Thanks to a fantastic community – we did it! In May we opened the first – if not one of the very few, university buildings that have been funded without a cent of taxpayer’s money; financed through a combination of revenue growth and philanthropy.

This opening was part of a transformative strategy that involved growing Trinity Business School to over two and a half times its size in 2015 – becoming the fastest growing established business school in Europe over the last three years, and evolving to achieve its international potential commensurate with other eminent business schools of world-class universities and capital cities. The realisation of this ambition involved a thrilling journey entailing an exceptional community effort by the Provost, two Vice-Prososts, the wider leadership of the University, the School Advisory Board, friends and philanthropists, alumni, students, faculty and professional staff, as well as supporters from industry. As Dean, I have been both honoured and had great pleasure in working with such a stellar and congenial group of people – so thank you all.

As a community, we delivered our ambitious high growth strategic plan ahead of time and above target, congratulations to all involved! I look forward to working with you all again as we start the implementation of our next strategy with its focus on an even greater societal impact and international recognition, while also extending the benefits of a Trinity Business School education to a greater number of people from disadvantaged backgrounds.

Professor Andrew Burke
Dean of Trinity Business School
Professor Andrew Burke, Dean of Trinity Business School, described it as "the coming of age of Trinity Business School." He added: "The School has grown rapidly to achieve sufficient critical mass of expertise and breadth of business programmes to become a major global player in the business education industry. Indeed it is now recognised as amongst the top 1% of business schools in the world by the leading international accreditation agency EQUIS. We now have a world-class building for a world-class business school located at the heart of our European capital city and hub for global business."

The Trinity Business community gathered together in May for the official opening of the new School building. Officially opened by An Taoiseach, Leo Varadkar, in conjunction with the annual Trinity Business & Technology Forum, the six-storey building includes an Innovation and Entrepreneurial hub, a 600 seat auditorium, smart classrooms with the latest digital technology, dedicated alumni hot desks and an executive education centre.

The near zero energy development opens onto the rugby pitch in College Park on one side and Pearse Street on the other.

Speaking at the event, An Taoiseach Leo Varadkar said: "The business of Trinity is education; inspiring new minds and creating new ideas that will change the world. This new building will help to do that in the 21st century and beyond. As a Government we are also preparing for the world of the future and we want to drive collaboration between Ireland’s world-class research base and industry."

Provost, Dr Patrick Prendergast added: "Trinity Business School is an example of how philanthropy can make a real difference to teaching and research and is one of the priorities of Trinity’s philanthropic campaign, ‘Inspiring Generations’, which launched publicly earlier this month.”
Inspiring Generations
The Campaign for Trinity College Dublin

Inspiring Generations, the first public philanthropic campaign in Trinity’s history, was launched on 2nd May 2019. The largest philanthropic campaign ever launched on the island of Ireland, and the fourth largest of its kind in Europe, Inspiring Generations has two key goals: to raise €400m in philanthropic donations and to inspire 150,000 volunteering hours from alumni and friends of Trinity around the world.

Just a few weeks after the Campaign launch, we celebrated the opening of the new Trinity Business School, the latest manifestation of what can be achieved for Trinity by the powerful combination of philanthropy and a committed community of faculty, alumni and friends.

Philanthropy has been part of the Trinity story since the very beginning, when the University was founded on lands granted by Dublin Corporation, and Trinity has grown through the centuries with the help of many supporters. But Inspiring Generations marks a new departure. In today’s highly competitive global market, the top universities are powered in part by philanthropy. If Trinity is to maintain excellence in education and research and continue to represent Ireland among the leading world universities, we need to harness the enormous goodwill that exists among alumni and friends to create our own committed philanthropic community.

Inspring Generations will support a range of flagship projects across campus including the landmark E3 Institute that will work on solutions for a sustainable planet; Trinity St. James’s Cancer Institute; the ’New Generations’ drive to bring in talented students and academics from all backgrounds; and a critically-important plan to safeguard the Old Library and its precious collections, part of Ireland’s national heritage.

The Campaign will also support the ongoing expansion of curriculum, faculty and research that will enable Trinity Business School to build on the remarkable achievements of the last few years and become a global destination for business education and a driver of innovation in Ireland. Visit tcd.ie/campaign to find out more about Inspiring Generations.

“Philanthropy is more important for Trinity today than ever before. With Inspiring Generations, we will leverage additional state funding and loans and we will venture into new, cutting-edge research and ways of working.”
— Dr Patrick Prendergast, Provost
Trinity Business + Technology Forum 2019
Business of NOW: the Future Begins Here

The launch of our new building coincided with this year’s Trinity Business and Technology Forum, an annual one-day event that brings the Trinity Business community together to exchange ideas and tackle some of the key challenges facing business and society.

This year, the forum’s theme was ‘the business of now’, a request to the leaders of today to turn futurist visions of markets and technologies into practical options, address climate change and shape market forces in a more inclusive and sustaining manner.

Keynote speakers included Irish Central Bank Governor Philip Lane, former Chief Inspector of An Garda Síochána Inspectorate Kathleen O’Toole and Director General of the Confederation of British Industry Carolyn Fairbairn.

The fantastic day of collaboration, networking and problem solving featured a number of interactive workshops, panel discussions, entrepreneurship pitches and research showcases as our new school building was officially opened in style!

[above] Philip Lane, Governor of the Central Bank of Ireland, analysed the role of financial systems and reflected on the fact that “business schools in particular really do have a pivotal role in determining economic and social outcomes through education and research.”

[below] Loretta O’Sullivan, Chief Economist at Bank of Ireland, discusses economic relations in a post-Brexit Europe.

[left] “Be the hardest worker in the room and set the standard. Talent is nothing without discipline,” was some of the advice given by former Ireland Rugby Player and Member of Trinity Business School Advisory Board Jamie Heaslip. Jamie sat down for a fireside chat with TBS Dean Professor Andrew Burke.

[right] Carolyn Fairbairn, Director General of the Confederation of British Industry discussed business after Brexit and the role education can play in building Ireland’s future, stating that “so much of fairness, equality and opportunity starts in our schools.”

[right] Professor Gerard McHugh chairs a panel discussion on climate action with Eirvia’s Commercial and Regulatory Director Brendan Murphy, Chair of Botany Professor Jenny McElwain and Co-Director of the Global Brain Health Institute, Professor Ian Robertson.
An Taoiseach Leo Varadkar addresses a packed A&K Dargan lecture theatre to officially open Trinity Business School’s new building.

The helical stairs are an acute representation of the modern architectural design.

Chairman of the Trinity Business School Advisory Board Sean Melly takes in the new surroundings. The Advisory Board was instrumental in the realisation of the new school building.

Student volunteers pose in front of artwork by Richard Gorman.
Final year Business and French student, Marie-Louise O’Callaghan, was announced as this year’s winner of the Trinity Business Student of the Year Award in April. The award recognises and celebrates final year undergraduate students who have achieved excellence in a number of categories including academic, athletic, entrepreneurial, and social engagement.

The announcement was made on the 25th anniversary of the award programme, supported by the Bank of Ireland and Trinity Business Alumni.

A special event hosted in the historic House of Lords marked the occasion with past winners of the award including Dylan Collins, serial entrepreneur and founder of SuperAwesome, a platform that makes the internet safer for children; Alan Foy, CEO of Blueface; Isseult Ward, Founder of FoodCloud; and Oisin Hanrahan – Founder of Handy Technologies, the on-demand ‘gig’ marketplace for the hiring of professionals for household tasks.

The winner of this year’s award, Marie-Louise O’Callaghan, has played a pivotal role in promoting female leadership within Trinity, becoming the first female CEO of the Trinity Student Managed Fund — a student-run organisation with over 1000 members that operates a real-life financial portfolio under the guidance of industry experts.

Marie-Louise said: “It’s an honour and privilege to be the recipient of this prestigious award and join the 24 former recipients, who I have long admired and respected. I’ve had the best four years of my life and I very much look forward to staying connected to the university through the alumni network and the Business School in the years ahead.”

Five exceptional undergraduate finalists were also honoured on the evening: Fiona Stinson, Kate Whyte, David Wacks, Aisling Dooley, and Paul Allan.
Mary Robinson joins MBA Trailblazers for Climate Change Forum

“Business students must speak out constantly to Government. Unless business steps up and talks through the problems of climate change, we are not going to see political leaders stick with it. Businesses need to step up; Government listen to them more than anyone else.” These are the thoughts of former President of Ireland and UN High Commissioner for Human Rights, Mary Robinson, who spoke recently at the ‘Business of Climate Change’ in Trinity Business School.

Joining business leaders, Trinity MBA alumni and special guest speakers including Senior Climatologist at Met Éireann, Keith Lambkin and Adjunct Professor in Economics at Trinity and Chair of the Climate Change Advisory Council, John Fitzgerald; the event focused on themes such as decarbonising the economy and ethical leadership.

Organised by the Climate Change Event Committee — chaired by MBA student Marion Briggs, the session on Climate Change Mitigation and Adaption formed part of the Trinity MBA’s Leadership and Professional Development module.

Recently appointed as Adjunct Professor of Climate Justice in Trinity’s School of Natural Sciences, Robinson offered a clear message on how to take action. “Firstly, take climate change personally in your own life — do something that you weren’t doing before. When you’ve made it personal, take ownership in a way that everybody needs to. Secondly, get angry and get active about those with more responsibility that aren’t taking responsibility. Finally, imagine this world in the future.

The problem with communicating climate change is the doom and gloom aspect of it all. Realistically, if we meet our 2030 sustainable development goals; it’s going to be a much better world without all of these environmental challenges. I feel very strongly that we need that mixture of hope, innovation, positive attitudes and a willingness to change. I am very hopeful that events like this evening can lead us to a much better world and that’s what we need to go forward with.”
HubSpot CEO Advises Students
‘Conversation with Digital Leaders’ Series

Brian Halligan, co-founder and CEO of marketing software company HubSpot, spoke at the School recently as part of the ‘Conversation with Digital Leaders’ series organised by the Trinity Centre for Digital Business. Focusing on the transformative journey of major digital companies or start-ups, the series is designed to give an insight into leadership and development in the digital world.

Halligan sat down for a conversation with Dr Laurent Muzellec, founder of the Trinity Centre for Digital Business and Director of the MSc in Digital Marketing Strategy, to discuss inbound marketing, providing great customer experience and his personal entrepreneurial journey that began as an MBA student at MIT Sloan.

Reflecting on the event and his brief return to business school, Halligan said: “The one piece of advice I hope Trinity’s students take with them is that having a great product is necessary but not sufficient, and that to have a breakthrough company, your customer experience has to be ten times better than the competition. It’s not what you sell — it’s how you sell. The competitive advantage today is convenience. It’s creating a frictionless, subscription-based, delightful end-to-end opportunity for your consumers. The brands today that are disrupting the experience and making it an exceptional one are the brands that will find long term success.”
Businesses Reap Rewards

The Benefits of Trinity’s Growing Executive Education Portfolio

In addition to short professional development courses, customised programmes for corporate clients are now offered as part of our Executive Education portfolio.

The range of open short professional courses has grown to 12 programmes providing organisations and their people with an in-depth look at areas they most need help with. Short open courses in areas such as Operational Excellence, Effective People Management and Negotiating for Value are delivered by experts from Ireland and around the world and often provide follow-up mentorship to ease implementation and ensure long-term impact.

Customised programmes specifically designed for our clients spearhead personal and organisational transformation and allow these companies to compete effectively in an ever increasingly uncertain world.

“We offer short courses – which run from two to five days in length, for anyone looking for a booster shot for their career, work or organisation,” says Michael Flynn, Assistant Professor in Entrepreneurship and Director of Executive Education. “With the customised programmes, companies come to us with a perceived need in a number of areas and we work with them to map these issues and design programmes specifically for them.”

People from a range of companies have participated in our executive education programmes over the last 12 months including Dublin Airport Authority, Musgrave Group, AstraZenica, Bank of Ireland, ESB and VhiPlus, to name just a few. Scores of small and medium sized enterprises – the backbone of the Irish economy on whose performance the economy depends, have also signed up for our short courses.

With the new building providing a welcome space for the development of the executive education portfolio, participants will now have access to a host of modern resources – including an Innovation and Entrepreneurship Hub and a dedicated area on the fifth floor, overlooking Dublin’s financial district.

Brown Thomas, part of Selfridges Group, is one of the participating businesses in one of our anchor programmes, the Customer Leadership Group Programme (CMLG). “Having the ability to co-create and influence the content of the programme and ensuring the narrative was relevant for us was a unique benefit,” says Louise Harvey, senior HR Learning, Development and Engagement leader with Brown Thomas. “From the employee engagement masterclass we gained insight into ways to enhance the embedding of our values in everything we do.

The setting allowed us to learn not only from the Trinity academics leading the course but also from other companies on the programme.”

We will be delivering an exciting range of executive education programmes through the new academic year and we look forward to welcoming many of our current clients, alumni and new companies and business professionals to Trinity Business School.
Trinity Business School
A Year in Pictures

The School secured EQUIS accreditation at the end of 2018, placing it amongst the top 1% of business schools worldwide.

Professor Paul Coughlan and Professor Gerard McHugh celebrate their election as fellows with Provost, Dr Patrick Prendergast.

Postgraduate students celebrate the end of the academic year.

Trinity Business School staff gather on the spiral staircase to mark the first staff meeting held at the new school building.

BESS 2018 graduate Nathan Misichci won the Qualcomm Wireless Impact Award 2019 with his company Sensibin, as part of the Fowler Global Social Innovation Competition held in San Diego!

MBA students take a different mode of transport to Cape Town for their international residency week in June!

Professor Andrew Burke meets students from the Trinity Entrepreneurial Society (TES) at Freshers’ week in Front Square.

Show your support at tcd.ie/campaign
Developer of the new TBS building, Padraic Rhatigan, MD of JJ Rhatigan, and his daughter Olga – a current BBS student at the School, at the Trinity Business and Technology Forum.

MSc International Management students pose for a photo in Hong Kong as part of their international study week at Hong Kong Baptist University.

MSc Entrepreneurship graduates Aimée-Louise Carton and Will Ben Sims were announced as the winning team at last month’s LaunchBox Demo Day for their recently launched start-up KeepAppy — a personal wellness app.

The Trinity MBA team were accompanied by MBA alumni to visit the New York Stock Exchange as part of their visit to the States to meet prospective students.

The Executive Board meets for the first time in the new building.

MBA Candidate Aristotle Garcia Byrne takes a selfie with his fellow MBAs at the 2019 Valedictory Reception.
Interview with the Dean
Brendan Murphy of Ervia

Professor Andrew Burke, Dean of Trinity Business School, chats to Ervia’s Group Commercial and Regulatory Director, Brendan Murphy, about the road to a sustainable business and lifestyle and how the multi-utility company is helping Ireland to significantly reduce its carbon emissions as part of the National Energy & Climate Plan.

AB: If you take technologies as they are today, what would a sustainable lifestyle look like?

BM: The International Energy Agency (IEA) says that 34% of the global emissions reduction target will be met by energy efficiency so those types of improvements are crucial and can be made without affecting your day-to-day life at all really. We hear constant talk about the need to significantly change our lifestyles to help lower emissions through, for example, moving to a vegan diet and holidaying locally. Not everyone can commit to radical change so I think the important thing is for us all to take steps in the right direction. We certainly need to substantially lower our meat consumption and ideally switch to Electric Vehicles by the next decade.

AB: So what initiatives are Ervia working on to help us to reduce our carbon emissions down to levels that will avoid catastrophic climate change?

BM: Ervia is working on several innovative solutions that would help us to reach a target of net zero emissions by 2050 and become a key enabler of decarbonisation in Ireland.

We are already active in technologies such as Renewable Gas (Biomethane) and Compressed Natural Gas (CNG) vehicles, and we are now exploring opportunities in Carbon Capture and Storage (CCS) and Hydrogen. Recent reports have shown that Ireland will miss its 2020 climate targets by a significant margin but we believe that these technologies can help in the transition of Ireland to a low carbon, climate resistant and sustainable economy by 2050. By then, we envision that about 40% of our gas would be Biomethane, which is a very cost effective means of decarbonising heat for half the homes in Ireland. 45%-50% would be natural gas with CCS, which is a proven technology that can be used to provide clean, dispatchable electricity by capturing carbon emissions from generation and storing these permanently underground.

If Ireland is to meet its climate action targets, there are no credible alternatives to CCS. Ervia has recently signed an agreement with Equinor, who are a world leader in CCS technology, looking at the potential export of captured Irish emissions to Norway, where they can be safely stored in geological reserves in the North Sea. Closer to home, we are also examining the feasibility of using the Kinsale offshore gas field near Cork as a carbon store.

Hydrogen is an exciting area which is a little bit further out. As an endgame for decarbonising their economy, the UK are looking very seriously at converting the natural gas network to a Hydrogen network, with CCS being used for emissions storage. If they decide to go for Hydrogen as their solution, it will become very compelling for Ireland to follow suit.

There’s also an economic case backing this up. By utilising the gas network to deliver carbon neutral Biomethane or Hydrogen, as a nation we could probably avoid more than €40bn in expenditure on deep retrofits for home heat decarbonisation.

AB: Government are reluctant to introduce carbon taxes, especially with the reaction to the water charges. What does industry need to do to start to shape consumers’ and voters’ views on climate change?

BM: I think that, along with Government, businesses need to start to advocate by talking to the public about how real climate change is. That’s what Ervia is trying to do, and if businesses were more united and vocal about that, that would really have a big impact. We’re also trying to get the message across that this is fixable if everyone plays their part. It’s important for businesses to embrace new technologies and innovation and make the changes to become more sustainable, and then to be better at communicating what they’re doing.

Last year Maersk, the world’s largest container shipping company, announced that they are aiming to have zero emissions from their ships by 2050 because they know that the way they operate now isn’t sustainable. Royal Dutch Shell have echoed that and taken it a step further by actually tying their executives’ pay to their targets for reducing carbon emissions. These aren’t just shallow promises; if they don’t get there then it will affect executive reward and that’s a real sign of company focus. To me, it’s about moving us away from the mindset that we’re saving a few polar bears as it’s clearly far more fundamental than that. It’s about us as a nation, as people, families and communities having the power to change the future if we act now.
Spotlight on our Stateside MBA Alumni

Find out more from alumni of the Trinity MBA Class of 2014 on the key role it has played in their professional life, where they are working now and why they chose the School.

Mike DeNardo

After graduation, I ran emerging markets trading for a New York bank in London. I wound up being a customer of BCS, a Russian investment bank. They bought a banking license in New York and asked me to come run it. Before the MBA I worked in London during the financial crisis and was a victim of it. I bought a pub in London and asked to run the MBA to learn the skills to scale that business. However, it was the softer skills — learning how to manage up, manage myself better, look at a situation a little bit differently and understand the position of the person you’re speaking to, which were more important. Afterwards, I had more fire in my belly to go back to the industry I was part of and that I loved in the first place.

Matt Healey
MBA ’14. Director of Product and Innovation at Mastercard in Miami.

After graduation, I worked in advertising and technology in New York. Then I moved down to Miami to work at Mastercard. I was definitely ready for a change in my career and I thought there was a gap in my management experience and overall business knowledge. The Trinity MBA also offered an international experience and a different perspective; a world view that you couldn’t get in US-centric programmes in America. It has had a tremendous impact on my life both professionally and personally — I even met my wife when I was in Ireland!

Katie White

I was ready for a break and in my mid-thirties looking for something that was going to be productive and give me time to reflect and reinvigorate myself. It was great to get outside of the United States and learn how to communicate in a global society. As someone who had worked for a while it was really fun to get to go back to school and learn and reinvigorate myself. I don’t think there’s any downside to studying in Ireland — it’s great to get outside the US and to focus on your own personal development. To do it in a country that’s as friendly and welcoming as Ireland and has good Guinness is a bonus!
Trinity SMF
It’s been an exciting year for the Trinity Student Managed Fund (Trinity SMF), who now have a membership base of over 1,000 students. They have hosted a number of events throughout the year including the Leadership Perspectives series, Women’s Leadership Conference and their first Fintech Conference. They have also invested in the wider Trinity community through donating a proportion of profits to inspirational charitable organisations including the Trinity Centre for People with Intellectual Disabilities and the Trinity Access Programme.

Enactus
Enactus TCD were crowned the winners of the Enactus Ireland National Competition in May. The competition saw colleges from 10 HEIs across the country compete for the title. Supported by Aer Lingus, Enactus TCD recently went on to represent Ireland at the prestigious Enactus World Cup in Silicon Valley, where students, business leaders, academics and alumni come together for a showcase of the innovative projects created by students at third level. As the first ever Trinity team to make it to the world championships, they finished in the top 16 worldwide out of over 1600 teams, placing them in the top 1% in the world!

TES
The Trinity Entrepreneurial Society now has over 2,000 active members, helping students at all stages of their entrepreneurial journey through an array of workshops and events — including their annual Dragons’ Den competition and Incubator programme. This year’s Dragons’ Den provided an opportunity for students to showcase their entrepreneurial abilities in return for a €7,500 prize fund and a place on Trinity’s LaunchBox 2019. MSc Marketing student Francesco Tai Bernardelli claimed first prize for his idea ‘Talka’, a pioneering platform solution for curing speech impediments.

Business Schools Form Responsible Leadership Alliance

Trinity Business School became the sixth member of the Council on Business & Society in May, joining ESSEC Business School (France, Singapore, Morocco), Keio Business School (Japan), FGV-EAESP (Brazil), School of Management Fudan University (China) and Warwick Business School (UK).

The Council on Business & Society is a unique, international alliance dedicated to promoting responsible leadership to its students and executive participants via its faculty research and teaching expertise in the fields of Corporate Social Responsibility (CSR) and Corporate Shared Value (CSV). The Council’s schools are recognised as being among the world’s leading schools of management and business, each with several degree programmes repeatedly featuring in The FT and The Economist top 100 rankings.

The Council commits itself to replying to this new idea of the world we live in by bringing together leading academics, international institutions, policy makers, spokespersons from the non-profit sector and business leaders to offer knowledge and solutions to today’s major business and society issues.
Despite admiring her grandfather for being one of the first motorcycle cops in America, Kathleen had no desire to follow in his footsteps. "The first female 'patrol officers' were hired in Boston when I was in my third year at university. I recall watching the story on the television news and wondering why any woman with good sense would want that job." A year later, she agreed to take the police entrance exam to give moral support to a friend hopeful of joining the academy. She saw it as an opportunity to practice for the LSAT ahead of her application to law school, and soon forgot about the police force when she was accepted to the New England School of Law.

Speaking on 'The Business of Policing' as a Keynote Speaker at the Trinity Business and Technology Forum this year, Kathleen recalled the moment that kick-started her career in policing. "In 1979, I received an employment offer from the Boston Police. My law school classmates dared me to accept the job — there has never been anything strategic about my career! I couldn’t resist. I thought it would be so interesting to see the justice system from a different perspective and only planned to stay with policing for a few years. Within months, I knew it was my true vocation."

Kathleen passed the bar in 1982, but only to gain a new perspective on policing. She quickly rose through the ranks of local and state policing in Massachusetts, starting out as a beat cop and later serving as Massachusetts Secretary of Public Safety (1994) and Boston Police Commissioner (2004). She also served as Chief of Police in Seattle, Washington (2014).

Like many in Boston, Kathleen and her husband have close ties to Ireland and have spent considerable time with family in the Midlands and the West. Kathleen has worked in Ireland as well. In 1998, she became a member of the Independent Commission on Policing for Northern Ireland, the Patten Commission, which was established to inquire into policing during the Peace Process. With their daughter choosing to study at both Trinity and NUIG, she moved to Ireland in 2006 to become the first Chief Inspector of the Garda Síochána Inspectorate. "There are unique characteristics to each policing jurisdiction, but the principles of policing in a democracy are universal. It was a unique opportunity to bring my Boston experience to Ireland, but I also learned many lessons from Irish policing that I was able to apply later in America."

More recently, Kathleen served as Chair of the Commission on the Future of Policing in Ireland. The group reported its findings to Government in late 2018.

While serving as Chief Inspector, Kathleen enrolled on our PhD programme, choosing to complete an action research project focused on managing change in a national police service. "My research project provided a valuable opportunity to bridge theory and practice. It was a challenging undertaking, particularly as a part-time student, but I eventually succeeded thanks to the unwavering support of great faculty and friends at the Business School." Today she sits on the School’s Advisory Board as one of its newest members.
Inspiring Generations since 1592

Your support will drive Trinity forward for the next 400 years

Show your support at tcd.ie/campaign
#InspiringGenerations

Upcoming Events

EURAM 2020

The European Academy of Management is a learned society founded in 2001. It aims at advancing the academic discipline of management in Europe. With members from 49 countries in Europe and beyond, EURAM has a high degree of diversity and provides its members with opportunities to enrich debates over a variety of research management themes and traditions.

Save the Date:
Trinity Business + Technology Forum 2020 — 4th March 2020

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