bergen as business controller.

Aslanbek Sjamsutdinov holds a Master's degree in industrial economics and technology management from the Norwegian University of Science and Technology in Trondheim. He was awarded the Fulbright Scholarship to study in the USA and spent the academic year 2009-



Back left: Nemanja Trecakov, Benedikt Bocek, Karan Kathuria, Aslanbek Sjamsutdinov. Front: Alice Wan, Svitlana Kolesnyk

2010 in the University of California, San Diego. Next to his studies, he has been a board member of the Amnesty International Student Network in Trondheim. Aslanbek was born in Grozny, Chechnya. He moved to Norway in 2002 and obtained Norwegian citizenship in 2007. He is fluent in Norwegian, English, Russian and Chechen. Aslanbek has represented Norway in two International Mathematical Olympiads (IMO): in Mexico (2005) and Slovenia (2006). He has also participated in the Norwegian Physics Olympiad, where he was placed among the top 20. Aslanbek served his Alarga internship at Statkraft and joined Bain & Co as a business consultant in 2011.

Nemanja Trecakov holds a Master's degree in Electronics from the Norwegian University of Science and Technology in Trondheim. Nemanja is born and raised in Serbia. He came to Norway in 2005 as an exchange student, and holds a Bachelor's degree in electronics from Narvik University College. He speaks fluent Norwegian, English and Serbian. Nemanja has been involved in the "International Students' Union" and has volunteered at

the Døgnvill Festival '08 in Tromsø, Vinterfestuka 09 in Narvik, UKA 09 and ISFiT 2011 in Trondheim. Next to his studies he has been working part time as test engineer at Norbit ODM. He has work experience from the service industry and from REC ScanCell AS. Nemanja served his Alarga Internship at Telenor before joining the engineering department at Huawei Norway.

Alice Wan holds a Master's degree in economics and administration from the Norwegian school of Economics (NHH) in Bergen. Alice is active in the Student Union in Bergen, and speaks fluent Chinese and French in addition to Norwegian and English. Alice has work experience from the Norwegian bank DnB Nor, and worked during the summer of 2009 at Telenor. Alice Wan served her Alarga internship at Yara and started working as an auditor for PwC from in 2011.



Ahsan M. Ahmed



Nazar Annagurban



Johnny Han-Wei Chang



Amira Delnezirovic



Rafael Garavito



Olivier O. Imafidon



Kanwar G. Kumar



Sarmad Mehmawaz



Karolina Orleanski



Amy Norstrøm

2008 Alumni

Ahsan Mohammad Ahmed earned a Master's degree in economics and administration from the Norwegian school of Economics (NHH). He speaks fluent Norwegian, English, Urdu and Punjabi. He has previously worked as an auditor at Vidi Revisjon AS, accountant at Siviløkonom Sverreson & Co and as research assistant at the Norwegian Institute at the Norwegian Agricultural Economics Research Institute. Ahsan holds a Bachelor's degree in auditing from Oslo University College. Ahsan served his Alarga internship at Formuesforvaltning AS. He is now working as an auditor for KPMG.

Nazar Annagurban graduated with a Master's degree in information science from the University of Bergen and Bergen University College. He holds an International Baccalaureate degree from the British International School of Prague. Nazar speaks fluent Norwegian, English, Turkmen and Russian, and has worked in the ICT field. Nazar served his internship at BKK and is now working as a knowledge engineer at Computas.

Johnny Han-Wei Chang holds a Master of science degree in Management & CEMS MIIM from the University of Sydney. He holds a Bachelor's degree from the Norwegian school of Economics (NHH) and has served in a number of honorary positions at the institution, including advisor and board member for Amnesty NHH (2007). He represented NHH with three fellow students at the CBS Case Competition in 2008. Johnny speaks fluent Norwegian, English and Chinese and has work experience from the administration and economy department in the Ministry of Culture and Religion and Marsh Inc., a subsidiary of Marsh & McLennan Companies Group. Johnny Han-Wei Chang served his Alarga internship at Agder Energi and is now working as strategic / management consultant at Zurich Financial Services in Zurich, Switzerland.

Amira Delnezirovic holds a Master of science degree in Leadership and Organisational Psychology from the Norwegian School of Management BI. She speaks Norwegian, English and Bosnian and has work experience

from Kompetanse Partner as a service coordinator, and as Sharepoint editor (2009) and HR advisor (2010) from Telenor ASA. She holds a Bachelor's degree in Marketing Management from BI, with a major in branding. Amira Delnezirovic served her Alarga internship at Telenor, and has since 2011 been working as Employer Brand advisor at Telenor Norway.

Rafael Garavito holds a double Master's degree in Business Administration and Economics with a focus on energy, natural resources and the environment from the Norwegian school of Economics (NHH), in combination with a Master degree in International Management (CEMS-MIM). Parallel to his studies he attended Gründerskolen (Entrepreneur School) with exchange programs to Shanghai. Rafael speaks fluent Norwegian, English, Spanish and conversational Italian and has work experience from various language training positions. He has also been responsible for account management, sales surveillance and reporting in a start-up company and has worked as marketing consultant for larger firms. Rafael Garavito served his Alarga internship with Statoil and is currently working with organizational branding at Universum Global.

Oliver Osazee Imafidon was awarded a Master's degree in product development and production from the Norwegian University of Science and Technology in Trondheim. He speaks fluent Norwegian, English, Yoruba (Nigerian) and Edo (Nigerian), and worked part-time as a structural engineer at Reinertsen. He also has work experience as a structural product designer for Aker Engineering & Technology and from subsea engineering in a summer job at FMC Technologies. Oliver holds a mechanical engineering degree from Oslo University College, specialising in construction techniques. He also volunteers as an educational assistant with the Red Cross program for Help with Homework. Oliver served his Alarga internship at Statkraft and is currently working as a structural engineer at Aker Solutions.

Kanwar Gulshan Kumar holds a Master's degree in geology and petroleum technology with a focus on reservoir technology from the Norwegian University of Science and Technology (NTNU) in Trondheim. He speaks fluent Norwegian, English, Hindi and Punjabi, and has work experience from the offshore unit of the Norwegian Geotechnical Institute (NGI) and Conoco-Phillips Norge. He has held a number of honorary positions at NTNU, including board member in SPE (Society

of Petroleum Engineers) and as a volunteer during the UKA-festival 2007. Kanwar served his Alarga internship at Umoe, and joined Norske Shell as a petroleum engineer in 2009 where he worked with the future development of the Ormen Lange gas field. Since January 2012 he has been on an international assignment with Shell in the Netherlands; key responsibilities being maturation of new development opportunities and production optimization of several onshore fields.

Sarmad Mehrnawaz has a double master of science degree in Financial Economics from the Norwegian School of Management BI and Universitat Pompeu Fabra/Barcelona GSE in Spain. He speaks fluent Norwegian, English, Urdu and Persian and has work experience in sales from a leading Nordic consumer electronics firm. Sarmad served his Alarga internship at Yara International ASA. From August 2010 he has been employed in the FX/Liquidity & Treasury department at Yara.

Anna Karolina Orleanski has a Master's degree in economics and administration from the Norwegian University of Life Sciences (UMB). She speaks fluent Norwegian, Polish and English. She has work experience from the finance department in Nespresso Norge, a Nestlé subsidiary. She has held a number of honorary positions, including assistant manager of the Business Council at Oslo University College. In addition, Karolina is an elite swimmer and works part-time as a swimming instructor at Bærumssvømmerne. She served her Alarga-internship at Orkla/Elkem Materials. Karolina is about to complete Statkraft's international graduate trainee program and is currently working as a market analyst in Statkraft Oslo.

Amy Norstrøm holds a Bachelor's degree in Economics and Administration and a Master of Science degree in Business and Economics with major in marketing and minor in Finance from the Norwegian School of Management BI. She speaks fluent Norwegian, English and Chinese and has work experience in PR, marketing and finance from a variety of companies, including Huainan Jinyangguang Sharp Ltd. in China and Wahl Eiendom, Shanghai Tiger Trading Company in Norway. Amy has since 2010 been volunteering as an instructor at Global Dignity Day. Amy Norstrøm served her Alarga internship with I.M. Skaugen, and went on to become a business consultant at Telenor. She is currently working as Service Solution Manager at Huawei Norway.



Ivan Mikov



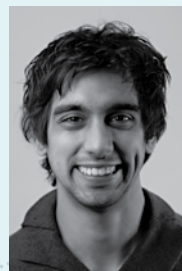
Katherine Hui



Goran Khalaf



Sissi Cen



Vineet Sharma

2007 Alumni

Ivan Mikov holds a Master of Science in Economics and Business Administration from the Norwegian school of Economics (NHH) in Bergen, with a major in finance. Ivan speaks fluent Norwegian, English and Bulgarian. He served his Alarga internship at Statkraft, who recently entered the market in Bulgaria, Ivan's homeland. Ivan completed Statkraft's international trainee program and is currently working with power market analysis within the company.

Katherine Hui has a Master's in industrial economics and technology management from the Norwegian University of Science and Technology in Trondheim. Katherine served her Alarga internship with shipping giant Leif Höegh & Co, and wrote her thesis on Corporate social Responsibility (CSR) as a driver in innovation processes. Katherine took a position in the Norwegian Foreign Ministry in 2009.

Goran Khalaf holds a Master's in environmental chemistry at the University of Oslo. His thesis is part of a cooperative effort to document mercury pollution in the province of Guiyang, China. Goran served his Alarga-internship at Yara International, where he worked with cleaning of fertilizer products and development of technologies to improve water quality. He is currently working as a product manager at HECO - Laboratorieutstyr AS.

Sissi Chen has her Master's degree in construction and environmental technology from NTNU in Trondheim. Sissi wrote her thesis on construction analysis of concrete offshore platforms in Arctic regions. She served her Alarga internship with Multiconsult where she is currently working.

Vineet Sharma holds an MSc degree in Industrial Economy and Technology Management from NTNU in Norway where he specialized in entrepreneurship and



Fazila Mahmood



Waseem Shad

commercialization of technology. He spent the academic year 2007-2008 as an exchange student at the University of California at Santa Barbara (UCSB). He speaks Norwegian, English and Hindi. Vineet served his Alarga-internship at Elkem/Orkla. After a few years as a consultant within project management at Holte Consulting, Vineet recently has taken on a role as analyst and business developer for Ascheoug, the Norwegian publishing house.

Fazila Mahmood holds a Master's in machine, process and product development from the Norwegian University of Life Sciences (UMB). Fazila's Alarga partner was Statoil, and she wrote her thesis on subsea technology, with a focus on wellhead analysis. After finishing her Master's degree she studied in 2009/2010 Pedagogics in mathematics at University of Oslo. Since 2010 she has been teaching Mathematics to secondary and high school students at Fyrstikkalleen skole.

Waseem Shad earned a Master of science degree in international accounting and finance from Cass business school in London. He served his Alarga internship at Telenor, where he worked at group level with challenges connected to Telenor's activities in Pakistan. Waseem has worked within retail, the Inland Revenue Service and large corporates at DNB. He is currently with Norvestor, the Oslo based private equity group. In addition he holds elected positions as member of the Bærum city council and Cass Alumni Norway representative.

Alarga Partner Council

Alarga's Partner Council consists of representatives from Alarga's partner companies. The Council supports Alarga's Board of Directors and is responsible for recommending scholarship candidates, in addition to assisting Alargas management on a general basis. The Council meets minimum twice yearly. Geir Aarseth of Orkla is the Advisory Board director. The other members of the Council have been Carl O Geving from Thommessen, Anne

Helene Osberg and Siv Carlsson from Selmer, Glenn Menkin from DNB, Martine S. Bjørnstad Malterud from Orkla, Liv Berit Akselsen from Hafslund, Richard Treu from Cermaq, Ellen Etholm from Statkraft, Eirik Johannes Leer and Anette Bjerke fra Aker Solutions, Mads Møglestue from Telenor and Marit Røed Ødegaard from Yara. Rakel Kobbavik joined Alarga's Partner Council in 2012.



Geir Aarseth, Orkla
Alarga Partner Council Director



Martine Malterud
Orkla



Rakel Kobbavik
PwC



Carl Geving
Thommessen



Siv Carlsson
Selmer



Anne Helene Osberg
Selmer



Ellen Etholm
Statkraft



Glenn Menkin
DNB



Marit R. Ødegaard
Yara



Liv Berit Akselsen
Hafslund



Richard Treu
Cermaq



Mads Møglestue
Telenor



Eirik Johannes Leer
Aker Solutions



Anette Bjerke
Aker Solutions



Silvija Seres



Marta Kuzma



Birger Magnus



Jarle Roth



Hallstein Mørk



Håkan Hallén



Kim Dobrowen



Nadir Nalbant



Torger Reve



Ole Gustavsen

Alarga Advisory Council

The Alarga Advisory Council advises Alarga on questions of Alargas long term direction and strategy. The Advisory Council meets twice a year.

Silvija Seres is Director of Business Management in Microsoft and member of the board of Data Respons ASA, Norsk Tipping and Aschehoug. She has previously worked in Fast Search & Transfer, and her academic career includes Oxford University, as well as China, Saudi-Arabia and the U.S. She has a Ph. D. in mathematics, a major in information technology and an MBA from INSEAD.

Marta Kuzma is a curator, writer, lecturer, and, since 2005, director of the Office for Contemporary Art Norway (OCA). Marta is a visiting professor at the University IUAV in Venice. She is the founding director of the Soros Center for Contemporary Art in Kyiv, Ukraine.

Ms Kuzma is a graduate of Barnard College, New York, and postgraduate of art theory and aesthetics from the Centre for Research in Modern European Philosophy at Middlesex University in London.

Birger Magnus is a non executive board member at several companies and is the chairman of Storebrand ASA and Statoil Fuel and Retail ASA. He was until 2009 Executive Vice President of Schibsted and was before this a partner in McKinsey & Co. Birger holds a MSc from the National Technical University in Trondheim (NTNU) and an MBA from INSEAD.

Jarle Roth is the Deputy CEO of the Umoe Group. He is a director of a number of Umoe Companies and a director of the Grieg Shipping Group, Kverneland, Aibel and Enova. He is also member of the FAFO Research Foundation's advisory committee. Jarle Roth holds a degree in naval architecture from MRIH and a Master's degree in Business and Economics from the Norwegian school of Economics (NHH).

Hallstein Mørk is a non executive board member and consultant. He was until 2010 Executive Vice President for Nokia Corporation where he had global responsibility for all human resources activity including employee development, management and leadership development, compensation, benefits, staffing, and global diversity. Halstein holds a diplomøkonom degree from the Norwegian School of Management.

Håkan Hallén is Senior VP Human Resources in Yara since 2009. Before joining Yara he served in various senior positions in Aibel Group Ltd., UBS, Accenture and Volvo. He also has extensive international experience from leading HR positions at the World Bank, Washington DC and the OECD in Paris. Mr. Hallén holds an M.Sc degree in Behavioural Science and Personnel Management from the University of Gothenburg.

Kim Dobrowen is a partner in the law firm Thommessen. He is a recognized specialist in international corporate law. Before joining Thommessen Kim was an executive

officer at the Norwegian Ministry of Justice. He holds a law degree from Oslo University and has been admitted to the supreme court of Norway.

Ole Gustavsen is a partner at Snøhetta, the architects, where he was until recently also their managing director. He has broad international experience from leading architectural projects in places ranging from Kairo to New York and Asia. Ole holds a degree from The Oslo School of Architecture and Design.

Nadir Nalbant is the founder and chairman of Hello, the Norwegian mobile operator. He is a serial entrepreneur and has founded a number of companies in the IT and telecoms sector in Norway. Nadir holds a degree in electrical engineering from Ålesund Technical School.

Torger Reve is professor of strategy and industrial competitiveness at the Norwegian School of Management (BI). He was dean of BI from 1997 to 2005. Reve was prior to this professor at the Norwegian School of Economics and Business Administration (NHH) in Bergen and also a Managing Director of the Foundation for Economics and Business Research (SNF). Professor Reve holds a Phd in management from Kellogg Graduate School at Northwestern University. He has been a visiting scholar at a number of universities worldwide including Stanford University, Harvard University, Fudan University and Hitotsubashi University.



Svein Tore Bergstuen
Board member



Patrick Sandahl
Board member



Benedikte Stiff
Board member



Erik Villum
Chairman

Board of directors

Svein Tore Bergstuen joined Alarga's board of directors in 2011. Svein Tore is head of communication in TVNorge. He has 16 years of experience as a newsreporter and host in norwegian television, radio and magazines (TV 2, P4, TVNorge, Kanal24, Ny Tid). He has also worked as an advisor in Amnesty International Norway and as an information advisor in Geelmuyden.Kiese. Bergstuen is an author of both fiction and documenatry and has studied psychology and sosiology at the University of Bergen.

Patrick Sandahl joined Alarga's board of directors in 2008. Patrick is Director at Nordea Corporate Finance. Prior to Nordea he was Managing director at Dyvi Invest AS for 5 years and partner at Telenor Venture for 7 years. He has significant board experience e.g the listed companies PSI Group ASA, NOCC ASA, Profdoc ASA and Chairman in Barnas Hus Nordic AS. Sandahl has considerable experience in private equity and M & A. He holds a Cand. Jur degree from the University of Oslo.

Benedikte Stiff joined Alarga's board in 2008. She has been a partner with headhunters ISCO until 2012 when she is a founding partner of KinderStiff. Bendikte has a broad management recruitment and evaluation experience. She assisted Alarga in identifying grant recipients during the spring of 2007, and joined the board of Alarga in 2008. In 2009, she was member of the main jury that awarded "The young leaders of the year", initiated by Assessit and BI Norwegian School of Management. Benedikte is a Psychologist from the University of Bergen.

Erik Villum (chairman) took the initiative to establish Alarga in 2007. He is currently a partner in Tvistein Advisors and the executive chairman of Alarga. Erik has previously held central positions in the Umoe Group, Nord Pool, Enskilda Securities and Boston Consulting Group. He serves on the board of several organizations. Villum has his education from The Norwegian school of Economics (NHH) and holds an MBA from Insead in France.



Dilek Ayhan
Managing Director

Management

Dilek Ayhan was a member of Alarga's founding board in 2007 and has been managing director of Alarga since 1 January 2008. Prior to that she worked as project manager in Oslo Teknopol IKS. While with Teknopol she managed a recruiting project aimed at providing knowledge based clusters in the Oslo region with improved access to specialists and qualified personnel. Dilek is a former manager of JADE, a European network for young entrepreneurs, and has during the past 11 years been serving on the board of several organizations working with diversity management and intercultural communication. She has received numerous awards for her work with young people from multicultural backgrounds. Dilek holds a degree in Engineering from Oslo University College.

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