About Ernst & Young

Ernst & Young is a global leader in assurance, tax, transaction and advisory services. Worldwide, our 141,000 people are united by our shared values and an unwavering commitment to quality. We make a difference by helping our people, our clients and our wider communities achieve their potential.

Ernst & Young refers to the global organization of member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit www.ey.com.

Ernst & Young LLP, a Delaware limited liability partnership, is a client-serving member firm of Ernst & Young Global Limited located in the US.

Ernst & Young LLP, an Ontario limited liability partnership, is a client-serving member firm of Ernst & Young Global Limited located in Canada.

© 2011 EYGM Limited.
All Rights Reserved.
EYG no. QQ0362

In line with Ernst & Young’s commitment to minimize its impact on the environment, this document has been printed on paper with a high recycled content.

This publication contains information in summary form and is therefore intended for general guidance only. It is not intended to be a substitute for detailed research or the exercise of professional judgment. Neither EYGM Limited nor any other member of the global Ernst & Young organization can accept any responsibility for loss occasioned to any person acting or refraining from action as a result of any material in this publication. On any specific matter, reference should be made to the appropriate advisor.

Gary Fayard
Tasting success at The Coca-Cola Company

Pierre Alary
Bombardier CFO is on the move in Canada

Julio Sergio Cardozo
Olympic hopeful from Brazil

Tom Jones
Former Citigroup CEO charts new course

Leslie Seidman
Making her mark as new FASB Chair

Cindy Taylor
Energized at Oil States International
May 2011

Connect
The magazine for Ernst & Young alumni

2 Tasting success at The Coca-Cola Company: Gary Fayard
Combining global perspective with a deep respect for local markets, Fayard helps keep The Coca-Cola Company everpresent in more than 200 countries.

6 Energizing her world: Cindy Taylor
As CEO of DHL Logistics International, Cindy Taylor says she feels right at home among the industry’s colorful characters.

10 Charting his own course: Tom Jones
As former Chairman and CEO of Global Investment Management for CitiGroup, Tom Jones oversaw more than US$500 billion in assets. Today, he’s Senior Partner of TKW Capital, a boutique private equity firm. And he couldn’t be happier with his progress.

14 Executive in motion: Pierre Alary
This Senior Vice President and CFO at Bombardier has helped to steer the aerospace and transportation giant on a steady financial course through two global slowdowns and aggressive worldwide expansion.

18 My point of view: Leslie Seidman
As Chairman of the Financial Accounting Standards Board, Leslie Seidman is on the front lines of the global effort to establish a consistent framework of accounting standards, something crucial to the health of the capital markets.

22 Olympic hopeful: Julio Sergio Cardozo
This former Managing Partner of the organization’s Brazilian firm is now part of the team bringing the 2016 Olympic Games to one of the world’s most dynamic emerging economies.

26 What’s cooking? Retired Partners Meeting
More than 700 of Ernst & Young’s retired partners and principals recently gathered in Orlando, where they reconnected and mixed it up with some celebrity chefs.

28 In the news
We highlight some of the recent achievements of your friends and colleagues.

34 Alumni event gallery
We offer a snapshot of recent alumni events throughout the Americas.

36 Report: act on emerging global trends now
Globalization is an irreversible trend that will produce winners and losers. A new Ernst & Young study highlights six global trends that are shaping the world. Find out what they are and what you should be doing about them.

Connecting alumni globally
Did you know that there are an estimated 600,000 current Ernst & Young alumni around the globe? That’s more than the entire populations of at least 50 countries. That’s also a huge network of professionals who share a common bond founded on Ernst & Young’s values of integrity, respect, teamwork and doing the right thing. At Ernst & Young, we think there’s tremendous power in that.

Just like the alumni we feature in this issue, we in Ernst & Young Alumni Relations are all dealing with various aspects of globalization. Over the past few months, I’ve had the opportunity to travel outside the US to discuss a more connected global alumni program for our firm. We quickly agreed that we needed to work closely together to better connect our vast alumni network across borders and continents. We also looked at an improved program that would allow us to leverage several of the world’s leading social networking sites to help us link alumni on an unprecedented global scale, which is very exciting.

I’m looking forward to what the future of Alumni Relations holds for the firm, and, more important, for you, our alumni. In our ever-shrinking world, it’s going to be important to maintain relationships with people not just on the other side of town, but, increasingly, on the other side of the world. As an Ernst & Young alum, you’re already part of an amazing network. Our desire is to help keep that network alive and growing — wherever in the world that may be.

Jeff Anderson
Americas Director, Alumni Relations
jeffrey.anderson11@ey.com
+1 404 817 4875

The Ernst & Young Alumni Network
Are you a member?
To view past issues of Connect, go to www.ey.com, select “About us” at the top of the screen and then “Our alumni.” From the website, you can access an online version of current and previous issues. You can also download and print a pdf file. Limited hard copies of past issues are available by contacting Jennifer Yilm at heesow.yilm@ey.com.
Welcome Ernst & Young alumni

Taking a global view

To our Ernst & Young alumni:

Globalization. No single word seems to be more prevalent in today’s business dialogue. As we converse with our alumni and clients around the world, it is clear that globalization is not only here to stay, but it is frequently seen as a “win-or-lose” factor that cannot be ignored – from the largest multinational to the emerging entrepreneur.

As a firm, Ernst & Young prides itself on being recognized as the most global among the Big 4. It should stand to reason, then, that we also have the most global alumni. Throughout this issue, we’ve asked each of our featured alums to talk briefly about the impact globalization is having on them and their organizations. We learned that, for some, it’s opening new and exciting doors of opportunity. For others, it’s creating challenges of, well, worldwide proportion. For most, it’s a combination of both. We think you’ll enjoy their perspectives.

On a somewhat related note (and at the risk of tooting our own horn just a bit), we hope you saw Fortune’s recent report on who audits the magazine’s 2011 list of “World’s Most Admired Companies.” According to Fortune, Ernst & Young audits 7 out of the 10: Apple, Google, Southwest Airlines, Coca-Cola, Amazon, FedEx and McDonalds. While that’s great news, it doesn’t tell the whole story. What the article doesn’t reveal is that all 10 of the top 10 most admired companies are, in fact, Ernst & Young clients. In addition to those 7 audit clients, Ernst & Young provides significant tax services to the 3 remaining members of the top 10: Berkshire Hathaway, Procter & Gamble and Microsoft.

What you might find interesting is that there are more than 365 Ernst & Young alumni working at those top 10 most admired companies. This includes The Coca-Cola Company’s CFO Gary Fayard, who just happens to be on the cover of this issue of Connect. We realize the powerful role that you, our alumni, have played in helping Ernst & Young become a global leader and the professional services provider of choice at so many leading organizations. We are deeply grateful for the continuing relationships that make this possible.

We hope you enjoy the magazine and the global view.

Sincerely,

Jim Turley
Global Chairman and CEO

Steve Howe
Americas Area Managing Partner

Nancy Altobello
Americas Vice Chair, People
“In every country we operate in, we must recognize that we are a guest of that country. Then, we are only successful if the consumers in that country view Coca-Cola as their favorite local brand.”
Gary F ayard

Tasting success at The Coca-Cola Company

Stepping into Gary F ayard’s office at The Coca-Cola Company headquarters in Atlanta feels a bit like entering a museum. Everywhere there are display cases, shelves and tables overflowing with items emblazoned with the iconic red-and-white Coca-Cola logo. There are limited-edition bottles, a miniature antique delivery truck cast in bronze, original advertising artwork and countless promotional items spanning the decades and the continents. The collection is perhaps a natural reflection of working for the world’s number one brand.¹

But for Chief Financial Officer F ayard, it also seems to embody the pride he takes in The Coca-Cola Company image – something he describes as fun, wholesome and founded upon integrity.

¹ Interbrand, Best Global Brands 2010
8-inch floppies, no hard drive) the firm ever purchased. “So I downloaded the time-share program, wrote the input screens and reports, put it all together and ... it worked!” Just a few years later, Fayard was asked to relocate to Atlanta to work for the late Jim Murphey, former regional accounting and auditing leader, and to assist Hilton Dean in developing the firm’s burgeoning computer audit practice. “I didn’t think I would enjoy the regional role, but the three years I spent working with Jim were some of the best of my career.”

Take me out, coach

After spending three years in the regional accounting and auditing role — including traveling the world teaching Coca-Cola internal auditors about internal computer audit controls — in 1985, there was an opening on the Ernst & Young engagement team serving The Coca-Cola Company. Fayard was a natural for the job. He took it and was soon made partner. “My years on the Coca-Cola engagement were remarkable,” says Fayard. “We worked on the IPO of Coca-Cola Enterprises and the divestiture of Columbia Pictures. Perhaps best of all was the opportunity to work with another “great mentor,” former Southeast Managing Partner Mike Trapp.

Life at The Coca-Cola Company: a whole new flavor

In 1994, Fayard got his second chance with The Coca-Cola Company. But rather than becoming the next Coordinating Partner, as most expected, Fayard was asked to join the company as Vice President and Controller. It wasn’t an easy decision. “I flipped back and forth for 45 days,” recalls Fayard. “Ernst & Young was flourishing, and I was having a lot of fun. But ultimately, I wanted to be in a position where I didn’t just recommend what my clients should do. I wanted to actually make those decisions myself — and be held accountable for the results.”

Did you know?

- Coca-Cola was the first soft drink consumed in space.
- The patented, contoured Coca-Cola bottle was designed that way so it could be recognized in the dark.
- In 1978, The Coca-Cola Company was the only company allowed to sell packaged cold drinks in the People’s Republic of China.
- The Coca-Cola Company is the longest continuous corporate partner of the Olympic Games, since 1928.

Despite having previously served The Coca-Cola Company for nearly eight years, Fayard found life “on the inside” a real eye-opener. “I thought it would be an easy transition. While with Ernst & Young, I was here every day. I knew all the people and thought I knew everything there was to know.” It took just one week in his new job for Fayard to realize he “didn’t know anything.... I knew the facts, but I didn’t know how to go about getting anything done — how the company was actually managed.” Fayard says the experience taught him an important lesson: “Until you actually work for an organization, you never fully understand its unique culture and how things really work.” Clearly, Fayard was a quick learner: in 1999, he was promoted to his current position of Chief Financial Officer.
Global integrity
The Coca-Cola Company is a multibillion dollar (US$157 billion market cap at the time of interview) empire that operates in more than 200 countries. Even more impressive, with just a few exceptions, Coca-Cola is the number one brand in each of those countries, according to Fayard. The secret to that success, he says, is maintaining a global perspective blended with the unique attributes of the local market. “First, in every country we operate in, we must recognize that we are a guest of that country. Second, we are only successful if the consumers in that country view Coca-Cola as their favorite local brand.” That’s one reason why The Coca-Cola Company sells about 70 different brands in North America, but produces more than 500 brands around the world, catering to local tastes and customs. For example, the company’s China operation created a new product, Minute Maid Pulpy, which has become a billion-dollar brand in just five years. Fayard notes that China is now the company’s third-largest market, with Brazil right behind. Both countries, he says, are “critical to The Coca-Cola Company’s long-term growth.”

Fayard, who supports the convergence of US GAAP and IFRS, believes that the recent financial crisis has demonstrated how “connected” the world really is. He sees continued movement toward one global economy, but with important local customs and traditions: “To me, global success doesn’t mean you’re some big multinational company that exports or manufactures or ships things around the world. Global success means that you’re seen as being ‘local’ wherever you do business.”

The “dream team”
Fayard feels fortunate to have worked with “some of the best Ernst & Young has to offer.” He describes a Coca-Cola “dream team” that, over the years, has included retired partners Bill Lapham,* J.W. Holloway* and Bob Guido, along with partners Bob Seaman, John Schraudenbach, Edwin Bennett, Jim Estes, Don Zimmerman (Coordinating Partner) and Randall Duncan (Engagement Partner). Fayard also keeps up with the careers of many of his former staff accountants, including Tom Hough, current Vice Chair of Assurance (audit services), and Karole Lloyd, Vice Chair and Southeast Managing Partner, as well as longtime friends and current Ernst & Young partners Gerry Wilson and David Alexander.

When not busy at The Coca-Cola Company, Fayard enjoys boating, water skiing and “anything water-related” at his place on Lake Keowee in South Carolina. He and his wife of 38 years, Nancy, have two grown sons.

Based on his own unique career path, Fayard offers these words of advice to the next generation of leaders: “Keep looking out 5 to 10 years and think about what it’s going to take to get there. And don’t be afraid to take some risks that will broaden your experience, even if it slows your career down a little in the short term. It’s worth it in the long run.” Most importantly, says Fayard, you must ensure you have mentors. “They can help you navigate for the long term and, remember, the friends you make at Ernst & Young will be your friends forever.”

* Deceased

The Coca-Cola Company: global powerhouse
- Today Coca-Cola does business in 206 countries.
- In 1886, sales averaged nine drinks per day. At present, Coca-Cola Company brands are served 1.7 billion times a day around the world.
- During WWII, when most companies put global expansion on hold, Coca-Cola operated 64 portable bottling plants to serve troops deployed around the world. The move created international exposure and demand for Coca-Cola products.
- For its first 50 years of business, The Coca-Cola Company had only one brand: Coca-Cola. Today, the company has more than 500 brands and 3,000 products worldwide.
- The company has increased dividends for 49 consecutive years.
Cindy Taylor

Energizing her world

The oil industry is filled with such colorfully nicknamed characters as “roustabouts,” “roughnecks” and “chainhands.” So you might be tempted to ask, “How does alumna Cindy Taylor fit in?” To which she would reply, “Just fine, thanks.”

Taylor is Chief Executive Officer of Oil States International, Inc., a public, US$4 billion diversified solutions provider for the oil and gas industry. While not directly involved in exploration or development of the resources themselves, Oil States is a leading manufacturer of the equipment needed for deepwater drilling and production facilities and subsea pipelines. It also provides the oil and gas industry with a host of services, including remote site accommodations, production-related rental tools and land drilling services.

We’re not in Goldthwaite anymore

Born on a farm in rural Goldthwaite, Texas (pop. 1,802), Taylor never envisioned becoming a company CEO. In fact, it wasn’t until about 10 years ago that the Texas Aggie began to realize her true destiny.

Taylor joined Ernst & Young in Houston right out of college in 1984. “I was told there were needs in energy. So that’s what I did – I just kind of grew up in the business.” In 1989, Cliffs Drilling Company, a newly formed public company and one of Taylor’s clients, offered her a job. She turned it down. “The oil and gas industry was on its back at the time,” she recalls, “and frankly, I didn’t know if they were going to make it.” The company survived and three years later again asked Taylor to join them. This time she said yes. “The facts and circumstances had changed,” says Taylor. Key among the changes: Doug Swanson, a man whom Taylor had worked with for
Born on a farm in rural Goldthwaite, Texas (pop. 1,802), Taylor never envisioned becoming a company CEO. In fact, it wasn't until about 10 years ago that the Texas Aggie began to realize her true destiny.
Oil and gas: know the risks

The oil and gas industry is redefining itself amid uncertain energy policies and a changing environment. Technological advancements are opening up new reserves while changing the historical relationship between oil and gas as commodities. Available reserves are increasingly difficult and expensive to produce. As the pressure to meet future energy demand mounts, global alliances are becoming more critical.

Ernst & Young’s Global Oil & Gas Center was created to help organizations adapt in this complex environment. We have a clear understanding of the specific challenges oil and gas companies face within this dynamic global marketplace.

To learn more about Ernst & Young’s Oil & Gas services, including a webcast on navigating future transactions in oil and gas and our report, The top 10 risks for oil and gas, visit the Oil & Gas section of ey.com (http://www.ey.com/GL/en/Industries/Oil – Gas) or contact Dale Nijoka, Ernst & Young’s Global Oil & Gas Leader, at +1 713 750 1551.

years as a client and “thought the world of,” had become Cliffs Drilling’s CEO.

Cliffs Drilling began growing rapidly. Over the next seven years, its stock value increased more than tenfold. But then came another industry downturn, leading Cliffs Drilling to merge with R&B Falcon (now Transocean, Ltd.). Taylor led the company through the transition while the majority of her fellow Cliffs Drilling executives left. A few months later, she was talking to her former boss, Doug Swanson, looking for new opportunities. He suggested that Taylor contact L.E. Simmons, head of SCF Partners, a Houston-based private equity firm.

Planting the seeds of leadership

Perhaps more important, it was Doug Swanson, seeing Taylor’s leadership potential, who advised her against taking another position in the industry that he felt would be a lateral move.

Soon thereafter, Taylor joined SCF Partners as CFO in “a loosely defined private equity role.” About nine months later, L.E. Simmons approached Taylor with the rather unorthodox idea of merging four private energy-related companies into a single public one. Simmons asked Taylor if she thought her former boss Doug Swanson might consider leading the effort. He agreed on one condition: that Cindy Taylor be part of his team. So in 2000, with Doug Swanson as CEO and Taylor as senior vice president, Oil States International was born.

Combining two of her passions — family and skiing — Cindy Taylor enjoys a recent vacation in Park City, Utah, with her (from left to right) husband Allan and sons Greg, Matt and Chris.

Over the past 12 years, Oil States has expanded into a US$4 billion company with operations in 11 countries. In 2005, the company made Forbes’ “Top 100 Best Mid-Cap Stocks” list, and Oil States was named among Fortune’s “100 Fastest-Growing Companies” in 2006 and 2007. In 2007 Doug Swanson retired, making Taylor the company’s President and CEO.

Supporting the global pipeline

According to Taylor, much of Oil States’ recent growth has been fueled by energy development opportunities in Canada, Brazil, West Africa and Southeast Asia.

“As a service company, we must constantly think about how and where to deploy our resources to support an industry whose growth is, at the moment, outside the US.”

As one sign of the times, last December Oil States acquired an Australian firm. The move is designed to give Oil States broader geographic coverage and access to support mining and energy exploration in Australia, which is a large exporter to the end markets of China and India.

Closer to home, Taylor felt a deep, personal impact from the Macondo oil spill in the Gulf of Mexico. “The industry has operated safely for 50 years, and most of us thought something like this just couldn’t happen.” While acknowledging the incident has given the industry a “black eye,” she believes the sector has learned some valuable lessons, and is pleased to see new US offshore drilling permits being issued.
A leader in her own right

Tina is well aware of her unique position in the industry. She's the only female member of the executive team at Oil States. She's also the sole woman director at Tidewater Inc., home of the world's largest workboat fleet supporting the offshore energy industry. A self-professed tomboy, Tina says that being a woman in a historically male-dominated field works to her advantage. "I hear some women say they don't have anything in common with men: 'I don't play golf,' 'I don't hunt,' 'I don't fish' – well, I do all that stuff, and I don't have any problem doing it," she says. Kidding aside, Tina looks forward to her monthly lunches with leading Houston-area women executives, including several Ernst & Young professionals. "We don't do it to 'check the box,'" she remarks. "We do it because we like each other:"

Meanwhile, back at home

Tina's greatest passion is her family. She and her husband of 25 years, Allan, have three sons, ages 15, 18 and 21. "I love what I do at work," she says, "but if I do anything right, it will be to help raise the next generation of responsible leaders. America is great for creating opportunity, no matter who you are. I try to encourage my kids to see that they have a chance to learn something every day, and that they need to be willing to take advantage of those opportunities."

More about Cindy Taylor

- Member, Ernst & Young Houston Alumni Council
- Member, Board of Directors and Executive Committee, National Ocean Industries Association (NOIA)
- Member, Development Council, Mays Business School, Texas A&M University
- Board member, Greater Houston Partnership
- 2010 Legacy Award recipient, Texas A&M Women's Former Student Network
Jones firmly believes that America’s greatest success lies in its entrepreneurial spirit. While other parts of the world continue to make strides in areas such as manufacturing and education, Jones is confident that America will continue to excel in innovation.
Thomas W. Jones
Former Citigroup CEO navigates new waters

Just a few years ago, alumnus Tom Jones was responsible for overseeing US$500 billion in assets as Chairman and CEO of Global Investment Management for Citigroup. Today, Jones is Senior Partner of TWJ Capital, a private equity firm based in Stamford, Connecticut, whose only other full-time employee is his son, Nigel. When asked, Jones says he could not be more pleased with his progress.

Breaking barriers
Growing up in the 1960s, Jones was well aware of the racial tensions dividing the US. In fact, while a student at Cornell, members of a campus African-American society took over the student union building, protesting what they felt was the administration's lack of support for a Black Studies program. Jones was instrumental in negotiating a peaceful resolution to the 36-hour standoff, which ultimately resulted in the creation of the university's Africana Studies and Research Center.

The incident spurred Jones’ career path decision. “In the 1970s, there weren't many African Americans in prominent American businesses,” he reflects. “Coming out of Cornell and all that turmoil, I felt the business sphere would be toughest to crack. So that’s what I went after.”

When Jones joined the US firm in Boston in 1973, he soon discovered three things: hard work, high expectations and acceptance. Jones notes that people like Arthur Koumantzelis (former Boston Managing Partner), Len Miller (former regional consulting practice leader) and Tom McDermott (former Boston Managing Partner, deceased) pushed him to strive for higher and higher achievement – to give
100% effort in everything he did. But what really made the difference, says Jones, is the personal friendship these mentors extended to him and his wife, Adelaide. “These men made us feel like we really belonged and that they wanted us to be successful. That mattered a lot.”

Underwriting his success
After rising to the rank of principal, in 1981 Jones joined the John Hancock Insurance Company. The move was driven partly by Jones’ belief that aging baby boomers would create a dramatic surge in the demand for financial services, and partly by his foresight that John Hancock was on the forefront of a trend by insurance companies to diversify their product offerings. Either way, Jones saw it as a tremendous “ground-floor opportunity.”

After eight years at John Hancock, Jones joined TIAA-CREF, the largest private pension fund in the US, as CFO. He was later promoted to President and COO. Then, in 1997, Jones was asked by Sanford “Sandy” Weill, chairman of the Travelers Group and an “industry legend” in the eyes of many (including Jones), to join Travelers as CEO of its subsidiary, Smith Barney Asset Management.

Two years later, Travelers merged with Citibank to form Citigroup, and Jones was named CEO of the combined firm’s entire investment management group.

More about Thomas W. Jones
- Director, Altria Group
- Trustee, The Economic Club of New York
- Trustee Emeritus, Cornell University
- Director, Freddie Mac (1996–2003)
- Married to wife, Adelaide, for 37 years
- Four adult children, ages 22 to 32
- Connect with Tom Jones at twjones@twjcapital.com

Playing on the global stage
One of the things that attracted Jones to Citigroup was the potential for going global. “Sandy Weill had a clear vision to build a global financial services firm,” says Jones, “and I wanted to see if I could play on that larger stage.” And did he ever! Jones spent the next seven years criss-crossing the world, watching Weill’s vision play out before his eyes. “We saw explosive growth as hundreds of millions of people – in Russia, India, Brazil, China and throughout Eastern Europe and the Middle East – all began coming into more free-market economies.”

Jones credits improved access to capital and real-time access to information as key enablers of the seismic shift in global growth. He also sees real benefits: “Economic growth is usually accompanied by political liberalization. People want personal freedom, economic opportunity...
Anissa Lyvers

Level at departure: 
Senior Manager

Current position/company: 
Business Information Manager, Mettler Toledo

Current residence: 
Columbus, Ohio

Ernst & Young’s impact on my career: 
I had the opportunity to lead multiple projects at once. Learning to excel at prioritizing between client responsibilities and firm initiatives helped me manage my current work at Mettler Toledo. My Ernst & Young experiences have also enabled me to challenge my team in terms of strategy and approach.

Who mentored/coached you? 
I worked with many dynamic professionals during my time at Ernst & Young LLP. These include Mary Elizabeth Porray (partner, Dallas), Denis Cagna (executive director, Los Angeles), Paul Bierbusse (partner, Atlanta), Dennis Sparacino and Rob Dongoski (both partners, Chicago). Many times your former team members become your mentors. I always felt that was a great way to get perspective on new engagements and personal development areas.

Ernst & Young experience I’ll never forget: 
Being assigned to the BMS Finance Transformation project when I first joined the firm. That was the first large-scale performance improvement project at the time and one of the more challenging professional experiences of my career. The thing I enjoyed most was the Ernst & Young team, many of whom I remain in contact with today.

Most people don’t know I’m ... ... an avid scuba diver. In my spare time I really enjoy traveling to new dive sites.

Organizations I’m involved with: 
Elmhurst College, my undergraduate alma mater, where I mentor students, provide career counseling and the like.

Connect with me online at: 
anissa.lyvers@mt.com
The horizon is clear for Pierre Alary, who has played a key role in the growth trajectory of Montreal-based Bombardier Inc., a worldwide leader in aerospace and rail transportation. Alary, who has been the company’s Senior Vice President and CFO since June 2003, has worked to steer a steady financial course for the corporation through two global slowdowns and aggressive worldwide expansion. Today, this Ernst & Young alumnus is engaged with Bombardier’s extensive business interests in North America, Europe and emerging markets.
Alary identifies one of his greatest challenges as achieving consistency while bringing in large numbers of people from dramatically different business environments. “To bring about standardization on a global basis, good communication is crucial.”
Before joining Bombardier, Alary spent two decades at Ernst & Young in Canada. At the time of his departure, he was serving as lead service partner for Bombardier’s aerospace business. In 1998, the company recruited him to join Bombardier Transportation, its train manufacturing division, as Vice President for Finance and Information Technologies. Since then, Alary has faced a succession of significant challenges. Within a year of coming on board, Bombardier acquired Berlin-based Adtranz, a much larger transportation business that had been formed only three years before as a merger of the ABB and Daimler-Benz transportation groups. Suddenly, Alary was traveling internationally three weeks a month and was responsible for a massive integration of finance and related business operations across 24 countries. It was a crash course in globalization.

Cross-cultural complexity
Alary recalls that the integration process, which took two years, was the most complex undertaking of his career. Adtranz itself had not been fully integrated when Bombardier purchased the company. “There were several business cultures at work,” Alary explains. “And we had to find a way to establish consistent processes while respecting the cultures of the different companies and countries.” After the acquisition, the finance function of Bombardier Transportation was relocated to Berlin, which is where Alary spent much of his time during the integration.

When Alary returned to North America as Bombardier’s Vice President of Finance in 2002, he found other major challenges. The economy was reeling from the 9/11 terrorist attack, the tech bubble of 2000 had burst, the integration was proving more costly than expected and Bombardier faced a liquidity crisis. It was, in his words, “a perfect storm.” A new CEO came on board and asked Alary to take on the corporate CFO position on an interim basis. Alary’s mandate: restore Bombardier’s financial health.

The company implemented a major turnaround plan, which included a recapitalization of Bombardier through a significant share issue, the sale of its recreational product division and the wind-down of its finance division, followed by a major restructuring of its aerospace and train businesses. Subsequently, Bombardier undertook a top-down strategic risk analysis, and, as a result, brought a greater level of discipline to the full spectrum of business processes and worldwide governance practices. This wide-ranging initiative was a success. Consequently, the company was well prepared to withstand the global recession that erupted in 2008.

Today, Bombardier boasts a strong cash position and, Alary believes, healthy prospects for both its aerospace and train manufacturing businesses.

The global citizen
As Bombardier expands its global presence, Alary identifies one of his greatest challenges as achieving consistency while bringing in large numbers of people from dramatically different business environments. “To bring about standardization on a global basis, good communication is crucial,” he says. “It is relatively easy to plan, but the challenge is ensuring that processes are implemented in a way that bring the benefit you are seeking.”

More about Pierre Alary
• Serves as Chairman of the Board of Théâtre du Nouveau Monde, now in its 60th year
• Sits on the Board of Directors of the Université du Québec à Montréal (UQAM)
• Is involved in fund-raising activities for the Foundation of Stars (children’s health research) and the Foundation Marie-Vincent (lifeline for children aged 12 and younger who have suffered abuse)
• In January 2009, obtained the Chartered Director (D.Dir.) designation from The Directors College
• In March 2011, obtained the Fellow (FCA) nomination from the L’Ordre des Comptables Agréés du Québec
Alary is on the front lines of globalization and is fascinated by the rapid pace of change in developing countries where Bombardier is focusing the bulk of its investments: China, India and Brazil. Alary describes the modernization of emerging markets as “dramatic,” especially in China, where the transition is “happening right in front of you.” With its centralized government committed to accelerated infrastructure development – incorporated into detailed five-year plans – China is a focus of the company’s efforts to expand its transportation business.

Bombardier is also homing in on India and Brazil, where the growth prospects for public transportation are significant. For India, a democracy with a tradition of private enterprise and large gaps between rich and poor, the transformation will take longer. Still, as the pace of globalization continues to accelerate, Alary says, “We need to ensure that we develop an effective ‘local roots’ organizational model to capture new business opportunities in key worldwide markets we target. Clearly, this can only happen when leaders can overcome barriers of language and culture.”

On the home front
Perhaps because of all the travel his business requires, Alary is particularly happy when he can embark on vacation travel to Europe and other destinations. Home base is Montréal, where he lives with his wife, Johanne. When he is in town, Alary stays busy with his three grown daughters, Marie-Ève, Caroline and Brigitte, and granddaughter Zoélie, a very recent addition. He is also involved in an array of community activities (see sidebar).

Even with his years away from Ernst & Young, Alary considers it a second family. He continues to attend Ernst & Young functions and remains in regular contact with two now-retired partners, Réal Brunet and Claude Bismuth. As mentors, Brunet and Bismuth taught Alary important lessons that have helped him throughout his years at Bombardier. “They helped me understand the importance of big-picture thinking, having a vision for the future and delivering quality client service.”

Canada provides global leadership for Ernst & Young

About a year ago, longtime Canadian Ernst & Young firm Chairman and CEO Lou Pagnutti was asked to move to Hong Kong and become Area Managing Partner of Ernst & Young’s new Asia-Pacific Area. Trent Henry, former Canada Tax Managing Partner, was tapped to fill the Canada firm’s CEO role. Now that they’ve had a chance to settle in, we asked them about the global changes they see on the horizon.

Pagnutti: The potential for Asia-Pacific is just enormous for our business. China alone is emerging as a huge market – second only to the US and rising fast. The global Ernst & Young network is a huge asset for our clients in the region and for clients looking to do business there. More now than ever before, barriers are coming down, and countries such as Canada and the US are seeing the possibilities of these new markets and the tremendous investment these countries can make in the West.

My goal is to make sure that we develop a strong, integrated Asia-Pacific practice that enables us to build further on the level of high-quality service we already provide to our clients and to give them access to the best and most experienced teams wherever they do business. Operating on a more integrated basis will also provide greater opportunities for our people to build diverse careers across accounts, geographies and industries.

Henry: Canada performed very well during the economic downturn, and that meant that we were well positioned to capitalize on the recovery, as compared to most developed countries. Ernst & Young is in very good shape to seize opportunities to grow our business in Canada, both this year and beyond. We’re very focused right now on getting as close to our local markets as we can, to develop key relationships and respond nimbly to new opportunities.

The entrepreneurial sector is Canada’s economic engine, and we’re going to help entrepreneurs grow and go global by bringing to them our firm’s deep experience in this space. The financial services, mining, energy and media sectors play a major role in Canada’s economy, and here we’ll leverage the power of our global network to bring Canadian companies our best people and knowledge and help them succeed. We’ve invested heavily in our transfer pricing and tax controversy services to respond to increased needs for help navigating tax issues in a globalized world, and we’re also targeting strong growth in our Advisory business, driven by a tremendous interest in performance improvement.

They’re now on opposite sides of the earth, but Trent Henry and Lou Pagnutti share a vision for bringing the world closer together than ever.
My point of view
Leslie Seidman

Focused on global quality

With her appointment as Chairman of the Financial Accounting Standards Board (FASB), Leslie Seidman may be the most visible US advocate for a single set of quality global accounting standards. The Ernst & Young alumna speaks frequently in Washington and around the world, exchanging views with standard-setters in many countries. Here, Seidman shares her perspective on the FASB’s work with the International Accounting Standards Board (IASB) to arrive at standards in those accounting areas of greatest interest to US practitioners.

As I travel around the world, I find a growing consensus around the importance of a global accounting language. During the 2008 financial crisis, the fact that US accounting standards were distinct from those of every other country caused confusion and contributed to a lack of investor confidence. At a moment of great financial upheaval, the business community understood the need for converged standards on key financial reporting issues.

I am very enthusiastic about the level of response we’ve received to our work with the IASB. We received hundreds, if not thousands, of comments on four very important proposals that we’ve been working on over the last few months. Since these four accounting areas – revenue recognition, lease accounting, fair value measurement and financial instruments – go to the core metrics of most companies, it is crucial that the FASB issue standards that companies can implement in an orderly way and that investors can understand.

The importance of outreach

In my travels, I am constantly reminded how critical it is to communicate effectively with people in order to understand their concerns. In each country I visit, I find distinct concerns and priorities around financial reporting. In the past, I may have preferred to avoid these national interests, but I have come
to believe that the FASB needs to consider other countries’ perspectives on whatever standards we develop.

Private companies are a very important engine for building capital in the US and, as such, are a key constituency for the FASB. Yet private entities have unique needs. So in the last year or so, we have added staff and board members to support our outreach efforts. In addition, we are developing a framework around the requirements of private-company financial statements.

Similarly, we want to make sure that not-for-profit entities have sufficient guidance to report effectively on the financial conditions of their organizations. To this end, the FASB convened a not-for-profit advisory council last year because of concerns that the standards had not kept pace with developments in that sector. We are taking a fresh look at the basic accounting model for not-for-profit organizations.

In terms of outreach, technology has made a huge difference in the ability to communicate with our stakeholders. Webcasts, videoconferencing and podcasts are all essential tools in fulfilling the mission.

More about Leslie Seidman

- Founded and managed her own financial reporting consulting practice between her two stints at the FASB
- Lives in Westport, Connecticut, with her husband, Eric, and daughter, Medeline
- Involved in A Better Chance, a community organization that provides support to disadvantaged students with academic potential

From liberal arts to accounting

I’m very fortunate that I discovered my professional niche early in my career. After graduating from Colgate University with a bachelor’s degree in English, I attended a program at NYU, cosponsored by Ernst & Young, which enabled me to earn an MS in Accounting while working at the firm during busy season. It was a great way to transition from liberal arts to the accounting profession.

The Ernst & Young alumni network is a lifetime commitment and a real gift.

The path to FASB

Leslie Seidman became a student of financial regulation early in her career while working at the firm. She took on an assignment in the US firm’s national office to review accounting in the financial statements of certain pension plans. She found the work “fascinating” and has followed her interests ever since. Seidman subsequently moved to JP Morgan (now JPMorgan Chase) as a vice president in the accounting policy department, where she was responsible for establishing accounting policies for then-new financial products, including securitizations and derivatives.

That experience served Seidman in good stead when she was appointed an industry fellow at the FASB in 1994. She stayed for five years, eventually rising to the position of Assistant Director of Research and Technical Activities. In this role, she had liaison responsibilities for the Securities and Exchange Commission and the regulators of financial institutions. She returned to the FASB in 2003.
Steve Howe appointed to FASB oversight board

This past November, Ernst & Young’s Steve Howe, Americas Managing Partner, was appointed to the Board of Trustees of the Financial Accounting Foundation (FAF). The FAF is responsible for providing the oversight, administration and finances of both the Financial Accounting Standards Board (FASB) and its counterpart for state and local government, the Governmental Accounting Standards Board (GASB). The FAF also is responsible for selecting the members of both boards and their respective Advisory Councils.

“Serving on the FAF is a privilege in two ways,” says Howe. “First, I’m honored to play a role in the foundation’s critical mission of ensuring an independent, open standard-setting process for the FASB and GASB. Second, it’s great to cross paths again with FASB Chair Leslie Seidman, who is not only an alumna of Ernst & Young, but is also one of my fellow Colgate University and NYU alumni.”

Sharmaine Que

“Working with diverse teams and various types of projects at Ernst & Young taught me how to adapt to different situations and challenges.”

Level at departure:
Senior

Current position/company:
Senior Tax Analyst, The J.M. Smucker Company

Current residence:
Copley, Ohio

Ernst & Young’s impact on my career:
Working with diverse teams and various types of projects at Ernst & Young taught me how to adapt to different situations and challenges. This is valuable learning for my career over and above the technical skills I have gained.

Who mentored/coached you?
I consider the members of the Cleveland-Akron Tax Group, with whom I worked so closely, as all being my mentors. Thank you!

Ernst & Young experience I’ll never forget:
My initial job interview at the Cleveland office, which was also on my birthday. I had been in the US for just three months at the time. I didn’t have my driver’s license yet, so I took a two-hour bus ride from Bowling Green, Ohio, that left at 6:00 a.m. Needless to say, I arrived pretty early for the interview.

Most people don’t know I’m ...
... a recent tennis addict.

Organizations I’m involved with:
I am involved with activities at my church and am part of the praise team in charge of music for our contemporary service.

Connect with me online at:
sharmaine.que@jmsmucker.com

Steve Howe
appointed to FASB oversight board

This past November, Ernst & Young’s Steve Howe, Americas Managing Partner, was appointed to the Board of Trustees of the Financial Accounting Foundation (FAF). The FAF is responsible for providing the oversight, administration and finances of both the Financial Accounting Standards Board (FASB) and its counterpart for state and local government, the Governmental Accounting Standards Board (GASB). The FAF also is responsible for selecting the members of both boards and their respective Advisory Councils.

“Serving on the FAF is a privilege in two ways,” says Howe. “First, I’m honored to play a role in the foundation’s critical mission of ensuring an independent, open standard-setting process for the FASB and GASB. Second, it’s great to cross paths again with FASB Chair Leslie Seidman, who is not only an alumna of Ernst & Young, but is also one of my fellow Colgate University and NYU alumni.”

Sharmaine Que

“Working with diverse teams and various types of projects at Ernst & Young taught me how to adapt to different situations and challenges.”

Level at departure:
Senior

Current position/company:
Senior Tax Analyst, The J.M. Smucker Company

Current residence:
Copley, Ohio

Ernst & Young’s impact on my career:
Working with diverse teams and various types of projects at Ernst & Young taught me how to adapt to different situations and challenges. This is valuable learning for my career over and above the technical skills I have gained.

Who mentored/coached you?
I consider the members of the Cleveland-Akron Tax Group, with whom I worked so closely, as all being my mentors. Thank you!

Ernst & Young experience I’ll never forget:
My initial job interview at the Cleveland office, which was also on my birthday. I had been in the US for just three months at the time. I didn’t have my driver’s license yet, so I took a two-hour bus ride from Bowling Green, Ohio, that left at 6:00 a.m. Needless to say, I arrived pretty early for the interview.

Most people don’t know I’m ...
... a recent tennis addict.

Organizations I’m involved with:
I am involved with activities at my church and am part of the praise team in charge of music for our contemporary service.

Connect with me online at:
sharmaine.que@jmsmucker.com
Revved up on life: a vintage car collector, former Brazil Managing Partner Julio Sergio Cardozo shows off his model Corvette, a retirement gift from his Rio de Janeiro office colleagues.
Julio Sergio Cardozo is a man on a mission. He's passionate about people enjoying long, happy lives — and he's trying to get them to plan for those lives right now. But more on that later.

A rich heritage
A fourth-generation accountant, Cardozo was serving as a partner in the Brazilian firm's Rio de Janeiro office when in 1990 he was asked to become National Director of Sales and Marketing for the Brazilian firm. Over the next 10 years would come a rapid succession of promotions and appointments. In 1995, he was named Managing Partner of the Rio de Janeiro office. He was then put in charge of the North Brazil practice, and in 2001 was asked to become Country Managing Partner for all of Brazil. Along the way, he was appointed to the Ernst & Young organization's Global Sales and Marketing Steering Committee. Of all his roles, being a member of that committee has special meaning for Cardozo: “For the first time, Brazil had a voice and vote in the global arena.”

No more couch potatoes
After retiring in 2007, Cardozo became concerned with the number of his fellow retirees whom he saw turning into “couch potatoes.” He now spends the majority of his time working with organizations and individuals in an
More about Ernst & Young Terco

It’s no secret that Brazil is experiencing one of the world’s fastest-growing economies. Therefore, it only makes sense that the country is also one of the most dynamic for Ernst & Young. On 1 October 2010, the Ernst & Young member firm in Brazil officially combined with Terco, the former Grant Thornton firm in Brazil. The merger has made Ernst & Young Terco the second-largest professional services firm in the country, with approximately 3,500 professionals and a diversified portfolio of more than 3,400 clients.

Brazil’s largest foreign investor and trading partner is another emerging economic powerhouse: China. This past November, an Ernst & Young South American delegation led by Jorge Menegassi, Americas Vice Chair and South America Managing Partner, launched its first trip to China for the purpose of gaining a better understanding of China’s grand vision and strategy for South America. “Both sides exchanged views on how Ernst & Young can connect with the Chinese economic consuls in South America and play a significant role in assisting Chinese companies in South America,” said Menegassi. “We now have a much better platform to develop the China accounts together.”

Olympic (audit) champion

In 2014 Brazil will host the World Cup, and just two years later, the 2016 Olympic Games. It’s the first time the Olympics will be held in South America. For Cardozo, it’s not only confirmation that Brazil is on an economic, political and diplomatic roll – it’s the opportunity of a lifetime. Cardozo has been asked by the Rio 2016 Organizing Committee for the Olympic Games to serve as chairman of its audit committee. While thrilled with the appointment, Cardozo confesses some pre-game jitters: “We know the eyes of the entire world will be watching. This is extremely important to the reputation of our country and we must do it right.”

Cardozo jokes that perhaps one reason he was asked to take on the job was because it doesn’t pay anything. He’s quick to add that the real reason he accepted is to give back to the city in which he was born and raised and that offered him so much opportunity.

Brazil: “It’s our time”

Brazil is one of the fastest-growing major economies in the world, with an average annual GDP growth rate of more than 5%. It’s predicted that Brazil will become one of the five largest economies in the world in the near future. While Cardozo is pleased with such statistics, he’s hardly surprised. “It’s been a long process of doing the right things,” he says. He largely credits the long-range planning of the Brazilian Government, which, he notes, often did the right thing by simply not interfering.

Cardozo believes that compared to other rising economic stars such as China, India and Russia, Brazil has “all the things necessary” for sustained growth: “We have oil, soil, food, economic stability and a strong democracy.” But it’s the things that Brazil doesn’t have that Cardozo believes provide the nation with its greatest competitive advantage. “As a country, we don’t have any serious social problems, we don’t have religious or racial strife, and we don’t have conflicts with our neighbors.” That, he says, makes Brazil unique when compared with other major developing countries. “What more can I say?” adds Cardozo. “It’s just our time.”

Members of the Ernst & Young South American delegation on their recent exploratory and relationship-building trip to China.
Enjoying his own “longevity”
Looking back over his years at Ernst & Young, Cardozo is most proud of his role in the formation of the organization’s South America Sub-Area. “We took 10 different countries – in effect, 10 different firms – and brought them together. It wasn’t easy, and when we did it, it was a first for Ernst & Young.” Cardozo credits such mentors as retired partners Sam Frohlich, Jesse Miles (deceased), Dennis Purdum and Mike Henning and retired executive director Joanne Broderick for their advice and encouragement along the way.

When he’s not auditing the Rio 2016 Olympic Organizing Committee books or counseling people on how to enjoy their longevity, Cardozo runs a “boutique” accounting and consulting practice. He does it, he says, primarily as a way of contributing to the community by helping small and family-owned businesses.

Along with his wife, Rosimeri, and son, Magnus Gregory, a radiologist in Rio, Cardozo seems intent on following his own post-career advice: “I love helping people. This is my challenge. This is what keeps me alive and makes me happy.” ∆

Brazil: did you know?
- The Brazilian economy is estimated to have registered a real growth rate of 6.5% in GDP and attracted more than US$37 billion in direct foreign investment in 2010.
- Brazil presents the best conditions for sustained growth over the next few years among Brazil, Russia, India and China, according to Goldman Sachs.
- The World Cup, which Brazil will host in 2014, is projected to inject US$89 billion into the Brazilian economy.
- The 2016 Olympic Games, to be held in Rio de Janeiro, will lead to investments in Brazil estimated at US$18 billion, according to the 2016 Rio Committee.
- The deepwater “pre-salt” petroleum discovery – the largest in the country’s history – will lead to about US$560 billion being spent on technological processes and drilling in the Santos Basin.

Matthew Banks

Level at departure:
Senior Manager

Current position/company:
Director, Technical Accounting, Yahoo, Inc.

Current residence:
San Jose, California

Ernst & Young’s impact on my career:
Spending more than 11 years at Ernst & Young LLP has helped establish the foundation I expect to rely on for the rest of my career. I learned how to be a leader and mentor, how to work hard and always focus on doing the right thing. I wouldn’t be where I am today without Ernst & Young!

Who mentored/coached you?
It is impossible to list everyone because there are so many amazing mentors at Ernst & Young. Two of those most influential in my career were Alex Bender (partner, San Francisco), my counselor and an amazing teacher, and Pat Hyek (partner, San Jose), a brilliant, yet down-to-earth guy and someone I consider a great friend.

Ernst & Young experience I’ll never forget:
Spending more than 11 years at Ernst & Young LLP has helped establish the foundation I expect to rely on for the rest of my career. I learned how to be a leader and mentor, how to work hard and always focus on doing the right thing. I wouldn’t be where I am today without Ernst & Young!

Most people don’t know I’m ...
... a huge Lakers fan. Well, actually, most people do know but it never hurts to remind them!

Connect with me online at:
banks@yahoo-inc.com and LinkedIn
Connecting our past, present and future

Ernst & Young’s 2011 Retired Partners and Principals Meeting

Ernst & Young’s proud tradition of excellence was apparent as more than 700 of our retired partners and principals, along with their spouses and guests, recently gathered in Florida for Ernst & Young’s 2011 Retired Partners and Principals Meeting.

Celebrity chef Fabio Vivano dishes up one of his signature recipes. Chef Vivano was one of four celebrity chefs who cooked for this year’s attendees.

Ernst & Young Global Chairman and CEO Jim Turley welcomes attendees.

Retired partner Norlin Evans (left) talks with Martino Fiorentino at the Partnership Operations booth.
Combining information with recreation, the two-day meeting at Orlando’s Hilton Bonnet Creek Resort provided attendees with a welcome opportunity to reconnect with friends and colleagues, participate in a variety of social activities and learn the state of Ernst & Young today from Chairman Jim Turley, Americas Area Managing Partner Steve Howe and other current Ernst & Young leaders.

A special highlight of the meeting’s opening-night reception was the chance for attendees to meet and mingle with four of the brightest new talents in today’s culinary world, contestants on Bravo TV’s highly rated Top Chef all-star competition. The event closed with a festive evening of dining, dancing and countless shared memories.

Our retired partners and principals can take deserved credit for helping to build what Ernst & Young is today — a vibrant global organization of diverse cultures and ideas, recognized repeatedly as a great place to work and committed to integrity and quality in everything we do. The meeting was a memorable way to celebrate their legacy and to thank our former leaders and their families for the significant roles they have played — and continue to play — in helping connect our firm’s past and present to our future. ∆
Our more than 230,000 Ernst & Young alumni across the Americas are always on the move. In this section, we highlight some of the recent promotions, appointments and other achievements of your friends and colleagues.

Clint B. Adams has been named Chief Financial Officer for Ardent Health Services. He joined Ardent in 2003 and was most recently the company’s Chief Accounting Officer.

William “Bill” M. Blume, Jr. has been selected as the Executive Director of South Carolina’s Retirement System by the state’s Budget and Control Board.

Kerry K. Calaiaro has been named Senior Vice President of Investor Relations for Aspen Insurance Holdings Limited, a provider of reinsurance and insurance coverage.

Bonnie S. Cassidy is currently the Vice President of Health Information Management, Product Management, for QuadraMed and the 2011 President of the American Health Information Management Association.

Mark A. Verheyen has been promoted to Senior Vice President and Chief Risk Officer by CNA Financial Corporation. Since rejoining CNA in 2008, Verheyen has played a key role as a member of the company’s enterprise risk management team. He has helped lead the development of CNA’s internal economic model, which plays an important part in strategic and operational planning, capital management decision-making and day-to-day business execution.
Maria R. “Ann” Fong is currently the Chief Financial Officer and Vice President of Operations for Trina Turk, a fashion apparel company based in Los Angeles. Fong was previously the Chief Financial Officer for Paul Frank Industries.

Don C. Graeter was ranked sixth in the nation among Bank Investment Consultant magazine’s annual top 50 consultants. Graeter is currently Director of Investments for Central Bank of Jefferson County (Kentucky).

Elizabeth C. Gulacsy has been promoted to Chief Accounting Officer and Corporate Controller of Cross Country Healthcare, Inc. Gulacsy was previously the company’s Director of Corporate Accounting and, prior to that, its Assistant Controller.

Klobucar is new President and CEO of Michigan’s Blue Care Network
Kevin J. Klobucar has been promoted to President and Chief Executive Officer of Blue Care Network of Michigan. Blue Care Network is a 650,000-member HMO owned by Blue Cross and Blue Shield of Michigan.

Anderson named President of California Board of Accountancy
Sarah J. “Sally” Anderson was recently elected President of the California Board of Accountancy and was reappointed by former Governor Arnold Schwarzenegger to a second term on the Board, where she has served since 2007. Anderson previously served as Vice President and Chair of the Board’s Ethics Education and Licensing Frequency Task Force and Chair of the Committee on Professional Practice.
Richard Garneau has been named Chief Executive Officer of AbitibiBowater Inc., the world’s largest newsprint producer. He is a member of the company’s board and former Chief Executive Officer of Catalyst Paper Corp.

Mark E. Gaumond has been appointed to the Board of Directors of Booz Allen Hamilton Holding Corporation, the parent company of consulting firm Booz Allen Hamilton Inc. He currently serves as a Director of Rayonier, Inc., the Fishers Island Development Corporation and the Walsh Park Benevolent Corporation. He is also a Trustee of The California Academy of Sciences.

David Hewish has been promoted to Managing Director of AlixPartners, a global business advisory firm. Based in London, he formerly served as interim Chief Financial Officer of Saab Automobile AB. He also held restructuring roles at Cable & Wireless PLC and Global Crossing Inc. and engineering and project management positions at Balfour Beatty International PLC.

Alvin D. Kang will serve as Chief Executive Officer of the company to be created after the completion of the merger of Nara Bancorp and Center Financial Corporation. Kang was appointed President and Chief Executive Officer of Nara Bancorp in 2010 after having served as Chief Financial Officer.

Hamed Kazim has been appointed Senior Advisor for the Middle East region of AlixPartners, a global business advisory firm. Kazim formerly served on the Board of the Emirates Securities & Commodities Authority, the governmental entity responsible for ensuring integrity and transparency in the UAE financial markets.

Michael S. Macek has been promoted to Treasurer for Hill-Rom Holdings, Inc. Macek has been the Executive Director, Treasury, for Hill-Rom since 2008.

Larsen appointed to IRS Advisory Council

Richard G. Larsen has been appointed one of 10 new members of the Internal Revenue Service Advisory Council, which provides an organized public forum for IRS officials and the public to discuss key tax administration issues. Representing the tax-paying public, tax professionals, small and large businesses, and the payroll community, Council members provide IRS leadership with important feedback, observations and suggestions. Larsen is also a Distinguished Professor of Accounting at George Mason University’s School of Management.

Gilford joins digital media group at Disney/ABC Television

Karin A. Gilford has joined Disney/ABC Television Group as Senior Vice President, Digital Media, for the ABC Television Network. Gilford is responsible for ABC’s digital media initiatives, including ABC.com, the official online home of the ABC Network’s Primetime, Daytime and Late Night programs. Gilford was previously Senior Vice President, Online Media, at Comcast Interactive Media (CIM). Before joining Comcast, she spent eight years with Yahoo!, including serving as Vice President and General Manager of Yahoo! Entertainment.
Kevin P. Mahoney has been promoted to Senior Vice President of Corporate Planning for Sonoco, a global manufacturer of consumer and industrial packaging. Mahoney joined Sonoco in 1987 and was most recently its Vice President of Corporate Planning.

Michelle A. Massey has joined Swagelok Company as Director, Financial Reporting and Accounting. Swagelok is a leading designer and manufacturer of industrial valves, filters, tubing and fluid systems.

Lynda C. McDermott was recently elected as the Chapter Chair for the Women Presidents’ Organization in Tampa Bay. McDermott is the owner of EquiPro International, a management consulting firm that recently expanded from New York City to Tampa, Florida. She is also the Board President for the Healthcare Businesswomen’s Association, Florida chapter.

Randy MacDonald was promoted to Global Head of Retail Operations for MF Global Holdings Ltd. Retail operations. MacDonald joined the company in 2008 as Chief Financial Officer. Before MF Global, MacDonald held a number of executive positions at TD Ameritrade Holding Corp.

Martin E. McGuinness has been named Vice President of Government Affairs for Unum Group, an insurance provider. He was formerly Vice President of Federal Affairs for the American Insurance Association. He also previously served as one of President George W. Bush’s top liaisons to the U.S. House of Representatives.

Kelly appointed Vice Chair of Air Transport Association

Gary C. Kelly was recently named Vice Chairman of The Air Transport Association of America (ATA), the industry trade organization representing leading US airlines. Kelly is Chairman of the Board, President and Chief Executive Officer of Southwest Airlines. In addition, Kelly is a Member Appointee of the President’s Council on Jobs and Competitiveness. He also chairs the McCombs School Advisory Council at the University of Texas at Austin and is a member of the Board of Directors at Lincoln National Corporation.

Nelson publishes book honoring fallen Vietnam War hero and friend

David L. Nelson has coauthored the book David & Lee Roy, A Vietnam Story (Texas Tech University Press). The book recalls the life of Nelson’s childhood friend and college buddy, Lt. Lee Roy Herron, who was heroically killed in action in 1969. The book’s cover features a U.S. Marine Corps photo that includes Herron, who was mortally wounded several weeks later and was posthumously awarded the prestigious Navy Cross. Nelson’s book has been endorsed by luminaries such as Oliver North, retired Marine Corps Commandant General James Conway, and Colonel Wes Fox, Herron’s company commander in Vietnam. The book will be available in October 2011.

To reserve a copy, call Texas Tech University Press at +1 800 832 4042 or go to www.ttupress.org.
John A. McKinley has been appointed to the dual role of Chief Technology Officer for News Corporation and President of Technology for News Corp. Digital Media Group. He previously held executive technology positions with AOL and Merrill Lynch. McKinley is founder and Chief Executive Officer of OurParents, an online service focused on assisting adult children with aging parents.

Terrence “Terry” R. Ozan was elected to the Board of Directors of TFS Financial Corporation. He also serves on the Board of Directors of Capgemini and Cohesant, Inc. Ozan is former Chief Executive Officer of North American operations for Capgemini and was a member of the firm’s Global Management Committee. At Ernst & Young, Ozan served as Chief Executive Officer of the firm’s worldwide consulting services.

D. Scott Peterson has been appointed Chairman of the Audit Committee of the Board of Directors of Mattson Technology Inc. where he will serve on the Nominating and Governance Committee.

Lisa A. Pozzi is the new Vice President of Sales and Marketing for Coyote Point Systems, a leader in application delivery and acceleration solutions.

Sheri L. Risler has been appointed the Director of the Master of Accountancy (MAcc) Program at the Fox School of Business at Temple University in Philadelphia. She is also the Professor of Practice in the Fox School Department of Accounting.

Anthony M. Romano has been named President and Chief Executive Officer and a member of the Board of Directors of Charming Shoppes, Inc., a leading multi-brand apparel retailer. He was formerly the company’s Chief Operating Officer and Executive Vice President of Global Sourcing and Business Transformation.

R. Harold ”Hal“ Schroeder has been appointed to the Financial Accounting Standards Board by the Financial Accounting Foundation. Schroeder is currently a partner in Carlson Capital, L.P.

Howard expands role at Aflac

June P. Howard has assumed the role of Chief Accounting Officer at Aflac, Inc. This is in addition to her current position as Senior Vice President of Financial Services and International Financial Reporting Standards. Howard joined Aflac in 2009 as Vice President of IFRS implementation and was later promoted to Senior Vice President. Prior to joining Aflac, she held positions with ING and The Hartford.

Kenna promoted at Alcoa

John A. Kenna has been elected as Vice President, Tax and an Officer of Alcoa, Inc. Kenna had formerly served as Alcoa’s Acting Director of Tax. He joined Alcoa in 2002 and has focused most of his activities on international transactions, compliance and tax accounting.
Cheryl T. Smith has been appointed Executive Vice President and Chief Information Officer of WestJet. Smith previously held executive roles with McKesson Corp., the world’s largest health care company, Honeywell Federal Systems, Verizon and KeySpan Energy.

Mark R. Vinton was recently named Chief Financial Officer of Dairy Queen (a wholly owned subsidiary of Berkshire Hathaway).

William “Bill” H. Whalen has been appointed First Senior Vice President and Chief Financial Officer of Nexteer Automotive, a global supplier of advanced steering systems. The company was recently purchased from General Motors by Pacific Century Motors, reportedly the largest Chinese investment in a US-based automotive supplier.

Scott A. Winget was appointed Senior Managing Director of Wealth Planning for U.S. Bank Wealth Management’s Ultra High Net Worth Group.

Candida “Candi” P. Wolff has joined Citigroup as Executive Vice President for Global Government Affairs. She was formerly a partner in the Legislative and Policy Practice at Hogan Lovells law firm. From 2005 through 2007, she served in the White House as Assistant to the President for Legislative Affairs.

Lucki joins CH2M Hill as SVP and CFO

Michael “Mike” A. Lucki has joined CH2M Hill, a global, full-service consulting, design, construction and operations firm, as a Senior Vice President and Chief Financial Officer. Previously, Lucki was Global Practice Leader for Ernst & Young’s Global Engineering and Construction Industry group. Lucki is a Trustee of the California State System Foundation Board.

Michel Madelain becomes President of Moody’s Investors Service

Michel Madelain was appointed President of Moody’s Investors Service, the credit ratings agency unit of Moody’s. He has served as the organization’s Chief Operating Officer since 2008. Prior to his promotion to COO, he was the Executive Vice President of Fundamental Ratings, responsible for all global company and government ratings. Madelain previously served as Senior Managing Director for global banking ratings, managing corporate ratings in Europe, the Middle East and Africa.

Share your news

Please send information about your new job, promotion, board appointment or other professional achievements to Rebecca O’Neal at rebecca.oneal@ey.com or at +1 404 817 4955.
Whether it's a start-class reunion, industry-specific forum, former-partner outing or a general office get-together, it's clear that Ernst & Young alumni take great delight in reuniting with their fellow alumni and former Ernst & Young colleagues. Over the past 12 months, approximately 5,000 alumni have gathered at more than 100 alumni events held across the Americas. To learn about alumni events in your area, go to the Ernst & Young alumni website (www.alumni.ey.com). While there, please be sure your contact information is accurate to ensure that you receive announcements, invitations and updates.

Atlanta dedicates Michael W. Trapp People Center
Retired Southeast Managing Partner, Ernst & Young LLP, Mike Trapp was recognized in Atlanta for his 38 years of service to Ernst & Young. In recognition of his many achievements, particularly his dedication and leadership in the area developing the people of Ernst & Young, the Atlanta office training center was renamed the Michael W. Trapp People Center. A number of Trapp's longtime fellow alumni, as well as current Atlanta partners, were on hand to celebrate the event.

Trapp was with the firm from 1962–2000 and currently cochairs the Atlanta Alumni Council. Following the ceremony, a reception in Trapp's honor was hosted by Karole Lloyd, Vice Chair and Southeast Managing Partner; Susan Bell, Atlanta Managing Partner; and John Schraudenbach, Southeast Markets Leader and Alumni Champion.

New Jersey executive alumni event
From left to right: Alumni Mark Cupo, Bob Petruska and current Ernst & Young LLP partner Tony Masherelli catch up during a break in the action at a New Jersey Devils vs. Philadelphia Flyers hockey game.
Johnson & Johnson alumni reception honoring LaVerne Council

Our alumni at Johnson & Johnson honored fellow alumna and company Chief Information Officer LaVerne Council (second row, fourth from left), who graced the cover of the December 2010 issue of Connect. Pictured are alumni, first row, left to right, Nicole Vaswani, Becky Lee and Neeta Patel; second row, left to right, alumni Wendy Fairfield, Anders Rajka, Con Sweeney, LaVerne Council, Brenda Unger, Krupali Patel, Vice Chair and Northeast Managing Partner Mark Manoff, alumni Jeffrey Rabelow and Mark Redmann and Johnson & Johnson Coordinating Partner Dave DeMarco.

Minneapolis alumni reunion

Ernst & Young LLP Minneapolis Office Managing Partners past and present, from left to right: current Minneapolis Office Managing Partner John Wilgers; retired partner and former Minneapolis Office Managing Partner Ed Finn; and Jim Turley, former Minneapolis Office Managing Partner and current Ernst & Young Global Chairman and CEO.

Pittsburgh alumni golf outing and networking reception

Left to right: Pittsburgh alumni Daniel Bevevino, CFO of Starr Life Sciences and board member of CryoLife, and Jim Williams, retired partner and former Ernst & Young LLP Pittsburgh Office Managing Partner, board member of RTI International Metals and Pittsburgh Alumni Council member, take to the links with current Ernst & Young LLP partner Dennis Labate.
Globalization is an irreversible business trend. Global productivity and capital flow are shifting not only from West to East, but also from North to South. Throughout this issue of Connect, we have focused on alumni who are witnessing, firsthand, the opportunities and risks of doing business in our ever-shrinking world.

Report

Time to act on emerging global trends is now

Globalization is an irreversible business trend. Global productivity and capital flow are shifting not only from West to East, but also from North to South. Throughout this issue of Connect, we have focused on alumni who are witnessing, firsthand, the opportunities and risks of doing business in our ever-shrinking world.

As the pace of globalization continues to escalate, organizations need to do more than just deliver on their strategies. Today’s winners will be those businesses and governments that examine – and act upon – evolving trends. "It’s clear the economic and social environment our clients operate in is becoming increasingly complex," says John Murphy, Ernst & Young’s Global Managing Partner – Markets. "Clients are finding they have to adapt to increasingly interlocking systems. They must be aware of these and respond swiftly."

To help organizations navigate these turbulent waters, Ernst & Young recently issued Tracking global trends: how six key developments are shaping the business world. The report highlights how three underlying drivers have helped to establish and develop six trends relevant to organizations in all sectors. The six trends detailed in the report are:

- Emerging markets are increasing their global power
- Cleantech is becoming a competitive advantage
- Global banking seeks recovery through transformation
- Governments enhance ties with the private sector
- Rapid technology innovation creates a smart, mobile world
- Demographic shifts transform the global workforce

The trends are connected by three underlying drivers. They are:

- **Demographic shifts.** Population growth, increased urbanization, a widening divide between countries with youthful and quickly aging populations and a rapidly growing middle class are reshaping not only the business world, but also society as a whole.

- **Reshaped global power structure.** As the world recovers from the worst recession in decades, the rise of relationships between the public and private sectors has shifted the balance of global power faster than most could have imagined just a few years ago.

- **Disruptive innovation.** We’re now seeing emerging markets become hotbeds of innovation, especially in efforts to reach the growing middle class and low-income consumers around the globe.

While the report’s findings apply to all global companies and governments, several sector-specific case studies are highlighted and refer to recent companion thought leadership materials. The report also offers specific questions companies should be asking themselves related to each of these long-term trends. ∆
Did you know that there are an estimated 600,000 current Ernst & Young alumni around the globe? That's more than the entire populations of at least 50 countries. That's also a huge network of professionals who share a common bond founded on Ernst & Young's values of integrity, respect, teamwork and doing the right thing. At Ernst & Young, we think there's tremendous power in that.

Just like the alumni we feature in this issue, we in Ernst & Young Alumni Relations are all dealing with various aspects of globalization. Over the past few months, I’ve had the opportunity to travel outside the US to discuss a more connected alumni program for our firm. We quickly agreed that we needed to work closely together to better connect our vast alumni network across borders and continents. We also looked at an improved program that would allow us to leverage several of the world’s leading social networking sites to help us link alumni on an unprecedented global scale, which is very exciting.

I'm looking forward to what the future of Alumni Relations holds for the firm, and, more important, for you, our alumni. In our ever-shrinking world, it’s going to be important to maintain relationships with people not just on the other side of town, but, increasingly, on the other side of the world. As an Ernst & Young alum, you’re already part of an amazing network. Our desire is to help keep that network alive and growing – wherever in the world that may be.

Jeff Anderson
Americas Director, Alumni Relations
jeffrey.anderson11@ey.com
+1 404 817 4875

Connecting alumni globally

The magazine for Ernst & Young alumni

2 Tasting success at The Coca-Cola Company: Gary Fayard
    Combining global perspective with a deep respect for local markets, Gary Fayard helps keep The Coca-Cola Company on top in more than 200 countries.

6 Energizing her world: Cindy Taylor
    As CEO of Oil States International, Cindy Taylor says she feels right at home among the industry’s colorful characters.

10 Charting his own course: Tom Jones
    As former Chairman and CEO of Global Investment Management for CIGNA, Tom Jones oversaw more than US$500 billion in assets. Today, he’s Senior Partner of TWJ Capital, a boutique private equity firm. And he couldn’t be happier with his progress.

14 Executive in motion: Pierre Alary
    This Senior Vice President and CFO at Bombardier has helped to steer the aerospace and transportation giant on a steady financial course through two global slowdowns and aggressive worldwide expansion.

18 My point of view: Leslie Seidman
    As Chairman of the Financial Accounting Standards Board, Leslie Seidman is on the front lines of the global effort to establish a consistent framework of accounting standards, something crucial to the health of the capital markets.

22 Olympic hopeful: Julio Sergio Cardozo
    This former Managing Partner of the organization’s Brazilian firm is now part of the team bringing the 2016 Olympic Games to one of the world’s most dynamic emerging economies.

26 What’s cooking? Retired Partners Meeting
    More than 700 of Ernst & Young’s retired partners and principals recently gathered in Orlando, where they reconnected and mixed it up with some celebrity chefs.

28 In the news
    We highlight some of the recent achievements of your friends and colleagues.

34 Alumni event gallery
    We offer a snapshot of recent alumni events throughout the Americas.

36 Report: act on emerging global trends now
    Globalization is an irreversible trend that will produce winners and losers. A new Ernst & Young study highlights six global trends that are shaping the world. Find out what they are and what you should be doing about them.

Jeff Anderson
Americas Director, Alumni Relations
jeffrey.anderson11@ey.com
+1 404 817 4875

To view past issues of Connect, go to www.ey.com, select “About us” at the top of the screen and then “Our alumni.” From the website, you can access an online version of current and previous issues. You can also download and print a pdf file. Limited hard copies of past issues are available by contacting Jennifer Yim at heewon.yim@ey.com.
About Ernst & Young
Ernst & Young is a global leader in assurance, tax, transaction and advisory services. Worldwide, our 141,000 people are united by our shared values and an unwavering commitment to quality. We make a difference by helping our people, our clients and our wider communities achieve their potential.

Ernst & Young refers to the global organization of member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit www.ey.com.

Ernst & Young LLP, a Delaware limited liability partnership, is a client-serving member firm of Ernst & Young Global Limited located in the US.

Ernst & Young LLP, an Ontario limited liability partnership, is a client-serving member firm of Ernst & Young Global Limited located in Canada.

© 2011 EYGM Limited. All Rights Reserved.
EYG no. QQ0362

In line with Ernst & Young's commitment to minimize its impact on the environment, this document has been printed on paper with a high recycled content.

This publication contains information in summary form and is therefore intended for general guidance only. It is not intended to be a substitute for detailed research or the exercise of professional judgment. Neither EYGM Limited nor any other member of the global Ernst & Young organization can accept any responsibility for loss occasioned to any person acting or refraining from action as a result of any material in this publication. On any specific matter, reference should be made to the appropriate advisor.

Gary Fayard
Tasting success at The Coca-Cola Company

Pierre Alary
Bombardier CFO is on the move in Canada

Julio Sergio Cardozo
Olympic hopeful from Brazil

Tom Jones
Former Citigroup CEO charts new course

Leslie Seidman
Making her mark as new FASB Chair

Cindy Taylor
Energized at Oil States International