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RBC Royal Bank
One of the most important things we do at UVic Business is to encourage an innovative mindset among our students, staff and faculty. In fact, it is so important that we have engrained this principle into our vision statement.

The rapid evolution of technology coupled with increased competitive pressures make innovation more critical for business success today than at any time in human history. In industry after industry, the only way a company can thrive is to be continually innovative, both in the products and services it offers and in the processes by which it carries out its various operations.

An innovative mindset is particularly relevant, I believe, in the current professional sporting environment. For example, the National Hockey League will have to regain fan support following its players’ lockout. Canada’s Olympic Committee must address what for some, was a disappointing showing in the recent Athens Olympics. This issue of our magazine examines the business of sports.

We follow a summer integrated management exercise (page 5) with the BC Lions and the Vancouver Ravens. We also hear from alumni who excel at their sport and who are turning their passion into their profession (page 7) and from two former members of Canada’s national rowing team (page 12) who are putting the lessons they learned as elite athletes to work in their studies and their careers. Paralympian, Andrea Holmes (page 2), talks about balancing the demands of competition and education.

As I look through these pages, I am incredibly proud of our graduates, our students and the faculty and staff of UVic Business. I hope you enjoy this issue. As always, we love to hear from our readers and urge you to keep in touch with us and with each other.

Sincerely,
Ali Dastmalchian
Professor and Dean

PRODUCTION NOTES
Editor: Dianne George  editor@business.uvic.ca
Writers: Joanne Ballance, David Frey, Dianne George,
Juli Gordon, James Grove, Michelle Martin
Photographers: Hélène Cyr, Gregg Eligh
Illustrator: Tracy Archinuk
Design & production: Rayola Graphic Design
On the cover: photograph by Gregg Eligh
Andrea Holmes, Paralympian:
Balancing Life in the Fast Lane

Life balance is a subject close to Andrea Holmes’ heart. Like many people, she works hard at defining a lifestyle that balances professional pursuits with healthy activity, as well as time for mental and emotional space. Unlike most, her definition of lifestyle has taken her to the heights of international athletic competition—for her, the 2004 Athens Paralympics.

Despite being born without the lower portion of her left leg, 22-year old UVic Business student Andrea Holmes is an internationally top-ranked athlete. On September 19, her athleticism and determination catapulted her to a season’s personal best of 4.16 metres in the long jump at the 2004 Athens Paralympics, placing her eighth overall in the final standings. It takes balance to soar both at the track and in the lecture hall.

“It’s always important to have fun, and love what you do,” says Holmes. “I love track, and I also love school—it may be hard sometimes, but you know that the hard work will pay off in the end.”

Hard work has certainly paid off for Holmes. After discovering the world of competitive athletics for the disabled, the 2004 recipient of the Lee Hayes Scholarship set her sights on Athens only two years ago. Bent on being in the big meet, she began training daily with the Victoria Track and Field Club under coach Ron Parker.

It was a very short time to ‘ramp up’ for an international competition of the scale of the Paralympics, and some suggested Beijing 2008 might be a more realistic target. Holmes was not interested in what was realistic. She was determined to compete in Athens.
What followed was months of hard training squeezed between her business studies and her volunteer commitments to organizations such as the War Amps and Victoria Women of Distinction. She spent weeks and months skinning her knees and elbows as she ran hard and accustomed herself to the Cheetah, the new high-tech carbon fibre prosthesis she had fitted in 2003 especially for track competition. Instead of doing a summer co-op term in 2004, she took a leave of absence so that she could train for Athens, travelling to various training camps and track meets across Canada.

Holmes came by her athleticism and competitive attitude honestly, growing up in Vancouver with a father who was a national triathlete and a vice president of Tri-Canada. She was encouraged to participate in sports and active pursuits from an early age. And participate she did—in track and field, figure skating, swimming, dance, basketball, golf, volleyball, skiing and snowboarding. She loved virtually every kind of physical activity and sport, but she made an early mark in track and field.

“Physically and mentally I was prepared. I was in the best shape of my life and more focused than ever before. The training I’d done was perfect, and I wouldn’t have changed anything. The long jump went well. I had higher goals for myself which I didn’t obtain, but hey, if you don’t aim high you have nothing to reach for.”

Arguably, her UVic studies have been another reach. She worked hard to gain admission into the UVic Business program against other self doubts about her own academic abilities. It seems that motivation and determination to succeed are large themes wherever she goes in life.

Not surprisingly, she sees herself using this focus in her career. Through her extensive volunteer work and her speaking visits to schools to promote active living and goal setting, Andrea has shown a flare for the skills suited to organizational management, particularly in training and motivational speaking. She sees herself using this skill set in human resources—perhaps conducting employee training, or designing employee compensation systems.

And of course, there will always be new athletes to inspire.

“My first goal is to motivate others—those with a disability and those without,” says Andrea. “I didn't know about the Paralympics or other disability sports, and I've been an amputee since birth. I've also been involved in able-bodied sports my whole life. I want others to know that they are still able to compete at a high level even though they may have a disability.”

As always, she will continue to set high athletic aims for herself. “I have set my sights on Beijing. I know I'm capable of doing better than I did in Athens. I think I'll stick with long jump, and hopefully I’ll be able to qualify for the 100-metre and the 200-metre. I would love to compete at the 2010 winter Paralympics in Whistler as well. I'm a skier and a snowboarder, so I'd love to do one of them. I know that skiing is very competitive in the disabled world so I would have a lot of work to do, but I'm up for it. Living in Whistler to train—who would say no to that?”

To get to Beijing and Whistler, Holmes will no doubt count on the continued support of those who have helped her this far.

“My coach Ron Parker has been with me from the very beginning, and we have a great relationship—I couldn’t ask for a better coach,” says Holmes. “I’ve also had tremendous support from my sponsors Lululemon Athletica in Victoria and Fusion Spa in Victoria, as well as the War Amps, Athletes Can, Pacific Sport and the Lee Hayes Scholarship.

“Without my friends and family support I never would have made it. I think everyone in my circle has been emotional supporters. Without them, I think I would have gone absolutely crazy trying to manage all the things I take on—not that I’m not crazy already!”

You’re not crazy, Andrea—just inspired. Stay steadfast, and we’ll hope to see you again in Beijing 2008. bc
If you’ve ever attended a professional sporting event, what do you remember? Apart from who won, you might have an image of how you arrived at the game venue, where you purchased tickets, what you ate or drank, or how comfortable your seat was. Hopefully all these things were positives—or else you might think twice about ever going again.

Keeping sports spectators coming back and wanting more is essential to the business of professional sports. It also makes a great topic for an Integrated Management Exercise. In the summer of 2004, thirteen MBA students at UVic participated in a special IME where they examined the business strategies of two professional sports organizations—the BC Lions of the CFL and the Vancouver Ravens of the National Lacrosse League.
On June 12, the students met with senior management from the Lions and the Ravens at UVic’s Dunsmuir Lodge for a day-long ‘Kick-Off.’ The morning featured a presentation on the Business of Sport by Dr. Richard Wolfe, Director of the Center for Sport Management at the University of Michigan. Wolfe described the dynamics of the professional sports industry, one with revenues in excess of $220 billion US in North America. In the afternoon, representatives from the Lions and the Ravens addressed students on challenges they faced serving their fan base. A question and answer period followed to clarify the goals of the IME for the students.

What emerged was essentially a customer satisfaction and loyalty problem. “The question for sports organizations is how do you provide first-class service and ensure that fans are having an excellent experience?” says Pat Elemans, assistant director of the MBA Program.

For this IME, the students needed to familiarize themselves quickly with the Ravens and Lions operations, produce research data, and then suggest approaches for supporting and expanding the fan base. Four student teams worked on the IME—two with the Lions and two with the Ravens. Because they were a mixed group of part-time and full-time MBA students, they were allowed an entire month for the IME in place of the customary 48 hours. Since the Lions were in the middle of season play, the students working on the Lions project had the opportunity to attend actual games and collect data using direct fan surveys.

The Ravens’ students took a slightly different approach. “The Lions had a very specific issue that they wanted to address,” says MBA student Michael Meehan. “The Ravens were different—they are a younger organization, so they needed a lot more background information about their fans to hone-in on the primary business issues.”

For the Ravens, Meehan built an online fan survey that collected a variety of fan data—market segmentation, demographics, discretionary income, sporting interests and more. The data revealed some surprises about the Ravens’ target audiences and proved to be a major contribution to the project. Another student investigated ways to give the Ravens more publicity and visibility in Victoria, and yet another looked at the possibility of sports tourism packages to draw spectators from the Okanagan and points south of the U.S. border.

According to Robin Dyke, adjunct professor and UVic Business mentor who, along with Wolfe, initiated and coordinated the IME, students provided a number of valuable tools and approaches that benefited both sports organizations. He cites
the "consumer touch point" research initiated by the students for the Lions as an example. "The Lions management was interested in all their points of contact with their fans," says Dyke, "all along the line—from buying tickets, getting to the venue, parking, vending, concessions—anything where the fan came into contact with the Lions experience."

At the end of one month, it was time for the students to go head-to-head with the Ravens and Lions. On July 10, they lined up with the team owners and management at BC Place Stadium—in business suits.

George Chayka, vice president of business operations with the BC Lions, says the student presentations were well received. "It's always good having input from outside the organization," says Chayka. "It provides checks and balances for the plan we're following, and it also creates opportunities to look at other options. We were very pleased with the results and the research that the students conducted."

Tom Mayenknecht, managing partner of the Ravens, was impressed by the students’ comprehensive skills in finance, marketing, administration and technology. "With very limited time and resources, the student teams were able to arrive at conclusions that you would expect to take much more time and hands-on experience," says Mayenknecht. "Some of their ideas we had already come to internally, but only after many more months of working with the issues."

In the case of the Lions, both MBA teams came up with similar ideas and provided deeper analysis and strategies based on the touch point research. The suggestions for the Ravens were more diverse and entrepreneurial. According to Dyke, the difference in approaches was indicative of the different business stages of the two sports teams.

"The Lions are an established organization looking to do something new, while the Ravens are still a very young organization looking to carve their place in the market," says Dyke. "In both instances, we ended up with something fresh and vital to help both teams expand their fan base."

Reflecting on the entire process, Wolfe says the UVic Business exercise was indicative of the value of the IME as a real-world approach benefiting both students and business. "The sports organizations received good information from the exercise, while the students had a great hands-on learning experience." The IME also had lasting value. "The Lions have already gone further and collected more data using the students’ fan survey approach, so the IME project was not a one-shot deal."
For Two UVic Grads, It's
Most people dream about turning their passion into a profession and living a lifestyle where work and play successfully converge. For Steve Davis and Rob Short, that dream became a reality last year. Davis and Short launched Mantis Hockey in November 2003, and the fledgling company has quickly become one of North America’s premier field hockey equipment suppliers. The partners also happen to be two of Canada’s foremost field hockey players; Davis plays midfield defense for the national men’s team, while Short is team captain.

The idea for Mantis was hatched over time while they were touring with the team and training for the 2003 Pan American Games. The two shared a room and had many long hours to exchange ideas. At one point, Davis explains, they began to notice an opportunity. “In Australia and New Zealand there were [field hockey equipment suppliers] providing a cohesive package, top-end gear, as well as advice and coaching from expert players. Nothing like that existed in North America. We saw a void to be filled and we knew we had the expertise and experience to fill it.”

A 1-0 loss to Argentina in the Pan Am Games meant Canada failed to qualify for the 2004 Olympics. The loss was a disappointment, but it made way for their idea to become reality. The pair had already laid the groundwork, having approached one of the world’s top stick manufacturers, while in training. Gryphon makes two of the world’s four top lines of stick: the Voodoo and Gryphon lines. Based on Davis and Short’s pitch, Gryphon agreed to give Mantis the Canadian rights to the Voodoo line, with a targeted $25,000 of sales in the first year. Ten months later, Canadian sales of Voodoo have reached almost half-a-million dollars.

By March 2004, Gryphon was so impressed with Mantis’ performance that they handed over exclusive distributorship of the Voodoo line for all of North America. Then in June Gryphon gave Mantis rights to distribute their figurehead line, which Davis calls “the Nike of field hockey,” exclu-
eventually do his own thing. When he left the media company to play field hockey he knew his next move would be a business of his own.

Short concentrates on the creative aspects of the business from his home in Rotterdam in the Netherlands. He returns to Canada for the summer months to run a series of coaching clinics offered by Mantis. Also a UVic grad with a degree in geography (1997), Short came to entrepreneurship via a more circuitous route. He taught a year of elementary school in Holland, and then worked with the United Nations Environment Program as a graphic and web designer.

While the partners’ business skills are a solid match, their real strength lies in their level of field hockey participation. Being members of the national team means they are known within the sporting community around the world. “When we started doing this, we had instant credibility,” Davis explains. “I’ve been coaching; I’ve been playing; everyone knows who I am. People looked at us and said, here are two guys on the national team, selling gear, running camps...[Mantis] was literally an overnight success.”

And yet what makes Mantis strong is also one of the company’s biggest challenges. Aside from a minimal amount of administrative support, Mantis is a two-person show. Davis and Short provide front-end support; they respond to customer questions, deal directly with retailers, coach Mantis summer clinics, and run a school program in Vancouver for under-privileged kids who might not otherwise be exposed to the sport. All of Mantis’ customers currently get to deal directly with Davis or Short, a huge asset given the pair’s hockey knowledge and expertise. But as sales continue to grow, the co-owners know that they will have to make decisions about how to spend their time. Davis, who already works a 15-hour day, estimates that Short puts in the equivalent amount of time overseas. “A big challenge for us is recognizing when we need help. For example, is my next hour better spent trying to develop new business, or is it in answering an e-mail from some kid in Arkansas ‘cause he needs a new stick?”

As Mantis prepares to take the Voodoo line into the United States, Davis knows he will need to consider the challenge of time management carefully. Field hockey is the second largest participation sport in the world, second only to soccer for both men and women. For Mantis, whose biggest customer is the teenaged girl, the sales potential in the U.S. is staggering. “Deal-

Ten months later, Canadian sales of Voodoo field hockey sticks have reached almost half-a-million dollars.
As a former student you know worrying about money can be a big distraction. The fact is, without financial support some very talented students from all walks of life will not be able to complete their degrees. By supporting the UVic Annual Campaign you can help ensure that a quality education is based on academic ability alone.

Making a donation is easy, and there are many different ways to give. There are funds for bursaries, scholarships, fellowships and new equipment. The Child Care Fund helps students with dependent children. The Student Emergency Fund helps UVic students in immediate financial difficulty meet their basic needs. You might want to give to your old department. Follow your heart; support the things you really care about.

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All it took was one picture, said Phil Graham, former member of the Canadian national rowing team. “Like a lot of kids, I watched Olympic rowing events on television and got hooked. Then I saw a university recruiting poster featuring a couple of rowers going under a bridge and knew that it was something I had to do.”

Following that dream propelled Graham, in just four short years, to become one of the world’s top rowers and finish fourth at the ’96 Olympics. His fourth place finish also helped him take stock of his life and ensure he had a back-up plan as he trained for the next big event.

“Coming fourth made me realize that I needed balance in my life,” reflects Graham, who chose to move to Victoria to continue his training for the 2000 Olympics, but also encouraged him to enter the fascinating world of high technology as a software developer. This fall, he finishes his MBA at UVic and plans to article for the next three years in a chartered accountancy firm. Looking down the road a few years, he could see himself developing an innovation centre where he could apply his business and leadership skills in a creative, entrepreneurial environment.

“In the long-term, I might consider the business side of rowing,” says Graham. “As an athlete my perception is that the business of sport is treated in an amateur way. We need to eliminate mediocrity in all parts of the organization—we need to get more serious and produce results. Sometimes all it takes is one person with a clear vision, who can get things done and who is accountable for results.”
On Dry Land

ess world ahead for two former rowers

The University of Victoria has a long tradition of excellence in the sporting environment. And UVic Business is no exception. It counts among its current student body and its alumni a number of highly skilled athletes. Some have competed at the varsity level and others have gone on to compete in world-class events, including the Olympics. I had an opportunity to speak to two former members of the national rowing team to ask about the connection to sports and business. Here’s what they had to say.

RENATA TROC MBA CLASS OF 2003:
From Couch Potato to World Class Athlete to Sports Consultant

Renata Troc firmly believes she can accomplish anything once she sets her mind to the task. As someone who could barely run for 20 minutes let alone row, and who made it to the very top in her sport, she knows what she’s talking about. Troc began her rowing career in 1988 while taking an undergraduate degree at the University of Western Ontario. She started as a novice and left as a varsity level athlete and went on to become a member of Canada’s national women’s rowing team.

“Being involved in sports really showed me I could set goals and achieve something once I’d set my mind to it,” said Troc, who moved to Victoria after eight years of rowing. “I didn’t really have a career because I’d been working at jobs that accommodated my sport, so I decided to take an MBA. It also didn’t hurt that UVic has the best women’s rowing program in the country.”

Troc, MBA 2003 with a specialization in International Business, now works with PacificSport Canadian Sport Centre Victoria as well as other sports related contracts. She didn’t deliberately choose to pursue the business of sports, but considers it a natural outcome of her passion for rowing.

“I leaned a lot from rowing and I’m fascinated by change management. I know that people are really resistant to change; they stick to what they know and what has worked in the past. Take Rowing Canada for example, after disappointing results from the summer Olympics, they could really think about their organization from a business perspective. I hope they are doing an audit and gap analysis and taking steps to change what needs to be changed.

“Up to this point, my career has been a bit of an accident; I’m now setting goals for where I want to be in my career in three years and in five years. I intend to branch out and apply the lessons from sport to a broader area of my life.”
The past five months have been pretty exciting for me as I completed my first co-op at UVic and embarked on an international exchange. My term at the International Programs Office in UVic Business was a great learning experience as I had no previous experience in this field. I was a little bit nervous on my first day, but IP office staff Jane, Donna and Mami quickly made me feel right at home.

My first project gave me insight into the foreign exchange experience. Mami asked me to look at our current incoming Buddy Program for exchange students to formulate ideas on how it could be improved. I interviewed students, talked to professors, read feedback forms and summarized the programs offered by universities across the country. It was clear that we needed to increase integration between domestic and foreign students in order to provide a full cultural experience for the incoming students.

The results of my analysis resulted in a redesigned and more integrated Commerce Buddy Program. It is currently being put into practice as international exchange students are arriving and experiencing Victoria for the first time.

The next project I did was my favourite. I had the responsibility of creating an interactive CD that would promote our Outgoing Exchange Program, and IP staff gave me a lot of flexibility. I was able to learn a new computer program and acquire project management, marketing and graphic design...
experience all in one project. Having creative freedom was great as I didn’t feel constrained to a specific mindset.

The final CD is quite slick; it’s burned onto a mini CD, it has six different labels to illustrate the diversity of exchanges offered, the music track is synched with the graphics, and it provides links to our website. The CD has been mailed to all the incoming third year students with the hope of getting them interested in exchange by illustrating how great exchange is. Sometimes people don’t know what they are missing when they stay at home. Now let me tell you a bit about the last month that I have spent in Thailand . . .

... Sawadee krap—Welcome to Thailand! I hope they’re having as much fun in Victoria as I am over here. Given my experience with the Buddy Program at UVic, I was hoping the Thai students would help me out when I arrived. As it turns out, Thai hospitality has been tremendous. I have been in Bangkok for just over a month, and I am having the time of my life.

Let me take you through a quick recap. I arrived in Bangkok after the longest flight of my life and I took a cab to my new apartment. When I arrived, I found our building has a swimming pool, fitness centre, steam room and—here is the keeper—daily maid service, all for less rent than I pay in Victoria.

I am living with Vanessa from Victoria and Emmanuel from France, and there are about 30 exchange students from all around the world living in our building. Last night, I went for Japanese food with two girls from Singapore, my French roommate, an American, a Canadian, a Thai who lives in Milan, and an Indonesian—talk about a cultural experience. Living with such a diverse group of students has taught me much about life in other countries. My roommate and I have just issued a cultural cooking challenge to all of the exchange students.

My first day at school was quite an experience. My classes are all in English, but the majority of students are Thai. One of the big differences in Thailand is how school, or at least our faculty, is conducted. Class rarely starts on schedule as many students do not arrive on time—even the teachers are late sometimes. If the teacher can’t come to class, or if they know they will miss a day in the future, they schedule a make-up class. This happened to me last week, when I arrived at class on Wednesday morning to learn that my class was going to be six hours instead of three, and that it would also be six hours on Friday. Trouble is, I already have class on Wednesday afternoon and all day Friday.

Yesterday I attended my first class ever on a Saturday as the professor scheduled a make-up class. In 18 years of studying, I have never been to school on Saturday, but I guess I have never studied in Bangkok either. The classroom environment is also very different. The Thai students talk to each other, sleep in class, and even use their cell phones and text message each other during class. Despite the differences, classes have been very interesting. Fortunately for us exchange students, the exchange office helped us choose schedules that facilitated our desire to travel.

There are so many amazing things in Thailand. The food is delicious, the islands are beautiful, but most importantly, the Thai people are so welcoming. It is unbelievable! My first day at school I was trying to order some food from the cafeteria, but I couldn’t read the Thai menu. A first year student noticed that I was having trouble and asked me in broken English if I needed some help. After I explained my predicament, he proceeded to buy me lunch, and we sat and talked about life in Thailand for the next half hour. I was amazed by his friendliness. I was even more astounded when a similar thing happened the next day. In my first week in Thailand, I had three different meals bought for me by complete strangers!

As I mentioned earlier, I have a class schedule that is great for traveling. I only have classes on Wednesday, Thursday and Friday, and of course the occasional Saturday. I have been taking full advantage of this. So far, I have traveled to three different islands and visited many temples and cultural sites in and around Bangkok. The day after I arrived, I learned that a group of French students were planning to go to Ko Samet, an island four hours south of Bangkok. I jumped at the chance and caught a bus the next morning. I’m really excited about the traveling. I have already trekked through the jungle to a beautiful waterfall, ridden elephants through the klong (river), swum in crystal blue oceans, and lay in sand as white as sugar.

Life in Bangkok is very different than life on the islands. The main modes of transportation here are sky train, taxi and tuk tuk. My favourite is the tuk tuk. A tuk tuk is a three-wheeled motorized cart, kind of like a kabuki cab that can reach speeds of 60–70 kmph. Getting a ride in a tuk tuk is quite the experience as they often pull up on the sidewalk or drive down the wrong side of the road to get you to your destination faster.

The food in Thailand is delicious and delightfully inexpensive. A typical meal of fried rice and fresh seafood runs about 20 baht, the equivalent of about 67 cents. You can purchase fresh pineapple on the street for 10 baht, just under 25 cents for an entire pineapple. And for you shopaholics, you can get anything you ever wanted in Thailand—Puma shoes for $13, jeans for $10 and T-shirts for $3. Believe it or not, in a country where the weather is 30–40°C year round, I found a store that sells Columbia winter jackets, gloves and toques!

Speaking of hot weather, it is currently about 30°C, bright and sunny. I should probably wrap this up—my friends are laughing at me as I type away on my laptop while sun tanning beside the pool on the roof of the 8th floor of our building. It’s getting pretty hot so I better take a dip! Sawadee krap! BC
Business Alumni Chapters Gain Momentum

It’s 5:00 p.m. on a warm Wednesday night in downtown Victoria. As a steady stream of businesspeople make their way onto the lower level at the Canoe Club and into a crowded room, the noisy chatter of men and women escalates. Some people warmly greet friends while others make introductions and exchange business cards. Industries like banking, education, consulting, information and high technology, accounting, hospitality and tourism are represented.

What brings these people out on a balmy evening is their shared experience as UVic Business alumni. Rob Sorenson (MBA ’97), Jason Henneberry (BCom ’03), and David Ballinger (BCom ’94) share their views on the importance of building strong alumni chapters.

Sorenson is a consultant, UVic Business sessional instructor, and past chair of the Victoria business alumni chapter. He believes that one of the best ways for a grad to extend the value of their degree is to network with other alumni. “I’ve certainly done business with alumni. Staying in touch socially is a terrific way of making sure I know who is doing what in town so I can think of ways we might work together. With all the alumni in Victoria, it’s easy to imagine opportunities that we might create.”

Henneberry, manager, residential mortgages for TD Canada Trust lives in Vancouver and recently took the position of chair for the Vancouver business alumni chapter. “What an amazing opportunity to build a network where we can leverage our existing relationships and increase our profile within the business community! As a mortgage specialist it is important for me to be active in the community, creating ties with builders, realtors and financial planners. You would be surprised how many of my contacts are UVic Bachelor of Commerce graduates.”

“I am very excited by the number of new members joining the alumni executive. It’s a great indication that the alumni chapter will continue to grow and thrive. Long term, I look forward to the day when our alumni network is considered one of the most valuable parts of being a UVic Business grad,” said Sorenson. Henneberry agreed. “If there was one thing I took away from my business classes it was how to market a product effectively. Part of what makes a graduate attractive to prospective employers is the perceived value they will bring to the company. To a large extent that value comes from the school’s reputation for producing top-quality graduates.”

With family, community, and work commitments, why did these two get involved in alumni chapters in the first place? For Sorenson, choosing to become involved with any group or activity is something he considers carefully. “I have a young family and a growing business, so my time is limited. Still, I believe in the value of building a strong alumni network and wanted to be part of creating that set of connections.” As for Henneberry, he confesses that his reasons were more individualistic. “Having moved to Vancouver less than a year ago, I wanted to build a network of young, ambitious and like-minded individuals. The Vancouver chapter seemed the perfect place. There is a great deal of truth to the adage ‘it is who you know’ so a strong alumni network is a valuable resource to draw on throughout our careers.”

David Ballinger, chair for the Victoria business alumni chapter, looks forward to forging a strong relationship with the business school. “As we develop our careers, we can work with the school to ensure that current students receive an experience that is relevant and meaningful in the real world,” said Ballinger. BC
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Entrepreneurship

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TRAIN THE TRAINERS ENT STYLE

If you're an ENTrepreneurship newbie then you may be slightly bewildered by this shorthand description of the systematic methodologies involved in teaching the science of entrepreneurial expertise. Not for long however. Dr. Ron Mitchell, the UVic Business Entrepreneurship Program Champion and a select few other highly experienced entrepreneurship professors from around the world, recently shared their insights with 46 new instructors at the fifth annual “ENT teach the teachers” best practices seminar.

Presenting with Karl Vesper, considered to be the “father” of the ENT discipline in modern academe, Mitchell shared the award-winning UVic Entrepreneurship Program scripting method. The current research shows that in all major areas of expertise (sports and games such as chess, medicine, and the arts) experts use knowledge in a specialized way that is termed “a script.” Just like in the script for a play, experts have specified in their minds “who the players are,” “what their lines should be.”

Our Specializations

Visiting Winspear Scholar Defines Service and Dispels Myths

What do IBM, Lenscrafters and the Marriott Hotels all have in common? Yes, they all use information technology, many employees likely wear glasses and some may have stayed in Marriott Hotels. More importantly perhaps, these companies all consider themselves service businesses that compete through providing service excellence. They are also members of the Arizona State University WP Carey School of Business, Center for Services Leadership. Its executive director, Dr. Stephen Brown, UVic Winspear Visiting Scholar spoke to over 200 members of Victoria’s business community, students, staff and faculty of UVic Business and the broader university community. His presentation, which was also sponsored by Victoria-based firms IBM and KPMG, was entertaining and compelling. He dispelled some myths—the customer is not always right in all circumstances—and offered five best practices in services leadership.

Brown noted that good service is all about keeping promises to your customers. Research, including that conducted by Dr. Stephen Tax of UVic Business, indicates that the number one way customers judge service quality is whether it performs as promised. Welcome customer complaints Brown says. “They are the best way for you to make it right. If you don’t encourage customer feedback the danger is they will go somewhere else or turn others away from your business. A customer is much more likely to tell friends and family about bad experiences than good experiences,” says Brown. “Make it right. Service recovery is all about restoring the most precious asset to a business—the customer’s confidence.”

1. Service excellence is all about keeping promises.
2. Act on how customers judge service quality.
3. Motivate employees recognizing they are all volunteers.
4. Build your company’s brand from the inside out.
5. Recover effectively when you fail your customers.
be,” “when they come on, or go off stage.” “when the curtain goes up,” “when the curtain goes down,” etc. Entrepreneurship also requires such expertise and ENT students at UVic learn to organize new knowledge and problem solving processes according to the expert sequence: searching, screening, planning/financing, setup, startup and continuing operations/growth, and to flow chart this knowledge in personally effective ways.

Dr. Michael Morris, symposium organizer and conference chair said that delegates and organizers unanimously considered this session to be “the most innovative new ENT teaching method on the horizon,” and invited Mitchell and Vesper to return in 2005 to continue to advance ENT teaching worldwide, in Experiential Classroom VI.

International Business

WALKING THE TALK: REVAMPING THE INTERNATIONAL BUSINESS (IB) SPECIALIZATION

A key component of the faculty’s vision is its commitment to providing students with an outstanding education that is international, integrative, innovative and experiential. To ensure that the vision is more than words on paper, this fall the IB specialization team began coordinating the content and delivery of the three separate courses that constitute the specialization: Cross-National Management, International Marketing and International Finance. Full integration, that will also include the fourth course in Strategy, is planned for fall 2005. A key element of the revamped concentration is direct international experience for all IB specialists. This may include an international exchange or co-op, prior work experience, or a new form of work-study option that will be offered in 2005. According to Dr. Saul Klein, the IB faculty champion, the revamped concentration will “provide UVic IB graduates with one of the most exciting and innovative educational opportunities available anywhere. We will be linking strong cross-functional course content with direct student experiences in such a way as to bridge the divide between theory and practice in the international arena.”

Service Management

CUSTOMERS INTEGRAL PART OF PROCESS

Gone are the days when customers were seen as simply passive consumers of products or services. In today’s highly competitive and technology intensive environment, consumers are an integral part of the process. Customers do not merely purchase services; they are actively involved in their design and execution. They not only impact the quality of their own experience but also influence the satisfaction of other customers and the productivity of frontline employees and the firm.

Customers also frequently fail in their co-production role. Research conducted in the U.S. indicates that about one-third of all service problems are caused by the customer, while studies in the European telecom industry indicate that as much as 70 per cent of complaints are due to customers committing errors. As firms increasingly shift work to customers and incorporate more self-service technologies, customers will take on even greater responsibility for service quality and their failures will become more critical.

Drs. Stephen Tax and Mark Colgate, two of the UVic Business award winning MBA Service Management team, identify four main reasons that customers fail to perform their role:

1. Performance problems: Customers fail to perform their role in service delivery; for example, they might lose motivation to follow a training program at a gym.
2. Customer misunderstanding: Customers do not comprehend their role correctly; for example, they fail to prepare accounts in a form required by the tax consultant.
3. Customer forecasting problems: Customers fail to predict their own skill in performing; for example, they might enrol in a language course that is too hard.
4. Deliberate disruptive behavior: For example customers are rude to other customers or employees, or fail to pay.

To prevent customer failures, Tax and Colgate suggest that companies must be proactive in understanding the role customers play and take steps to educate customers to perform their roles rather than solving failures when they occur. They suggest that improving customer citizenship or encouraging positive voluntary customer behaviours, redesigning the service system to remove customer failure points, using human resource solutions on customers (e.g. hiring, firing, training) and the creative use of technology, for example by designing expert systems to help customers select the right service, are possible solutions to customer failures.

Dr. Stephen Brown, Arizona State U (left) and Dr. Ian Stuart, UVic Business Service Management team member.
A Fresh Approach to Learning

This fall, an important change was made to COM 205, a BCom course with a history of student complaints. Dr. Dave McCutcheon, UVic Business director of undergrad programs and associate professor, said the required Business Skills component of the course had often left BCom students disgruntled. “Students had different skill levels coming into the program, skill training was done in large groups in evening classes that competed for their time, and there was limited connection to the business community. The delivery was experimented with for several years but remained a big sore point with the students.”

Sheryl Karras, assistant director of the BCom program, was determined to address the issue. Working with co-op student Morgan Crow, she gave the standard lecture format a dramatic new look, a new feel, and a new locale outside the classroom. Over 170 third-year UVic Business students showed up—dressed for success—for an 8 a.m. start to this new two-day, experiential classroom held at the Victoria Conference Centre. Using a two-day interactive format, the conference delivered to the students skills that are usually introduced over a regular 13-week period. Students received the regular course content consisting of presentation skills, teamwork and business communications skills, while also sampling a smorgasbord of workshops.

The conference kicked off with an informative presentation about networking led by Darcy Rezac, managing director of the Vancouver Board of Trade and author of The Frog and Prince: Secrets of Positive Networking. Many of the conference workshops enhanced this message of participation and supporting others. The Extreme Kindness Crew addressed the issue of corporate responsibility while sharing stories from their groundbreaking charity marathon, which saw their message of kindness broadcast around the world. The workshop developed by Chantal Brodeur of Volunteer Victoria provided insight into the benefits of volunteering. Brodeur talked to students about finding a volunteer experience that benefits the community while supporting their own goals, whether these relate to getting a better job, obtaining an award, or gaining admission to a university program.

Leadership was another hot topic. Kristine Gilmartin, a popular UVic Business instructor, entrepreneur and management consultant who helps organizations manage change to improve individual and organizational performance, spoke to students about establishing a path and setting goals for their careers—then using this direction to focus their energies while at university. Neil McKinlay’s workshop, Leadership from Within, introduced participants to meditation and its relevance to the business world; McKinlay is a swim coach, speaker, meditation instructor, and the author of Learn to Swim: Reflections on Living. Other workshop topics included Alternative Dispute Resolution by Cindy Player, Cross Cultural Communications by Christine Barwell, and a session on women in management featuring local business women.

The new format was a big hit. Throughout the two days, students approached the organizers to say they had enjoyed the conference—a remarkable change from the days when COM 205 was the program’s biggest source of complaints.

Most of us know networking is a good way to stay connected with friends and colleagues, as well as a great way to meet new and interesting people. Darcy Rezac, managing director of the Vancouver Board of Trade and networking king, says it’s even more. Done the right way, he says networking contributes to the “social capital” or well-being of our communities. Rezac cites many examples, including the potential for reducing high crime rates. When groups and individuals work together, engage and share information, communities grow and thrive.

“Give yourself and your organizations permission to network,” says Rezac. He advises that you get over the sweaty hand syndrome or what he calls “networking nervous,” firm up your handshake, sit at the front of a room, ask questions, and hand out your business cards. And remember, it’s not all about you. The secret of successful networking is not to sell yourself—but to discover what you can do for someone else.

Want to learn more? The Frog and Prince: Secrets of Positive Networking is available from Chapters and Indigo bookstores across Canada and online at Amazon.ca or .com or .UK.co.
The Surprising Art of Schmoozing

The Frog and Prince: Secrets of Positive Networking

A networking workshop? It sounded like a waste of time to me, but curiosity prevailed and I found myself spending a Friday afternoon learning to schmooze with Gayle Hallgren-Rezac and Judy Thomson and about 40 other students.

To my surprise, schmoozing turned out to be a prescriptive talent, sought after by many but perfected by few. With their motto, “discover what you can do for someone else,” the duo framed a successful schmooze-fest as a business venture in karma.

They began by discussing the quintessential handshake: firm, but not too tight, and hopefully sweat-free. They even recommended www.sweatmanagement.com to people with persistently perspiring palms.

When the audience was asked to network with each other, I extended my hand to a mechanical engineering student and told him I was a writer. He abrasively retorted that writing didn’t exist as a profession. However, the presenters even explained his networking style when they introduced the Frog Chain: he was a Toad (Bufo obnoxious) at the bottom of the Frog Chain where positive networking is nearly impossible. In contrast, networking masters like Donald Trump reside at the top of the Frog Chain in the Royals (Amphibius rex) category.

In addition, Hallgren-Rezac and Thomson taught the audience tips that fit into the handy acronym NETWORK.

N  Never leave home without your business card.
E  Establish, extend, exchange, engage.
T  Tag teams.
W  Work the pond.
O  Opportunity is everywhere.
R  Repeat, repeat.
K  Keep it going.

It’s hard to admit that success may be attributed to living by this acronym, but we must acknowledge that humankind does not exist in a vacuum. Therefore, the workshop is an asset to both alumni and students: it not only prompts regular frogs to go for a swim in the pond, but also encourages toads to be, well, less toad-like.

Editor’s note: A longer version of Michelle’s tongue-in-cheek article was originally published in UVic’s student newspaper, The Martlet at www.martlet.ca/oped4.html.
2004 Alumni Survey Results

An ongoing goal for UVic Business is to better understand what happens to our students after they graduate. We know that 85 per cent of alumni work in B.C., however, we wanted to get more information. As a first step, we hired summer-student Janine Rutledge to contact our alumni and conduct a survey. A total of 555 alumni were contacted (441 BCom and 114 MBA) between May and September 2004. Of those surveyed, over 90 per cent live in Canada.

The results confirm that UVic Business grads are highly regarded—the majority of MBA alumni who responded tell us they were working within one month, and over 90 per cent of BCom alumni were working within six months of graduation. Further, the majority of BCom grads find work within the banking and financial industry while government and the education sectors are employing the majority of MBA grads.

BCom alumni attributed the UVic Business co-op and career service with helping them expand their personal development and stated that their skill development was enhanced as a result of a work term. Several stated that job finding skills acquired through the co-op and career service helped them in securing employment. For some of the BCom alumni, a work term turned into permanent employment.

We’ve highlighted a few of the key findings. More detailed reporting is available at www.business.uvic.ca/alumni survey.
MONTHS TO FIND EMPLOYMENT

SKILLS GAINED THROUGH BUSINESS CO-OP AND CAREER SERVICES

- 20% – Personal development
- 20% – Skill development
- 18% – References received
- 14% – Contacts made
- 13% – Job-finding skills
- 14% – Contacts made
- 18% – Relevant research projects completed
- 7% – Work term became permanent

SKILLS GAINED THROUGH INTERNATIONAL EXPERIENCE

- 24% – Personal development
- 23% – Cross-cultural communications
- 23% – International business experience
- 17% – Learned another language
- 13% – Made contacts internationally

90% of alumni working within six months
Business Grads Make “Profit Hot 50” List

According to Profit Magazine, two of Canada’s hottest young companies have UVic Business MBA grads at their helms.

Coastal Contacts Inc. and Marketing Island placed 14th and 18th respectively in the 2004 “Profit Hot 50” issue of Profit Magazine, which ranks Canada’s emerging companies by two-year sales growth.

Coastal Contacts—which provides home delivery of contact lenses and other optical products—was founded by Michaela Tokarski (MBA ’01) and her brother Roger Hardy in 2000. This Internet-based retailer, ranked 14th in the Profit Hot 50 survey, has been on one big ride since its start-up less than four years ago.

In Coastal’s first year, revenues topped $2.4 million, and in its third year of operations revenues skyrocketed to $20 million Canadian. The company went public on the TSX Venture Exchange March 31, 2004—listed under the symbol COA.V—and recently completed the acquisition of Lensway AB, a Swedish online marketer of contact lenses. Based in Vancouver, Coastal was named the 83rd largest public company in B.C. and the seventh fastest growing public company in a recent BC Business Magazine.

Tokarski is getting accustomed to the fast track. The phenomenal growth of Coastal Contacts has earned her Ottawa Business Journal’s Top 40 Under 40 Award. Her secrets for staying calm under pressure are reflected in a collection of quotes she keeps on her desk. A favourite is from General George Patton who said, “A good plan violently executed now is better than a perfect plan next

Michaela Tokarski, co-founder of Coastal Contacts.

Classnotes

2004

KYU-CHANG JO, BCom Entrepreneurship, is currently working with Canadian Coast Guard (Pacific) as informatics support specialist. He lives in Victoria with his wife Kyung-Hee Kim.

LISA MORRIS, B.Sc., MBA, is the supervising scientist and manager of a clinical laboratory for AIDS pathogenesis research at the Burnet Institute of Medical Science in Melbourne, Australia. She lives with her husband, TIM MORRIS B.Sc., MBA (2004), who is a manager in the Business Performance Services Group at KPMG.

2003

JORDAN ANDERSON, B.Com, recently moved from Toronto back to Vancouver—still doing investment banking with TD Securities. Drop me a line at jordan.anderson@alumni.uvic.ca

MICHAEL D’ANTONI, MBA, Entrepreneurship, is currently working in the British Columbia Ministry of Energy and Mines, Oil and Gas Division as a senior regulatory advisor. Still lives to ride.

KYLE JOE, BCom IB. After spending a few months in Vancouver and Montreal, Kyle is now working in Toronto at CHUM Television where he is the Executive Assistant to the VP/GM of MuchMusic and VP of Citytv Toronto.

FRANCESCA MASTROBUONO, BCom IB, is currently working as the Manager, Business Banking Services at TD Commercial Banking in Victoria. She and her husband celebrated their first wedding anniversary on August 2.

CHANTAL NOWAK, BCom IB, is managing a substantial marketing budget for a leading Wealth Management Consulting Group within CIBC Wood Gundy, CIBC World Markets. As marketing associate, she manages all the stakeholder communications for the team.

TATYANA NYCHYPEROVYCH, MBA, has been recently promoted to head of International Trade division at Global Development Group in Ottawa. She extensively travels all over the globe to identify and develop trade opportunities between North and South and visited 13 countries in the last year.

MICHAEL SCHAUCH, BCom IB, recently appointed as a Financial Planner with TD Waterhouse downtown Vancouver, and is also successfully managing his own

Tim and Lisa Morris

Michael D’Antoni
import/distribution business with sales all across Western Canada, employing one sales rep and office manager.

**JUDY ZHU**, BCom IB, has been working since graduation for L’Oreal Canada in the Luxury Products Division, as account executive for Giorgio Armani and Ralph Lauren Fragrances and Biotherm, traveling often between Vancouver and Montreal. She has been enrolled in French courses and hopes for a promotion soon to L’Oreal’s headquarters in Paris to live out all the theories learned in cross-culture management classes.

**The class of 2001** also included Jeff Bogensberger who works for another of this year’s Profit Hot 50 group of companies.

Jeffery Bogensberger (MBA ’01) is vice president of business development for Marketingisland which ranked 18th on Profit Magazine’s 2004 Hot 50 list.

Marketingisland, the company established by Bogensberger’s brother Bryan five years ago, uses proprietary technology called Total Marketing Management—or TMM—to assist clients with their marketing processes. The system offers its clients 100 per cent brand control, a streamlined marketing process and strategic, enterprise-wide spend management control. When Bogensberger started with Marketingisland revenues were $100,000. Now, three-and-a-half years later, revenues are over $6 million and are expected to continue to grow at the same rate in the coming year.

Bogensberger credits his confidence and ability to feel comfortable working with corporate Canada’s business leaders to his MBA experience. “I did well in the program, and I gained a lot of confidence. I studied with a lot of talented people so I was able to measure my abilities against others in my class.”

His advice for others just starting out is to have patience. “If you believe in the business model, product and people running the company then stick through the hard times,” he says. “The other thing is to enjoy the ride—work hard, but have fun along the way. Take a day off, take time to rejuvenate. That, coupled with a great product, will eventually open the doors for you.”

For more information visit: www.coastalcontacts.com | www.marketingisland.com

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**D’ARCY ANDERSON**, BCom, is currently working as a treasury analyst in the BC Ferries Finance group. Newly married, he lives in Victoria with his wife Lindsay.

**STEVE BOCSKA**, MBA, is currently the lead designer and associate producer on the CSI:Miami video game at Radical Entertainment in Vancouver.

**YUQING (TEDDY) CUI**, MBA, Financial Advisor with Laurentian Financial Services, which is a national financial company. He analyzes clients’ needs, recommends appropriate solutions/products, and provides ongoing service to people. He is happy to have entered the industry he likes.

**AMBER FIDDLER**, BCom, joined the Fairmont Empress in June 2002, shortly after graduating from UVic, and was promoted to marketing manager in January 2003.

**JEFF GAULIN**, MBA, and his wife Alana celebrated the birth of their second child, a daughter, Audrey Jael Gaulin, in Calgary on August 3, 2004. Audrey was 6 lbs, 2 oz and was 19 inches long. She is joined at home by her brother Jonah, who turned two on Aug. 13. Jeff is the director, industry & regulatory affairs for Molson Canada.

**ANDREW MATTHEWS**, BCom IB, recently became a fully licensed associate with WFG Securities of Canada Inc. Andrew is living and working in Calgary and is busy taking care of all of his clients’ investment and insurance needs.

**CHRIS WONG**, BCom, is currently working with EGL, Eagle Global Logistics HK under the Air Export DEPT. He lives in Hong Kong with his family and can be reached at chris.wong@eaglegl.com

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*Editor’s note: Michaela credits Kam Dhillon, chief service officer for Coastal Contacts and another UVic MBA Service Management grad, with all aspects of Coastal’s excellent customer service program.*
Telus Matching Gift Helps Students

William McMillan, Founder of Power Measurement and retired BCTel employee, was able to double his and his wife's donation to UVic Business through the TELUS Community Connection campaign this year. The result: a gift of $10,000 to the William McMillan Bursary in Business.

The endowed bursary was set up by Power Measurement to honor Mr. McMillan upon his retirement from the Victoria company. The bursary is awarded each year to a deserving undergraduate student in the faculty of business who has financial need.

As part of the TELUS commitment to improving the quality of life in communities where they operate, and where customers and team members work and live, it contributes millions of dollars each year to charitable and non-profit organizations across Canada, through the annual campaign.

Each year, current and retired team members pledge donations to Canadian charities of their choice and TELUS matches the contributions dollar-for-dollar. Last year, more than 5,600 TELUS team members across Canada pledged over $2.8 million that grew to nearly $5.8 million. Locally, Victoria and district raised and distributed more than $125,000 to 350 Canadian charities, of which $93,000 remained in greater Victoria.

Glen Allen, MBA, IB, has recently accepted a position at the University of Lethbridge’s International Centre for Students, where he will manage the university’s Office of International Affairs and will oversee all international marketing and recruitment. Since 2002 Glen has been working as Program Coordinator with Royal Roads University’s Organizational Leadership & Learning Division.

Graham Fair, BCom Entrepreneurship, is currently at eBay’s Customer Support Center in Burnaby, working in the Identity Theft and Internet Fraud group. He currently lives in Burnaby and continues to develop his venture script and quests for a business of his own. graham_fair@hotmail.com

Steve Joseph, BCom, has recently joined Birchwood Properties Corp., a real estate development company, as their controller after completing his CA with Deloitte in the spring of 2004. He was married to Nina Faulkner (BCom 1998) in July 2004 and they live in Calgary.

Kendra Mazur, BCom Entrepreneurship, has been working in the corporate headquarters of Bell Mobility in Vancouver for two years. Kendra is currently working for the Corporate Solutions Department as a Business Development rep providing wireless telecommunication solutions to companies throughout British Columbia. Kendra is still an avid skier and looks forward to living in the host city for the 2010 Olympics, where she hopes to cheer on her sister and brother in the freestyle skiing events.

Anatolijus Fouracre, BCom IB, has been working with BearingPoint since 2002 in its Public Services consulting practice in Victoria and was recently promoted to senior consultant. He is spending lots of time in his new home with his wife Catherine and 14-month-old daughter Grace and, as always, he is still getting out on the water for some great sailing.

Vy Tri Truong, BCom Entrepreneurship, is currently the president of two companies and the director of a third, all of which are part of the booming B.C. button mushroom industry. In his spare time he is building his own promotions company as well as a health and fitness company. He currently lives in South Langley.
Former Vikes Establishes Leadership Award in Business

Entrepreneur Jeff Mallett has established the endowed Jeff Mallett Leadership Award in the faculty of business at the University of Victoria.

The annual award will be given to an undergraduate student in the faculty of business, who participates on a Vikes’ varsity team and who displays outstanding leadership abilities as demonstrated through his or her involvement in community or campus organizations.

Mallett developed the award criteria because of the strong linkages he associates between success on the playing field and success in the boardroom. “Sports provide the team building skills that, when combined with key academics and education, can translate into business and life experiences,” says Mallett. “I am honored to be able to support that concept with the business students at UVic.”

Mallett’s successes as the former president and board member of Yahoo Inc., the world’s leading online service are well known. Lesser known is his background as a former UVic Vikes men’s soccer player and Canadian national soccer team finalist. “UVic is the school of choice for some of tomorrow’s most promising business leaders. I am pleased to be able to tell the world and aid in fostering that growth. Playing sports and being part of a team taught me how to be a leader on the field, in the classroom and in the community.”

Mallett is an owner and board member of the major league baseball team the San Francisco Giants, and, with his wife Claire, owner of a private nine-hole United States Golf Association course in the beautiful Napa Valley. He supports his belief in leadership through team challenges with his two daughters, who are involved in many sports themselves. His eldest daughter is currently the California gymnastics state champion for her age group.

“We’re extremely grateful to Jeff and Claire Mallett for their generosity,” said professor and dean Ali Dastmalchian, who was a semi-pro soccer player in Europe. “Jeff’s philosophy is an excellent fit with our hands-on approach to education and our emphasis on developing well-rounded students with strong leadership values.” Mallett is also the inaugural UVic Business Board of Advisors Distinguished Entrepreneur of the Year.

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Donor Profile

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In Memoriam:

PORNCHAI ASAVA-AVREE, MBA, passed away on January 9, 2004 in Singapore.

1999
SEAN LIND, BCom, recently finished his MBA at the Schulich School of Business. He is now working in Toronto at Octanewave as their Marketing Program Manager and is responsible for marketing communications.

1998
TONI SCOTT, BCom IB, articled at KPMG LLP in Vancouver after graduating from UVic and received her Chartered Accountant designation in December 2001. She is currently still employed at KPMG LLP as a manager in assurance, specializing in industrial markets. In her spare time, she enjoys spending time outdoors with her friends and her new puppy.

CAMERON ZUBKO, BCom IB, is now working at Ogilvy & Mather Advertising in Beijing, China. He recently left Scotia Capital after working for the last two years in London and New York as an associate for their Corporate Banking division.

1997
DAVE JOSEPH, BCom has finished six years of teaching English in Japan and traveling throughout Asia. This fall, he headed to London, Ontario to start his education degree at Western Ontario University.

1995
PAUL FORD, BCom, IB, is currently working for KPMG’s Transaction Services practice in Tokyo, Japan. Paul’s work involves advising foreign corporates and private equity firms buying Japanese companies. Prior to moving to Japan, Paul worked with KPMG in Victoria and Hong Kong. When not working, Paul divides his time between playing music, studying karate, and drinking frosty pints of Japanese beer.

In Memoriam:
PORNCHAI ASAVA-AVREE, MBA, passed away on January 9, 2004 in Singapore.
STAY CONNECTED WITH MONTHLY MIXERS
If you are living on southern Vancouver Island, plan to join your Victoria Chapter business alumni at the next mixer. Held monthly at a local pub, mixers offer a great opportunity to visit with old classmates and to make new connections. This year’s mixers are planned for: Nov. 17, Jan. 20, Feb. 22, March 23, April 21, May 17 and June 22, 2005.

One of the features of the evening is the 60-second spotlight—a fun way to get news across to your fellow alumni. Sign up at the alumni mixers to:
- advertise a new business
- announce that you are looking to hire or to be hired
- promote a product or service
- show new baby pictures.

HANDSHAKES, SMILES AND HUGS
Thirty-seven UVic Business alumni met as a group for the first time in Toronto on Sept. 28, establishing the foundation for a southern Ontario alumni chapter. Fifteen MBA and 22 BCom alumni attended the reception hosted by dean Ali Dastmalchian, part-time MBA director Patricia Elemans and Tim McGuire (BCom ’98). As part of his welcoming remarks, Dr. Dastmalchian expressed the business faculty’s pride in the many successes achieved by alumni.

Attendees shared stories, got caught up on each other’s lives and exchanged many business cards. “It was great to see everyone and to reconnect with people that I had lost touch with,” said Shannon Gallaugher (BCom ’01). “It was a great event—we are looking forward to many more,” said McGuire who has agreed to coordinate future alumni activities in the area.

COMMERCE STUDENT SOCIETY BANQUET
CELEBRATING 11 YEARS
Be a sponsor. Be a guest. Mark Dec. 2 on your calendars.

The Commerce Students’ Society’s is holding its annual Business Banquet. With 250 attendees, the Banquet is one of the most prestigious student-business events on Vancouver Island. The banquet furthers the strong ties already established between the local business community and the Commerce Students’ Society.

This year’s theme is Building Community and Maureen Duncan, CEO of the United Way of Greater Victoria will be addressing this very important aspect of business. As well the banquet will provide a perfect opportunity to build community among students, faculty, alumni and business professionals in a relaxing evening of dining and networking.

Come and join us as we celebrate excellence, community and change at the 11th Annual Commerce Students’ Society’s Business Banquet. Sponsorship opportunities are available; please contact Fionna Main at (250) 661-5811 or bbanquet@uvic.ca for more information.

READER FEEDBACK:
LETT US KNOW WHAT YOU THINK
A well-known U.S. business school is examining the issue of access and 24/7 communications. We’d like to know what you think of the idea “Giving BlackBerrys to MBA students” reprinted below. Send us your comments about “always-on” communications at editor@business.uvic.ca and we’ll publish your feedback in our next issue.

GIVING BLACKBERRYS TO MBA STUDENTS
A School of Business is providing all of its full-time MBA students with Nextel BlackBerry wireless handheld devices. This program will give MBA students 24/7 wireless access to the Web, e-mail, calendars, address books, online course development programs, task and memo pad functionality, plus Nextel’s Direct Connect digital walkie-talkie service—all via the handheld device.

MBAs will be challenged to explore the potential of “always on” communications—constant access to people and data, no matter where they are. Students are expected to leverage the technology inside and outside the classroom. At the same time, faculty will be encouraged to incorporate the devices into the curriculum, and next spring, use of the devices may be required for the core courses.

CONTACT YOUR LOCAL UVIC BUSINESS CHAPTER
Victoria – David Ballinger lbballinger@shaw.ca
Vancouver – Jason Henneberry jason.henneberry@td.com
Calgary – Scott Butler smbutler@westjet.com
Toronto – Tim McGuire tmcguire@edc.ca

For more information on how you can get involved in UVic Business, contact: Joanne Ballance, Development and External Relations Officer, at 250.472.4279 jballanc@uvic.ca

KEEP IN TOUCH WE’D LIKE TO HEAR FROM YOU
Comments, ideas, classnotes, questions? You can contact us in the following ways:
Tel: (250) 721-6411
Editor, Business Class
Fax: (250) 721-72221
UVic Business,
editor@business.uvic.ca
University of Victoria
Or visit our website at
PO Box 1700, STN CSC
www.business.uvic.ca
Victoria, BC V8W 2Y2

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