

Jim Pulcrano

Jim joined the management team of IMD in March 1993 as Director of Marketing. He received his MBA from IMD in 1984 and he has a BSc degree in Mechanical Engineering from the University of Missouri-Columbia (USA). Today Jim has direct responsibility for IMD's Swiss-based clients, and is a member of the Executive MBA teaching team, focused on IMD's work in entrepreneurship and Silicon Valley. He is the former Chairman of UNICON, an association of the world's top business schools. Amongst many others, he has worked closely with Barry Callebaut, Caterpillar, Ciba, Cisco, Dow Chemical, Holcim, Nestlé, Novartis, Philip Morris Int'l, Stryker, Tetra Pak, Swiss Re and Roche.

Before joining IMD, Jim was Managing Director of a Swiss startup company in the medical device industry, Bioself. Previous to his MBA degree, he worked as an engineer and team leader in the USA and Africa for Schlumberger, a leader in the petroleum services industry.

In one form or another, he has contributed substantially to six startup companies over the past 15 years in the US and Switzerland. As CEO, in 2000/2001 Jim helped Shockfish, a high-tech Swiss startup, raise its first rounds of financing, build its core team and product and deliver its service to its first clients. He was on the board of IP01, a wireless infrastructure startup, as well as the advisory board of AVIQ System, a home multimedia equipment and software maker. With two colleagues, he created a firm to productize intellectual capital into practical products for managers. The Swiss federal government chose him in 2003 to join its strategy committee for the two "Swiss Houses" in the United States, under the Swiss Secretariat for Education & Research (SER).

Jim was born in the United States, has Swiss/American citizenship, speaks English and French, is married and has three children. He lives in Switzerland.

Executive Development & Strategy Consulting Activities

Jim's activities in the field of executive development and strategy consulting have included:

Designed the overall executive development strategy for a large US multinational in the retail fashion industry. The target group was the firm's top 300 executives. In addition to an HRD strategy, Jim delivered: the design for a 2-week custom program, together with suggested choices for business school partners; a short list of open programs for specific individuals; an internal workshop designed to help them with user/customer focus; a self-delivered course to improve the financial skills of a large number of managers.

Audited the management development practices and future needs of a Fortune 100 FMCG company, including interviewing the organization's entire top management and delivering the results and recommendations to the firm's internal trainers and HRMs. All proposals were implemented.

Facilitated a workshop with the top management of a \$50 billion multinational on the future direction of the company's product offerings and R&D focus. All proposals were implemented.

Created the IMD startup/business plan competition for the EMBA and MBA programs. Over the past 8 years almost 100 early-stage companies in Switzerland and the surrounding region have benefited from collaborating with IMD's MBAs, and the coaching provided by Jim and others at IMD.

Delivered a workshop for the top R&D managers of a company. The R&D organization has 2,000 employees and spends \$2.5 billion per year on research. The workshop focused on improving their organization, their processes and their culture, and most importantly, their links to the business.

Taught classes in IMD's *Executive MBA*, fulltime *MBA*, *Managing the Innovation Process* program, *The Booster*, as well as in a series of custom programs on innovation for Tetra Pak and Mastercard.

JAMES PULCRANO

JJAMR Business Solutions Sarl

Rue des Petits-Champs, 1, CH-1164, Buchillon, Switzerland

office telephone: +41 (0)21 618 02 24

mobile: +41 (0)79 212 92 00

private telephone: +41 (0) 21 807 14 04

private fax: +41 (0) 21 807 17 06

e-mail: pulcrano@imd.ch

or

pulcrano@sefanet.ch

Designed and delivered a significant portion of a 1-week program for the upper management of a large financial services firm. Over 3 ½ days, Jim's sessions began with the company's strategy and processes, and ended with a focus on personal competence and responsibility/ethics. This program was delivered 8 times.

Designed and delivered a 1-week module in Silicon Valley for IMD's Executive MBA (7 times), as well as for several corporate clients, including pre-workshop distance-learning assignments.

Ran 1-day **workshops** for a large pharmaceutical company on intellectual capital, strategy and leadership.

To help them set up their European **corporate university**, Jim ran a 1-day workshop for one of the world's largest automotive firms.

Researched and then designed the complete executive development strategy and curriculum for a 9,000 person manufacturing and consumer goods firm operating globally, a company that was the product of many acquisitions. Helped to find and hire a new Head of Training, and then delivered the firm's new general management, young talents and executive leadership programs multiple times.

Worked closely with a global IT infrastructure firm to **facilitate a series of workshops with their key customers**. The groups have ranged in size from 40 to 300, and have focused on issues as diverse as corporate universities, growth strategies in emerging markets, improving airline travelers' experience in a major airport, and the use of IT by governmental agencies.

Developed and delivered sessions to help managers learn to **network** better.

Ran a **Deep Dive** session with the top 50 R&D managers of one of Europe's largest companies, to choose the five key areas the researchers would focus on over the coming two years.

Co-authored a chapter in a new IMD book with Prof. Benoit Leleux on the use of startup companies as a learning vehicle in MBA programs (*Mastering Executive Education: The IMD Guide*, Prentice Hall, 2005).

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Rue des Petits-Champs, 1, CH-1164, Buchillon, Switzerland
office telephone: +41 (0)21 618 02 24 mobile: +41 (0)79 212 92 00
private telephone: +41 (0) 21 807 14 04 private fax: +41 (0) 21 807 17 06
e-mail: pulcrano@imd.ch or pulcrano@sefanet.ch