Tech–Savvy Success

Sang-Kiet Ly, BCom ’99
The content of our spring issue is decidedly eclectic and I am particularly pleased with the significant increase in contributions from alumni. Thank you and keep it up! In this issue, one of our contributors comments on the growing presence of “green” messaging and whether most are merely slogans. It may interest you to know that a November 2007 study commissioned by Canadian-based Terrachoice Environmental Marketing, found that 99 per cent of the over 1000 products tested were subject to a variety of environmental claims, many of them exaggerated or “greenwashed.”

As with most things, research helps separate fact from fiction. Now, thanks to UVic business students, data about the social and environmental footprint of a wide range of companies will be available online through Zumer, an open source database. Read more about this project in this issue.

At UVic Business, we are increasing efforts to reduce our carbon footprint. We felt that we needed to actively engage in the behaviour we teach and practice on a personal level. We were the first business school in Canada to include classes on sustainability in the core curriculum of our program and we have committed to becoming carbon neutral by 2010. Last year we began the easier-to-do things such as printing double-sided and adding composting and recycling bins. Faculty members now use Blackboard (an online system) to share readings and other materials to avoid the need to print and we encourage students to turn in assignments printed on both sides of the paper. Earlier in 2008, faculty members endorsed our participation in the UN Global Compact, Principles of Responsible Management Education. Over the summer, through a supervised MBA 596 consulting project, students will devise a carbon neutral action plan to look at our footprint including air travel. I’m very pleased to support this initiative and look forward to sharing the results.

In closing, I’d like to pay tribute to Dr. Tim Craig who, after 16 years with us, is taking a leave from UVic Business. Tim has made a major contribution to the faculty and we are indebted to him for many things. He was a driving force behind the development of our vision statement and Our Promise document, and for several years he has helped guide the development of the MBA Program. He’s been described as the “heart and soul” of UVic Business and we will really miss his Friday afternoon guitar sessions. Sayonara, Tim.

Sincerely,
Ali Dastmalchian, Professor and Dean
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2 FROM THE BOARDROOM
On the Bookshelves

4 LOOKING FOR LOVE
The Virtual World Serves Up Soul Mates

5 EXPOSURE
Take Your Best Shot

6 RECESSION-PROOF YOUR BUSINESS
Five Tips to Help You Weather an Economic Storm

7 ZUMER
Student Project Adds Values to Database

8 SPLICE UP YOUR LIFE
Digital Media Your Way

9 NEW WORLD NEW WORK
Strategies to Help You Maintain Your Cool

10 CLIVE BEDDOE
WestJet Founder Flies High

12 FUNNY BUSINESS
Nathan Fielder Stands Up for Comedy

13 WHAT WERE THEY THINKING?
Current Entrepreneurial Thought

14 SANG-KIET LY, OVERACHIEVER
Multi-tasking for Success

18 BLACK GIVES BACK
New Scholarships Introduced

19 HOOK, LINE & SINKER
An Adventure of a Lifetime

20 AMAZING RECOVERY
Accident Motivates Invention

21 FOR WHAT IT’S WORTH
Sean Casey Finds His Niche

22 FACULTY NEWS & NOTES
UVic Business Pilots Model Agreement

22 CONNECTING WITH THE OIL PATCH
Abubakr Asif, Karen Doherty, David Drok, Tracy Hatton, Howard Plato, Jeff Gaulin

24 CLASS NOTES
Alumni staying in touch

28 BACK OF THE CLASS
Are We Green Enough?
From the Boardroom

*Business Class* book reviews are designed to keep you up-to-date on what’s on the booksellers’ shelves.

**WHY POPCORN COSTS SO MUCH AT THE MOVIES: AND OTHER PRICING PUZZLES**
RICHARD B. MCKENZIE
Springer, 2008, Hardcover, 327 pages

In Professor McKenzie’s new book, he delves into something we encounter everyday: prices. From popcorn prices at the movies, to why men make more than women, McKenzie’s book investigates a cornucopia of economic issues. As his book progresses, he discusses the lingering economic effects from 9/11 as well as outfall from the biofuel industry. An engaging, thought-provoking read.

— Krista Boehnert

**PRESENTATION ZEN: SIMPLE IDEAS ON PRESENTATION DESIGN AND DELIVERY**
GARR REYNOLDS
New Riders, 2008, Paperback, 240 pages

Presentation guru Garr Reynolds, creator of the most popular website on presentation design and delivery on the net — presentationzen.com — brings his expertise to readers in this delightful book. He challenges readers to be more creative in their design, preparation and delivery of presentations. With Reynolds’s help, you can easily create more entertaining and effective presentations for your target audience.

— KB

**WATER COOLER DIARIES: WOMEN ACROSS AMERICA SHARE THEIR DAY AT WORK**
B.K. RAKHRA, JONI B. COLE
Da Capo Press, 2008, Paperback, 320 pages

Ever wonder how other people are spending their work day? Women in a wide variety of jobs across America kept on-the-job diaries of their day. The 35 full-length stories, and many more highlights and excerpts, afford readers a glimpse into worlds as diverse as the women who work in them: orthopaedic surgeon, stripper/magician, school custodian, Avon lady, prison intake counselor, voice-over actor, life coach, and boxing promoter, among others.

— KB

**TALENT ON DEMAND: MANAGING TALENT IN THE AGE OF UNCERTAINTY**
PETER CAPPELLI

With a hot job market, it’s all you can do to keep your talented staff! Cappelli tackles this issue giving readers valuable information on employee development and retention. He argues that methods managers are using to attract and retain talent are outdated and costly. Cappelli advises managers to rethink their strategy and model it to today’s economy. He outlines four new principles for ensuring your company has the skills it needs to succeed: developing in-house talent, accurate forecasting of talent needs, maximizing the return on talent investments, and creating an in-house market that links available talent to jobs.

— KB
NEGOTIATING WITH GIANTS
PETER D. JOHNSTON
Negotiation Press, 2008, Paperback, 288 pages

A few summers ago, on the ninth tee at the Victoria Golf Club, a fellow grade two dad and friend, shared a few of his best negotiation stories with our group. I knew Peter was writing a book and each story related to an important period in history, a few interesting characters and always a very valuable negotiation technique. From that time on, Peter and I would meet regularly in the parking lot or at a coffee shop and go over his progress. Each time he would share another story.

Well, those stories have now come together in Negotiating with Giants, an exciting whirlwind tour of some of the world’s most challenging and important negotiations, with lessons for smaller players today on how they can get what they want from modern-day Goliaths.

In many ways, ever since I was born, I’ve felt as though I have been competing against Goliaths. I was always the smallest kid on the field or on the ice; and being from Moose Jaw and Regina, I had a small-town perspective aimed at taking on the big-city boys. Now, working for an independent small firm, my competitors are the large bank-owned firms — a challenge I savour and thrive on.

Whether we’re talking about the brokerage business, our medical system or the coffee industry, the world has evolved and now there seems to be only “big” or “small.” The middle players have vanished and virtually every day we’re forced to deal with part of a sprawling government agency, a big bank or a towering individual. Conversations with an intimidating giant often leave us feeling tongue-tied or exploited. In fact, just getting to the negotiation table with a giant can be hard. If we manage to overcome that hurdle, we then have to know how to protect our information, reputation or core activities, while trying to structure deals that aren’t one-sided.

Peter Johnston’s book is a great way to learn a lot about history while absorbing the unique mindsets, strategies and tools that can help guide all of us in the present. Negotiating with Giants is entertaining and any one of its six chapters will unveil insights you’ll want to pass along to a friend, colleague or family member. It’s a necessary follow-up to the best-seller Getting to Yes, co-authored a quarter of a century ago by one of Peter’s mentors and former colleagues at Harvard, Roger Fisher. Fisher’s book is a classic but many people will tell you that it doesn’t address our most perplexing negotiations in this millennium — negotiations with giants. Peter’s book fills the void.

– David Schneider

David is the past chair of the UVic Business board of advisers and is a senior vice president of Wellington West, an independent brokerage firm based in Winnipeg. He has to negotiate every day with his sons, Matthew (14) and Jack (11).
Dating has always had its pitfalls. Singles' bars, blind dates, newspaper personals: pick your poison.

Yet online dating seemed to come in for the most scorn. “You might find yourself having an erotic chat with someone named Bambi4You, who is really a man pretending to be a woman,” opined a 1995 piece in the St Petersburg Times.

By 2002, however, Wired magazine was predicting that, “Twenty years from now, the idea that someone looking for love without looking for it online will be silly.”

And sure enough, the online dating industry has come a long way since its mid-nineties origins.

It’s become big business and the second biggest category of websites by revenue. In 2006, US revenue was $649 million.

There are currently almost 1,400 dating sites in the United States. The US market share of dating websites in February 2008 was 26 per cent higher than the same period in 2007.

As the industry has matured, sites have become more sophisticated, though their strategies still differ markedly.

Some believe in building a large pool of users. eHarmony claims 17 million registered users. It offers “scientific matching” through its patented “Compatibility Matching System.”

Vancouver-based Plentyoffish.com believes surveys and profiles are of limited value. A member may claim to want someone sweet, sensitive and into Céline Dion. But if their clicks betray more interest in tattooed alt-rockers, then that’s what Plenty of Fish serves up to them — along with the odd sweet, sensitive type.

AshleyMadison.com promises a chance to cheat on your partner: “Life is short. Have an Affair.” Other services cater to niche demographics. Farmersonly.com bills itself as the site for “down-to-earth country types.” STDmatch.net offers to connect “with singles in your area who share your STD.” Vegetarians can go to Veggielove.com. There’s even a site for Ayn Rand fans.

Name your race, religion, orientation, hobby — there’s probably a site for you.

Like it or not, no matter how well run a dating site is, there will always be an element of hit and miss, as there always has been when people search for love. And horror stories won’t ever completely disappear.

Jenny, a Victoria single in her early thirties, recalls her Internet experience from hell. She had made contact with a man in Vancouver who claimed to be a well-heeled professional. They began talking over the phone and he seemed nice enough.

They agreed that he would come to Victoria one weekend and they would go for lunch. The appointed weekend came. He was going to stay with a friend Friday night, with their date to follow on Saturday.

At 2 a.m., Jenny’s phone rang. He was calling — collect! She refused the call. The phone rang again. This time he was paying. She listened in stunned disbelief as he claimed he’d had an argument with his friend, and now had no place to stay. Could he come over and stay with her?

Needless to say, he had to find somewhere else to stay that night, but not before he plaintively asked if their date was still on. Her response was equally predictable: talk to the dial tone, honey.

Thankfully, there are success stories. Bill, who works in construction, and Karen — a teacher — are a Victoria couple in their early forties. They have two young children, and a nice house in a nice neighborhood. They met in Alberta through an online service.

“I was skeptical,” says Bill, “but a female friend of mine kept pushing me to try. Eventually, I said what the heck and took the plunge.

“Karen was only my second online dating experience. Best decision I made in my life.”

Tim Pearson is a local writer.
Exposure
Take your best shot

Business growth depends on a number of factors, and one of the most important is exposure. The right combination of marketing efforts can ultimately make or break a company. Much of the same is true in photography. Proper exposure is key to having a successful and professional image. Applying these lessons to my company, Mark Eleven Photography, has been one of the most rewarding and interesting aspects of what I do. Sometimes I feel like a broken record, but it’s of utmost importance to take advantage of every opportunity to get your company name in the mind of your potential and existing clients. The unification of your marketing efforts, the feel of your business cards, the events you attend, even the vehicle you drive all reflect upon the image of your company. What does your marketing say about you?

It’s been a number of years since completing my UVic BCom Entrepreneurship degree, and in that time I’ve worked as a risk analyst, business development manager, and even spent some time on the north coast as a helicopter fly fishing guide. Not that having such an eclectic résumé is necessary to work as a professional photographer (possibly quite the opposite), but I feel it’s given me great exposure to a variety of companies, business environments, and most importantly people. Putting yourself in different fields, in different markets, and facing different challenges will all prepare you for what you ultimately decide to pursue in your professional life. On the plus side, they might even become your clients.

If you feel you’ve got something marketable, for example a service offering better than what’s out there, or a product that is ultimately unique — take a shot! One of the things I learned through my varied exposure is that business success is out there for the taking. And I know you’ve all heard this before, but when you do something you love and are passionate about, everything else falls into place. So get your name out there, cause a stir and get some great exposure!

Mark Shannon always travels with his camera. An avid outdoorsman, he loves skiing, fishing and mountain biking.
Is it possible to avoid all consequences of a recession? Of course not. But it is possible to minimize risks and position your business to take advantage of opportunities that inevitably arise when times are tough. Here are some tips to help you weather any economic storm.

MIND YOUR BUSINESS. When times are good, you may be able to ignore small inefficiencies, inappropriate staffing, or inexact data and still succeed. In an economic downturn however, you’d better have a crystal clear understanding of your business strengths and weaknesses. That’s where today’s technology can really help. Business intelligence, data mining and analytic technologies enable you to gather and interpret information about sales, customers, staff and suppliers, so you can see — and react to — trends as they develop. If you aren’t yet using these tools to deepen your understanding of your business, this may be the perfect time to start.

MANAGE YOUR CASH. Now’s not the time to experience cash-flow problems. Focus on evening things out and reducing your reliance on interest heavy financing solutions: increase your billing frequency, renegotiate debt payments, reduce inventory, put off unnecessary purchases — and begin to build a war chest so you’re equipped to handle short-term crunches. But don’t focus so much on balancing the bottom line that you miss an opportunity to expand. Others are trying to weather the economic storm too. If they fail and you have capital stashed, you may be able to pick up some valuable assets or buy out a competitor.

OUTSOURCE. Technology costs money. It’s expensive to power your computers, upgrade them as they become obsolete, and keep pace with maintenance, repairs and IT staffing. Reduce costs by outsourcing: lease equipment instead of buying, use contractors rather than hiring full-time employees, and switch to web-hosted applications and services, letting the hosting company absorb hardware, software and IT specialist costs. Web-based services — everything from mission-critical management, document storage and sharing, to time and customer management — have become much more sophisticated and reliable over the past five years.

MAKE FRIENDS. Start now to bolster relationships with existing clients. They’ve already demonstrated their loyalty, and if they feel you value them too, they’re more likely to stick with you when things get tough. This is also a good time to let your valued suppliers know how much you appreciate them. You may need to rely on their good will to set up new arrangements for ordering or payment. It’s much easier to get through tough times together, than it is if you stand alone.

SHOW YOUR FACE. This is not the time to cut back on marketing or advertising. Many of your competitors will do just that, thinking they’re trimming unnecessary expenses to focus on their core business. Don’t be fooled. If you stop advertising, no one will know you’re there. Maintain a marketing presence, and you’ll build familiarity and brand recognition in a much less cluttered market, and potentially increase your market share at a much lower cost. Try to negotiate favourable long-term advertising rates with media. They may be hungry for a deal that guarantees a steady — if reduced — income over the long haul. If marketing dollars are scarce, change tactics, don’t withdraw from the field. Switch from 60 second television or radio spots to 30 or 15 seconds, go to black and white from full colour, downsize the ad while upping frequency, or increase direct marketing efforts.

A few precautions, a little planning, and a keen eye on the balance sheet will help you reduce risks and take advantage of emerging opportunities of a recession. It might not be as much fun as when the good times are rolling, but it is possible to become stronger, more flexible, and better prepared for success.

Editor’s Note: This article is based on the author’s experience working in marketing for a web-based time tracking application, as well as on the following articles: Carder, Chris. (2008, April 1). Recession-Proof Your Business: Focus on Current Customers. Canadian Marketing Blog: http://www.canadianmarketingblog.com/.
Zumer

Student project adds values to database

Thanks to UVic business students, data about the social and environmental footprint of a wide range of companies will be available online through Zumer, an open source database. Zumer is still in its development phase, but once populated and launched, it will help consumers choose products — from beer to gasoline — that match their personal values.

Zumer is being developed by BCom ’06 alumnus Stephen Albinati. Charged with managing the project and finding creative ways to build a solid base of information, he thought immediately of his alma mater.

“UVic Business was the first business school to participate, and really got the ball rolling for us,” says Albinati. “We’re reaching out to universities who are leaders in integrating sustainability into business school curriculum. Drs. Monika Winn and Mike Valente, professors in the business program, really embraced the project as a way to familiarize students with sustainability reporting and illustrate the strategic importance of sustainable business practices.”

As a class project, BCom students examined a company’s corporate social responsibility policies and practices in the areas of economics, the environment, human rights, labour and society and added their findings to the Zumer database.

“UVic Business… really got the ball rolling for us.”

The class contribution was formally recognized at the March 2008 Commerce Student Society Leadership conference where BCom student Daniel Lafferty, who worked on the Zumer project, and who is co-chair of the Business Sustainability Club, was presented with a special plaque, created from reclaimed wood.

The Zumer project is the brainchild of Tony Melli, a mentor in the Business program and local angel investor, and Chris Godsall, CEO and founder of Triton Logging, as well as two other partners based in the US. UVic Business was the first business school to help develop content for the database. Since then, Royal Roads University and the EGADE Graduate School in Monterrey, Mexico have participated in similar projects. Albinati is approaching the top business schools in North America to help seed the database.

Currently Zumer is a private site with an official launch to the public planned for the fall. However, Albinati is extending an invitation to the UVic community to help Zumer grow. If you are interested in learning more about the impacts of the products and services in use everyday, and the companies behind them follow: www.zumer.com/ zumers/signup?bic=uvic
Enter passcode: boycottbuycott

Hanging the Zumer Database Project recognition plaque are Tony Melli (left) Stephen Albinati with hammer and Dan Lafferty (right).
Splice Up Your Life

Digital media your way

Rian Bowden (BCom ’07) has turned his passion for a customized radio experience into a new Web 2.0 business known as the DailySplice. He and fellow UVic alumni Lewis Sobotkiewca and Hongge Ren created a system for individuals to personalize their listening preferences and have it delivered daily to their computers in an iPod or mobile phone ready format. The company helps users to quickly find personalized content from a library of thousands of podcasts and enables them to build a program template, or “splice,” that can be listened to on demand as a part of a personal routine.

Bowden, who serves as the company’s CEO, has always been inventive and says he’s been working on this project for 18 years. “I would set alarm clocks around the house as a trigger to remind me to tune in to a particular radio program.” He used this system until just a few months ago.

When Bowden entered the BCom program it was with the intention of launching a product within five months of graduation. He took the entrepreneurship specialization and took full advantage of the built-in exposure to business planning competitions and other resources offered by the program.

DailySplice began life as mPulse and won first prize at Victoria’s 2008 IDC (Innovation and Development Corporation) Challenge. Today the company continues to garner awards and most recently took second place in the Enterprize 2008 National Awards.

“It’s great to get awards and the recognition, but also to give them,” says Bowden. “We’re on the other end now.” On May 1, 2008 DailySplice awarded $1,500 and bragging rights to UVic computer science student Dan Sanders, who won the company’s coding challenge. Dan is in his second year at UVic and took a keen interest in the challenge when it was posted in November. The prize was co-sponsored by the UVic Computer Science and Software Engineering departments as well as DailySplice.

Bowden and the crew continue to innovate. They are now examining ideas and features for a customized podcast player that will act like a radio/TV style station but on a company website. Bowden says the station will play a customized stream of relevant content put together by the site owner.

Vancouver Island gains ground daily as mecca for technology companies. It’s also a great place for start-ups like DailySplice who are emerging leaders in the new media and technology sector. sc

Editor’s Note: UVic Business is looking at the idea of developing a podcast to share business ideas and faculty research with our alumni. Tell us what would interest you. Email boehnert@uvic.ca.
Is your job in danger of being farmshored and sent to a low-cost rural area? Perhaps not, but with unrelenting technological advances, a whole series of new work models and vocabulary have emerged: from outsourcing and eLancing, to virtual teams and nearshoring. While this evolution can seem difficult to relate to, there are both lessons and opportunities for every professional to consider when designing their life in this new world of work. Through my management work with start-up, mid-sized and Global 1000 firms on several continents, I’ve been involved with and witnessed these dynamic changes.

VIRTUALLY THERE: Business is often a hands-on activity that depends on direct interactions with colleagues, customers or suppliers. There’s no substitute for face-to-face conversations but they can be complicated or expensive. I’ve learned that overcoming these challenges can be done through sensible planning and relationship building. Schedule face-to-face sessions judiciously and strategically at times when they matter more, focus on cadence over frequency, and invest early in any relationship. Secondly, make sure you relate to the people, not just the business problem. When follow-ups do occur over a crackling phone line, not the water cooler, there’s more to talk about than simply numbers.

OUTSOURCE WORK NOT BOUNDARIES: The pervasiveness of technology allows work to seep into your life like fog under a door. Mention the term “Crackberry” and people will roll their eyes remembering the lawyer who simply could not unplug from a case while attending his best friend’s wedding. This technology means we often work less effectively, more of the time. The solution is setting clear boundaries and sticking to them. My experience working across multiple time zones only reinforces the need to assertively draw a line in the sand, and minimize too many odd hour intrusions.

WILL WORK FOR TRAVEL: We know bringing your work home, or on holiday, is anathema to most people, and their spouses. But the flipside of this is going to where the work is, and tying that up with a personal adventure. Whenever I fly into an interesting or new location, I never miss an opportunity to engage with my surroundings, as opposed to simply scurrying between the airport, hotel and office. More so, missing out on the insight into a local culture turns out to be bad business in overcoming cultural barriers, be it Minnesota or Mumbai. Always make time to go for a wander, eat in a hole-in-the-wall diner and absorb some history while closing your deal.

TECHNICALLY POSSIBLE: This chapter of globalization is being furiously driven by information technology, as opposed to sail, rail, or mail. The rate of change boggles almost as much as the choices, but at the end of the day dependability and cost of your tools outrank all other features. I have conducted key conference calls from the front seat of my parked car, and design sessions using voice-over IP software in an airport lounge. Executing under these conditions and giving your customers or colleagues a reliable level of service will open doors of flexibility to how and where you conduct business. Turn your computer into a phone, and your phone into a computer — converge, rejoice — then buy a really long power cord.

The world has been and always will be a complex maelstrom of activity and energy. It’s exciting, and with the right education, approach and tools, the opportunities are endless for all of us to engage in a global marketplace, without being totally consumed by it. BC

Since leaving UVic in 1998, Mack has held a range of management and leadership roles in software products, IT services, and clean energy companies. This has included living at length in Europe and Asia. Currently, he is back on the West Coast and working with emerging technology ventures. mack@mackdams.org.
**FIFTH UVIC BUSINESS DISTINGUISHED ENTREPRENEUR**

**Clive Beddoe**

WestJet founder flies high

**Clive Beddoe,** visionary and a founding shareholder of WestJet has been named the 2008 UVic Business Distinguished Entrepreneur of the Year. This annual award, established by the faculty’s advisory board, acknowledges an inspirational entrepreneur who has had a significant and positive impact on the community through their business leadership.

Currently chair of the WestJet board of directors, Beddoe has been instrumental in establishing WestJet as one of the most successful airlines in recent aviation history. Along with founders Mark Hill, Tim Morgan and Donald Bell, he developed WestJet into Canada’s leading high-value, low-fare airline.

The idea for starting an airline grew out of Beddoe’s business interests in Vancouver. “Where there is pain there is opportunity,” he says. “Ironically, I was flying Air Canada and paying about $700 per round trip between Calgary and Vancouver, and that was in 1996! Since I flew for fun, I decided to buy an airplane and use it myself. Because it was an eight-seater, I was in a position to sell the empty seats.”

For those who know the WestJet story, the rest is history. The upstart company began in 1996 with three aircraft flying to five cities; by 2007 its fleet had expanded to 73 aircraft flying to 47 destinations in Canada, the United States, Mexico and the Caribbean. Beddoe says the secret to the company’s success is its people.

“We have deliberately built a culture of engagement and participation. What we’re after are people who feel it’s their company and who will go above and beyond because it is their company. It’s a constant process, recognizing people for extraordinary conduct, for going beyond. Letters written are posted on walls, put in their files, shared with managers and acknowledged. It’s an old story, if you reward the conduct you want and ultimately punish what you don’t, then you will build the culture.”

Beddoe’s leadership has placed the company at the forefront of the aviation industry. For the third year in a row, WestJet has been named the most admired corporate culture in Canada. The annual study is conducted by Waterstone Human Capital with 185 senior Canadian executives. “A company’s commitment to its people is established by its leaders,” says Dean of Business Dr. Ali Dastmalchian. “Mr. Beddoe is a great role model for our students.”

“Clive Beddoe’s entrepreneurial vision has made a significant economic impact on the smaller communities of Vancouver Island,” says Allan Gilchrist, chair of the faculty’s board of advisers. “WestJet has really put the Comox Valley on the radar for Albertans and helped to expand the Island’s reputation as a tourism destination and reduce its reliance on more traditional resource-based industries.”

The WestJet strategy is also about growing responsibly. Since 2001, the company has spent over $2 billion upgrading its fleet to more fuel-efficient aircraft. Emissions from these aircraft are 30 per cent lower on a per-person basis than its previous fleet.

A five-member panel of Faculty of Business board of adviser members assessed Beddoe’s vision, entrepreneurial drive and impact on the Canadian and global economies.

Past winners of the Distinguished Entrepreneur of the Year award include David Black, owner of Black Press, Canada’s largest privately-owned newspaper company (2007); Gwyn Morgan, who established Encana Corp., as the country’s largest energy company (2006); Dave Ritchie, chairman of Ritchie Bros. Auctioneers (2005); and Jeff Mallett, former president and chief operating officer of Yahoo (2004).

Prior to September 2007, Beddoe held the roles of president and chief executive officer at WestJet. Beddoe is a resident of Calgary and married with two children. He will receive the award at a gala celebration on June 12 beginning at 6 p.m. at the Victoria Conference Centre.
Funny Business

Nathan Fielder stands up for comedy

Did you hear the one about the UVic BCom grad who turned his back on the business world because it just wasn’t funny? Actually, although the unusual career path of Nathan Fielder has sparked chuckles and guffaws, it’s no joke. After graduating from UVic Business with a specialty in Entrepreneurship in 2005, Fielder started doing stand-up comedy and making comedic short films. Within a year he was hired by Canada’s signature satirical show *This Hour Has 22 Minutes*, where he has been writing, producing, editing, and performing in his own segment, “Nathan On Your Side.” Aside from that prestige posting, Fielder continues to pursue other projects whose bottom line coincides with a punchline. For this wry funnyman, the journey of turning jokes into a job was an exercise in taking entrepreneurship way outside the box.

According to Fielder, as his UVic classes were winding down and he found himself working in a brokerage firm, he realized that he simply didn’t want to be in the world of business. “I used to trade stocks on the Internet and I certainly found business interesting, but I didn’t want to do it as a career,” confesses Fielder. “It’s kind of like that situation where you’re told that you have to get a real job and you say to yourself, ‘Well, maybe I don’t.’” And so it was that Fielder, who had played around at stand-up comedy and writing while in high school, decided to pursue humour as a career.

“It’s all about breaking down barriers, about making it easier for people to hire you,” says Fielder, who believes that his classes at UVic made a definite, albeit indirect, contribution to his success. “It wasn’t so much tangible skills as a kind of attitude and an awareness of how business works that helped me,” he adds. “In the business world there is not necessarily a standard way to do things … more important is who you are and what your goals are.” And for a self-employed artist, the skills he learned about promoting a product — in this case, himself — were also key. “Putting stuff on the Internet gets the word out and allows people to get a good sense of what you have to offer,” he says. “A website is how you expand your fan base and get job offers.”

To build a name for himself, the Toronto-based comic started doing a lot of stand-up gigs; he also made over 50 short films that he posted on his website (a few of which he sold to The Comedy Network). “If you’re making good stuff, you’re going to get noticed,” says Fielder. “Aside from people who see you at a live show, there is a lot of word-of-mouth about stuff on the Internet.” Fielder claims it’s old-fashioned to think of comedy as one unified genre. “You don’t go out on Friday night to hear ‘music,’ you go to a jazz club or check out the latest hip-hop DJ,” he points out. “Comedy is similarly diverse. The web is great for helping you connect with a niche audience that understands your particular sense of humour.”

After winning a TV competition and doing some writing work for Canadian Idol, Fielder got his big break with *22 Minutes*. His time at UVic Business eased his transition into the behind-the-scenes world of television production. “Because I was no longer intimidated by the business world I could understand that side of things and adapt myself to it easily,” he explains.

Fielder is less inspired by classic “comedy” and more so interested in focusing on human behaviour, with a few touches of absurdity and a bit of character added for spin. “I just want to make funny stuff,” he says. “If someone is going to pay me to do it, that’s a bonus.” Although there is a good chance he will be offered a new contract at *22 Minutes*, Fielder is prepared to follow his comic muse wherever it takes him. “It’s not about making the most money,” insists this unconventional entrepreneur. “Life should be about being happy… and fulfilled.”

Nathan Fielder’s humorous approach to life can be seen on his website (nathanfielder.com), online at the CBC (CBC.ca/22minutes) and on YouTube. Robert Moyes is a UVic graduate and local author.
What Were They Thinking?

Current entrepreneurial thought

Entrepreneurship research investigates three basic questions:
1) Why do some individuals but not others choose to become entrepreneurs?
2) Why do some individuals but not others recognize opportunities for new products or services that can be profitably exploited?
3) Why are some entrepreneurs so much more successful than others?

Entrepreneurial cognition researchers provide one answer to these questions: because entrepreneurs, and in particular expert entrepreneurs, think differently. Entrepreneurial cognition research attempts to understand different aspects of the question: “How do entrepreneurs think?” Implied in this simplification is the understanding that “thinking” involves active knowledge structures, that entrepreneurial thinking is thinking concerned with identifying and taking advantage of new value creation opportunities, and that the contrast is expert entrepreneurs relative to managers or to novice entrepreneurs. This suggestion that entrepreneurs, and specifically expert entrepreneurs, have distinctive ways of thinking and behaving, implies the existence of an entrepreneurial mindset. It also implies that entrepreneurship can be learned.

So how do expert entrepreneurs think? What do their knowledge structures and cognitive processes look like, and how do these lead to superior value creation and wealth? While entrepreneurial cognition research has only just begun to address these issues, below are some of the recent findings.

Effective entrepreneurs use cognitive shortcuts (heuristics) that simplify decision making and intuitive logic to make sense of uncertain and complex situations more quickly, and to learn faster. Despite the efficiencies, the use of heuristics can also lead to thinking errors and poor decision making by novices, as a number of biases and fallacies can corrupt the thinking shortcuts. Some leading scholars are now investigating the role of “hot” cognitions — affect or emotion — in entrepreneurial decision making.

Effective entrepreneurs have also been found to have well developed cognitive frameworks that enable them to better understand opportunity, see meaning, and predict convergence in market, consumer, industry, and environment trends. Such frameworks assist their ability to see opportunity earlier than others. How an entrepreneur thinks about and makes sense of an evolving situation helps to shape that situation. Effective entrepreneurs position themselves to see and exploit opportunities by getting involved in, and helping to shape, the evolution of technologies and industries.

Dr. Smith’s own work focuses on understanding the content of expert entrepreneurial knowledge structures. His work has shown there are common elements in the entrepreneurial mindset across many countries relating to planning, promise, and competition thinking, as well as country specific differences. Future work is needed to map the specific knowledge content in different entrepreneurial contexts. This body of work is particularly interesting as it has direct application to the development of expert entrepreneurial mindsets. By better understanding the knowledge structures of expert entrepreneurs, scholars hope to be able to better train the next generation of entrepreneurs.

Dr. Smith is now embarking on a study of cognitive aspects of entrepreneurial creativity trying to understand the extent to which creativity (as defined by the ability to develop innovative product concepts) is a cognitive task that can be learned.

Brock Smith is the Winspear Scholar & Entrepreneurship Area Champion.
Ly’s easy manner and engaging small talk belie a highly efficient multi-tasker.
The dictionary defines an overachiever as one who achieves success over and above the standard or expected level especially at an early age. UVic Business defines it as Sang-Kiet Ly — one of accounting giant KPMG’s youngest partners.

Ly, who obtained his BCom from UVic in 1999, became a senior manager at KPMG at the tender age of 27. The following year, he wrote the Uniform Final Examination, placing in the top 10 candidates in the province and leading to his CA designation. In 2003, he obtained his CFA designation. And in October of 2007, Ly became a partner with KPMG. Not surprisingly, his short but already distinguished career has garnered him two prestigious awards; he was named one of Vancouver Island’s Top 40 under 40 in 2006 and awarded ICABC’s Early Achievement Award last year.

If Ly’s impressive track record led you to assume that his manner would be one of brusqueness rooted in efficiency, you couldn’t be more wrong. Efficient, yes; Ly arrives punctually and prepared for our interview. His manner, however, is relaxed and affable. Happy to take time out of a busy schedule, he ushers me into a vacant office at KPMG’s downtown building. (His own office, he explains, is “not really suitable for visitors right now.” Read: too messy.)

Ly’s easy manner and engaging small talk belie a highly efficient multi-tasker. Given the relatively small size of the KPMG Victoria office — 70 staff in total — partners are required to stay on top of business trends in a variety of sectors, as well as to perform multiple tasks. He describes his role as three-fold. “The first focus is clients. I am ultimately responsible to ensure that the work performed [in our office] is to the highest professional standard,” he explains. Another key role is around people; he mentors staff to maintain that professional standard and build the team. And finally, there’s market development. “I spend a fair amount of time out in the community to ensure that potential clients are aware of KPMG, as well as writing proposals, that sort of thing.”

When it comes to a market focus, one industry sector that is a priority for KPMG both nationally and locally is the technology sector. “Technology is a growth area for Victoria, in terms of the economy,” says Ly. “We have a large presence in the high-tech sector.” KPMG is a founding member and supporter of VIATeC — the Vancouver Island Advanced Technology Centre. And by the time this article is published, Sang will have given out the award for Victoria’s “Emerging Technology Company of the Year” at the 2008 VIATeC Technology Awards ceremony.
Inside KPMG’s own offices, advancing technologies have been a boon for increased productivity. “About three or four years ago, our office switched from a traditional paper filing system to digital filing,” he explains. “Now, when we do our work we do everything digitally. When clients send us files, we scan them; even when faxes come in, they are scanned automatically into PDF files. This has obvious efficiency gains.” For example, it’s easier to search and find files, resulting in less time wasted and no lost information.

Other technologies that KPMG’s Victoria office have taken advantage of include dual monitors (each employee desk has both a laptop and an external monitor), extensive use of Adobe Acrobat for file management, online recruiting, and virtual training.

K-learn is KPMG’s online training program. Based on a virtual classroom, K-learn allows learners to engage in real-time sessions or to download missed lessons in MP3 format to replay them later. “When the session is on, you can link in online. If you miss the session, you can play it back. Now, we’re able to download [training sessions] to an iPod or BlackBerry and receive training while driving to work, going for a run, or what have you.”

Due to the nature of the work KPMG does, a lot of the information stored and transmitted is highly confidential. That makes certain technologies indispensable. A really good spam filter is critical for filtering incoming mail; an extra layer of security on every laptop prevents access to data stored in the case of theft; and KPMG depends on high quality backup systems for the growing amount of data stored.

According to Ly, staff have adapted seamlessly to most new technologies. “They are very comfortable with technology; they have grown up with it.” Some partners, on the other hand, were more hesitant at first — being of an older generation — but in terms of overall productivity, technology results in a great improvement.

Like his younger staff, Ly is unfazed by advances in technology but still often prefers a more traditional approach to communications. “Email’s good for transmitting information… for example, sending documents for clients to review… but if there’s a discussion to be had, it’s better on the phone or in person.” He also says “texting,” the popular practice of sending written messages from one cell phone to another, is too informal a way to communicate with clients.

He does, however, find his newly acquired BlackBerry a handy device. Ly had resisted getting a wireless hand-held communication device for some time. “I first saw a BlackBerry in the firm around 2001 or 2002. I was working in [the KPMG office] Toronto, and I kept seeing people with these little pager-like devices. I had had the same cell phone for eight years at the time. I finally gave in last year.”

Asked if life and work seem to have sped up with increased use of technology, Ly says no. He estimates that he receives a surprisingly low 30 emails per day, and he’s able to stay on top of them. Overall, he believes, any time lost in adapting to new technologies is easily recovered in enhanced productivity and efficiency.

One area where he’s unsure about the impact of technology on operations at KPMG is emerging web technology, including Web 2.0, the term used to describe the trend in using the Internet to provide information based on collaborative creation. For example, wiki sites and social networking sites allow a variety of users to create and modify content.

Ly acknowledges that there is an abundance of information available online, but he feels that it will not detract from the need to use the services of KPMG or other specialized advisory firms. “You’re able to self-educate to a certain degree, but while the Internet has made it easier to find information, if you don’t know what to do with it or how it impacts your particular organization, you still need to consult with a trusted adviser.” And that’s where KPMG comes in. As a highly trusted source of tax, auditing and related advisory services, clients look to the firm to make important business decisions. The difference, in Ly’s opinion, is that the web allows those same clients to be more educated going into the decision-making process.

Close to the end of the interview, I ask about his — and KPMG’s — focus for the future. He talks about “KPMG Enterprise,” a marketing thrust directed at the private sector, the area that is expected to drive growth for the firm both nationally and locally. In Victoria, where demographics indicate that a lot of businesses will be changing hands over the next few years, KPMG plans to help clients who are both selling and acquiring new ventures.

Another focus will be assisting entrepreneurs, including many in the technology sector. “Victoria continues to attract a lot of bright and successful people from across Canada and around the world. In the past five to 10 years we’ve seen a lot of successful businesses established and we expect that trend to continue.” He also mentions the challenge posed by the relatively high cost of living in Victoria, something that must be addressed by the business community as a whole.

As we wrap up and say our goodbyes, I detect an almost imperceptible shift in his demeanour. Suddenly, I feel he is focused on the busy day ahead and his own role as a leader with a considerable list of responsibilities. What’s perhaps most remarkable about the shift is the awareness it gives me of how present he has been for the duration of our interview. This focus, I speculate, is a clue to his long list of accomplishments and career success to date.

Julie Gordon is a local writer.
Black Gives Back

New scholarships introduced

David Black started building the Black Press Publishing empire in 1975 with the purchase of his father’s newspaper in Williams Lake, BC. He has never forgotten his small town roots, or the importance of building a strong local economy in small communities.

Black now owns more than 150 papers in Western Canada, the Pacific NorthWest, Ohio and Hawaii, numerous printing and extensive web publishing operations in North America. A true success story, he is now giving back to small communities in BC by helping to defray some of the costs of post-secondary education.

In April 2008, David Black established a new scholarship for students entering the University of Victoria’s Bachelor of Commerce program — The Black Press Business Scholarship. Every year, 37 business students living in the communities where Black Press publishes will each receive a $5,000 scholarship from the initiative.

These scholarships will help increase the number of students from small communities that are able to attend the business program Black helped to establish. His hope is that these scholarships will encourage students to travel from their home communities to UVic, and then recycle their learning back into their home areas to build sustainable economies through business development.

Creating scholarships continues to be the fundraising focus for UVic Business. “We are delighted with this funding,” says Dr. Ali Dastmalchian, dean of UVic Business. “David Black was instrumental in developing the business school in 1990 and he continues to invest in our students and the economic potential of British Columbia.” More information on the Black Press Business Scholarships is available online at www.business.uvic.ca/blackpress.

Financial awards don’t just help individual students; they help build the reputation of UVic Business by attracting the brightest and most talented students to the faculty. Scholarships and financial support is a key factor that students consider when choosing to pursue their education. Support, like that provided by David Black, is crucial to maintaining the outstanding education provided by UVic Business.

Due to the changing demographics of our province and country, we expect that undergraduate student recruitment and retention will become increasingly competitive and that UVic Business students will continue to come from more diverse backgrounds and regions. The goal of UVic Business is to be the university of choice for these students. This means investing in more financial support for our students. The Black Press Business Scholarships will take us one step closer in achieving the goal of helping our students financially. sc

Cristy Hartman is the Development Officer at UVic Business chartman@uvic.ca.

David Black has funded a new business scholarship program that supports students from communities throughout BC.
The deep blue waters of BC's rugged west coast are home to an amazing variety of sea life including trophy-sized salmon. Along with eagles and orcas, the inlets and fiords of the Queen Charlottes are also home to a unique floating hotel operation known as West Coast Resorts (WCR).

Not accessible by road, guests are flown in by float plane or helicopter to experience a wilderness fishing vacation like no other. From touch down to take off, guests enjoy first-class services: gourmet meals, luxurious rooms and expert fishing instruction to name a few. WCR caters to a guest's every need. “It’s like being in heaven,” said one enthusiastic guest. With 85 per cent of its clientele returning year after year, WCR has found a winning formula.

Earlier in 2008, Ryan Orr (BCom '04) treated a service operations class at UVic Business to a lesson in operational perfection.

Orr turned his Hospitality and Service Management specialization skills and love of fishing and guiding into a management position with WCR. During the summer season, he manages the Tasu Sound Fishing Lodge in HaidaGwaii, one of four floating resorts owned by the company. During the winter months he handles business development and he has been developing plans to coincide with the 2010 Olympics.

“I love what I do,” says Orr. “Every day is a new challenge.” As lodge manager he makes every decision related to the day-to-day operations. He manages 28 staff and works seven days a week during the four-month fishing season.

Orr's talk to the students opened a window into the day of a fishing resort operator. From his roots as a fishing guide, Orr learned the operations from the gunwales up. After six seasons guiding, he realized he gained more satisfaction from hearing the fish tales than he did from making them happen. His move to manager of a resort allowed him to maintain his love of the sport and take advantage of his business acumen.

The window he opened to the students was one of efficiency. These floating resorts are entirely self-contained. Every possible supply is sourced during the winter months, then bought at the beginning of the season and towed on the barge to its summer location. This ensures that minimal additional supplies have to be flown in during the season. All recycling is stored and barged out at end of season. Other efficiencies include desalination machines aboard every barge, staff that stay aboard for the entire season, and the use of the barges in the off season.

“Ryan's talk was a great way for students to see what real operations are like,” says instructor Heather Ranson. The operations manager has to work hard to make sure the parts of the guest experience he or she can manage go without a hitch, because guests don't always catch the salmon of their dreams. “Ryan knows that amazing service is the best way to ensure a guest enjoys their stay and that can make the difference between the perception of a cold, rainy day on one metre seas and a once in a lifetime experience.”

To ensure a consistent level of high quality service and the safety of crew and guests, WCR begins each season with an orientation. The president and company executive arrive to share their vision and expectations. Inside staff are given a full day of guided fishing so they can experience the same thrill as the guests and all aspects of the operation are given a full workout.

“We are a wilderness fishing operation,” says Orr. “We now turn away people who want a different experience because if we try to be something to everyone, we can't please anyone,” he says.

When hiring, Orr looks for potential new hires that have good people skills. “I hire 90 per cent personality. You can teach the skills but if you're not a people person it won't work. At Tasu and the other lodges, we're working seven days a week. We live and work with the guests and we're 'on stage' 24 hours each day. Guests are always there, so hiring the right people who can handle working 120 days straight is really important.”

West Coast Resorts has experienced phenomenal growth — it began with one lodge in 1995 and has grown to include four saltwater floating resorts, one land-based operation and a vintage tug at a sixth location. They have a loyal following and are sold out for the 2008 season. “We offer an entirely unique experience,” says Orr. Whether a fisher or a worker, this is an outdoor adventure of a lifetime.
After suffering a near-fatal biking accident, Oswaldo Koch (MBA ’00) developed his own core training system, recently featured on the CBC reality television show Dragons’ Den and The Shopping Channel.

Triggered by a mountain biking accident in 1998, Oswaldo Koch created a complete fitness training system called Mastermoves Core Training. The accident fractured his neck, bringing him close to paralysis. Surgery was ruled out, and he spent the next six months wearing a painful head brace. Out of that near tragedy came an amazingly simple and elegant way to having a strong core and beautiful posture.

The Mastermoves system (www.mastermoves.com) includes a device that “facilitates rotation and creates elongation and compression in the body,” says Koch. The moves are all natural and unforced, emphasizing strengthening and conditioning your “core” to develop the muscles supporting the spine, pelvis and shoulder blades — that strong foundation required for all activities.

Koch’s background as an industrial engineer, technology professional and MBA have all contributed toward the refinement and marketing of his unique training system.

Also a motivational speaker, Koch is philosophical about exercise and life in general. “One has to achieve synergy. Connect the different elements and nourish them,” says Koch. “Focus on the process, the result is just the outcome.”

Sia Stamhuis is Director of Business Development for OK Initiatives. His background is in sales and promotion in the health and wellness industry.
North America’s first known insurance originated off the coast of Newfoundland. Early 15th century whalers insured their catch against piracy.

Maybe that explains Sean Casey’s career. Or maybe it’s because, as a Newfoundlander, his understanding of risk is inherited, a product of the sea’s cruel lessons.

Insurance may be an age-old industry, but Casey’s approach is decidedly modern.

His combines insurance, automobiles and the Internet; in the process, he’s helping drag a small part of a hidebound industry into the 21st century. And he’s doing it in Los Angeles.

Casey believes he has found “a textbook niche market.”

His company, Webdov, provides services to insurance companies, evaluating high end automobiles — Porsches, Mercedes, Ferraris, Lamborghinis as well as rare collector cars such as Duisenburgs that can attract prices in the millions at auction.

If an expensive BMW, for example, has undergone repairs after a crash, it may have suffered a “diminution of value” (the “dov” in Webdov). To understand the concept, imagine walking onto a used car lot and choosing between two identical cars: same price, make, model, year, etc. Then the salesperson tells you one has been in a crash. Which would you buy?

It’s that perceived reduction in value that Webdov evaluates, providing insurers with “bullet-proof” analysis and documentation. As Casey puts it, “if things aren’t substantiated, that’s the worst crime you can commit in this business,” especially if the dispute proceeds past the claims settlement stage to litigation.

Webdov assesses the actual cash value of vehicles which is quite routine for Honda Civics, but when it comes to expensive collector vehicles and sports cars, it requires special expertise and attention to detail. Casey completed California’s certification program and is one of a few licensed insurance risk adjustors.

Less than a year old, Webdov already has a strong roster of clients, including Allstate, Auto Club and State Farm.

Casey says he had “a complete epiphany about five years ago,” when he identified his niche.

“The idea sat on the shelf for a few years,” Casey says. But eventually, he knew it was time to act.

Casey developed the architecture for his proprietary online system himself, using skills he acquired in part while earning his MBA at UVic in 2001. “I also received a great deal of invaluable help from an extremely talented cadre of friends,” he says.

“The insurance business is a little behind the curve regarding technology,” Casey states. It is also very focused on confidentiality and data security. He invested a significant portion of his start-up capital on data encryption services and he says going through vendor verification procedures for each client was arduous but certainly well worth it.

Transacting as much as possible online is part of Casey’s goal to be the FedEx in his field. When I suggest the slogan “when it absolutely, positively has to be done right and done fast, choose Webdov,” he laughs: “Exactly!” Casey cautions that the technology alone isn’t enough. “I really make the effort to talk face-to-face with clients,” he says. “It’s all about the customer relationship.”

Casey says he feels right at home in LA. He’ll be hosting his regular Canada Day party this year. Fittingly, it will also be Webdov’s first birthday.

He plays volleyball with current and former NHLers and regularly bumps into the likes of Rob Blake and Marty McSorley at the grocery store and the gym.

One could say Sean Casey traded a Newfoundland sou’wester for the American southwest. In the process, he’s moved from the traditional origins of insurance to its modern frontier.

Tim Pearson is a local writer.
Faculty News and Notes

UVic Business pilots model agreement with provincial government

**With B.C.’s unemployment rate** at a 30-year low and forecast to remain near four per cent for the next five years, an agreement that is expected to serve as a long-term model to address labour shortages was signed January 22, 2008 by Transportation Minister Kevin Falcon and University of Victoria president Dr. David Turpin.

“This Memorandum of Understanding demonstrates how our government is implementing its vision to be an employer of choice,” said Falcon. “B.C. government jobs are exciting, challenging, rewarding and are the perfect fit for UVic Business students.”

The agreement commits the Ministry of Transportation, Ministry of Agriculture and Lands, and the Integrated Land Management Bureau to work with UVic Business to provide opportunities to students in a variety of areas relating to commerce, business administration, and associated fields. The agencies will provide six to 10 opportunities each year to help students gain career experience through co-op work terms and to support student learning through applied consulting projects and by providing mentors.

“This agreement strengthens our ability to provide students with co-op positions and access to leaders within the public sector to support our executive mentorship program,” said Dean of Business Dr. Ali Dastmalchian.

“It formalizes our already strong relationship with government and the Ministry of Transportation and I’d like to recognize David Byng, Associate Deputy Minister with the B.C. Public Service for his role in developing the agreement,” said Dastmalchian during the signing ceremony.

**Sayonara Baby — until we meet again**

Like the lyrics in the song, staff and faculty of UVic Business have recently bid a fond farewell to Dr. Tim Craig, associate dean, director of graduate programs and associate professor, who is beginning a leave of absence to live and teach in Japan.

Craig was educated in the US and received his PhD from the University of Washington. He joined UVic in 1992 to teach international business. His principal business research interests are Japanese management, organizational issues for multinational corporations and cross-national human resource management.

“Tim has made a tremendous contribution to the academic excellence of the MBA Program and to our culture,” says Professor and Dean Dr. Ali Dastmalchian.

In 2004, Craig and MBA Program Director Pat Elemans introduced a series of improvements including the redesign of the August Module, now called Essentials of Business Leadership. Courses were adjusted to become more integrated and scheduling refined so students had more time for mentoring, career planning and networking.

“He spearheaded the writing of Our Promise document, which lays out our educational philosophy and explains our international, innovative, integrative and experiential approaches,” says Dastmalchian.

He also contributed to the broader university academic programming. From 1996 to 2000, he served as the Japan Program Director of the University of Victoria’s Centre for Asia-Pacific Initiatives (CAPI), where he directed a conference series on Asian Popular Culture and published two books: *Japan Pop! Inside the World of Japanese Popular Culture* (M.E. Sharpe, 2000) and *Global Goes Local: Popular Culture in Asia* (UBC Press, 2002).

“Tim is known as the heart and soul of the faculty,” says Dastmalchian, “and his love of a good time, singing and playing guitar made a significant contribution to our culture.

“Sayonara my friend, we wish you well.”

For more biographical information about UVic Business faculty and staff visit www.business.uvic.ca/faculty_staff
Connecting with the Oil Patch

It’s not only Clive Beddoe, our UVic Business Distinguished Entrepreneur of the Year, who hails from Calgary. A growing number of our graduates are calling Canada’s fastest growing city home. In March, Business Class had an opportunity to catch up with a few.

ABUBAKR ASIF, MBA ’06, headed straight to Calgary after graduating and secured a position as a business consultant for BearingPoint. The exposure he received to a wide range of information in the MBA program has stood him in good stead he says. “As a consultant you need a broadly-based background.” Asif remembers the hectic pace of the program, and recalls the day he arrived wearing two different black shoes. “I took the bus to campus, so returning home to change wasn’t an option. I stayed and everyone got a good laugh.” He says he misses the nice weather the most, but also likes Calgary. “It’s bigger with more opportunities — not as big as Toronto — but big enough. It’s the best of both worlds.” Asif married Ayesha in Pakistan in December ’07.

KAREN DOHERTY, BCom ’05, Entrepreneurship, was driven to the “Stampede City” by love. She met fiancée James Dean while she was in Calgary attending his sister’s wedding. Since Dean works as an emergency medical technician in northern Alberta, they decided to establish Calgary as their new home and the location for her company, PurePhoto Group. Doherty specializes in wedding photography and takes a journalistic style to her work. One of her images of a wedding send off was published in the April 2008 issue of PDN magazine’s (Photo District News) annual competition “Top Knots: the New School of Wedding Photography.” She can be reached at info@purephotogroup.com or 403-708-5273.

DAVID DROK, MBA ’06, whose family is from Red Deer, returned to his home province for very practical reasons. He now manages the BMO Financial Group branch office in Okotoks, a small town at the foothills of the Rockies. “I thought I wanted to be a lawyer,” says Drok, “but I steered my boat to business and haven’t regretted it for a minute.” He says he’s able to be very entrepreneurial at his branch and credits both BMO for its inspiring leadership and the diversity and accessibility of the MBA program. “You could always get time with a professor,” says Drok. He also met his wife Angela and daughter Cassie while in Victoria. “I was on a summer co-op work term and we would pass each other every day going opposite directions. I miss the coast, but Calgary was offering the best salary.”

TRACY HATTON, MBA ’04, Service Management, has made a few moves since leaving UVic. Her first was to Calgary where she spent three years with Bell Canada in various roles. Her last role at Bell was as Associate Director of Process Improvement in Marketing where her team focused on process improvement for new product introductions. She then moved on to Suncor Energy as a reporting specialist with the Project Management Governance Organization. “It’s a very good people company and they’re very big on education.” Tracy served as the first UVic Business alumni chapter chair in Calgary. She’s giving up that role though for another. Tracy’s latest move is to maternity leave as she and husband Darren are expecting their first baby in mid-May. [Congratulations Tracy, keep us posted.]

HOWARD PLATO, MBA ’02, now works for ECL Group of Companies, a Calgary-based firm that provides transportation, product handling and oilfield specialty chemicals and fluids. He leads the business technology group to develop and implement strategies that focus on service levels, processes and application of the right technology to meet the company’s current and future needs. It’s progressive and a very family-oriented company says Plato. “The letter welcoming me to the company was also addressed to my wife and daughter.” Thinking back to his MBA days, Plato says one of the most valuable things he learned was to “prioritize ruthlessly,” and to work with groups. He liked the small class size and enjoyed the collegial approach, which broke down the traditional student-teacher barriers. “The discussions were more ‘professionals having a discussion’ than professors lecturing students,” he says. Plato married Charlotte in 2004 and they have a daughter Thea.

JEFF GAULIN, MBA ’02, now works as Director of Government Relations for TransAlta, one of Canada’s largest energy companies. To say Gaulin travels frequently is a gross understatement. Every other week he’s in Toronto, Ottawa and New Brunswick where TransAlta is building the largest wind farm in the country. He’s also working on Canada’s biggest carbon-capture-and-storage (CCS) project. “It’s an initiative that will demonstrate Canada’s global leadership on climate change,” he says. In addition to his position with TransAlta, he and wife Alana (LLB ’99 UVic) run jeffgaulin.com — a web-based job board — for journalists and communications professionals. The Gaulins’ have two children: Jonah (5) and Audrey (3). BC
The MLS of new real estate: RedKey.ca

Scott Butler’s new venture

If you’ve ever looked for a new condo, townhouse or a lot on which to build your dream home you’ve probably been frustrated by the experience. Without a consolidated source of all the new projects going on, it’s hard to know if you’ve seen everything that you might be interested in. If your search was anything like ours, you spent hours going through every real estate publication and newspaper, and hours more driving around the areas that interested you hoping to find a hidden gem.

On the other hand, if you’ve ever tried to market a new development (or any new business) you would have quickly realized that traditional forms of mass marketing are prohibitively expensive and yield results that are difficult to measure. We experienced this when marketing our condo project in Courtenay in 2006 and have had the same issues this year marketing Riverstone, a 71 home condo project on the Courtenay River (www.theriverstonecondos.com).

We — my wife Melissa, Dave Cartwright, Jennifer Morden and I — started RedKey.ca to solve both of these problems. By consolidating the supply, we provide an invaluable free service to buyers who are looking for new real estate, shaving hours off their search and giving them a quick and easy way to compare project locations, prices and other qualities. Developers benefit with a low-cost, effective and measurable form of advertising.

Like all businesses, RedKey has been a challenge. We’ve been spending about $10,000 per month advertising the site in the Okanagan and thousands more in website development and other expenses. We were convinced that with over 1,000 visitors per week, proven traffic to their websites and a marginal membership fee, developers would sign up in droves. While we haven’t met our initial sales targets, we have found that there are very few developers that refuse a membership once we’ve explained the concept. Our plans for the future include geographic expansion, a redesign of the website with a buyer friendly focus and adding member benefits.

If you’re looking for a place in the Okanagan, check out www.redkey.ca!

Classnotes

2007

RIAN BOWDEN, BCom (Entrepreneurship), is the CEO of DailySplice, an online service that allows users to create their own radio stations out of podcasts. DailySplice has won over $27,000 in business plan competitions and currently employs four people.

NATHAN WEATHINGTON, MBA (Entrepreneurship), is the general manager of UsedEverywhere.com, the third largest free classified site in Canada, and the largest Canadian owned. “I’m still in Victoria and my son Hudson is just over a year old.”

AMANDA WRIGHT, MBA, is on the fast track with BearingPoint. After less than a year with the company, she has been promoted to Senior Business Consultant, and is enjoying consulting as a career. She says she has worked on some really interesting projects, including a six-week assignment in San Juan, Puerto Rico. Amanda and husband Kerry are expecting their first baby in August. “I guess you could say life is treating me pretty well at the moment.”

SEAN YOUNG, BCom, has been working as the Director of Business Development for the Centre of Urban Innovation to deliver the Gaining Ground Conferences in Victoria, Calgary, and Mexico. Sean continues to pursue entrepreneurial ventures in the technology industry that enable businesses to more effectively communicate with their customers.

2006

STUART HARTSOOK, BCom (IB), joined HSBC Bank Canada in Victoria as a Fast Forward Trainee this past September. He spent the prior year as a Senior Policy Analyst with the Ministry of Health and during the summer of 2007, traveled through South America. He will be getting married in May 2008 to his long-time girlfriend Rachel Beamish.

ANNE KLEIN, BCom (Entrepreneurship), has recently been promoted to Investment Representative at TD Waterhouse in Calgary. She is currently working for four investment advisors as an administrative assistant, as well as conducting trades on behalf of the clients directly, or for the IA. She is also involved in managing the client experience, answering client questions and managing the existing accounts.

JEREMY D. LOEB, MBA, has been at ISI Seminars and Publications and the Toronto Hedge Fund Hotel for the past half year, and is running hedge fund investor events and selling business book titles globally.

STEVEN VAN GEEL, BCom (Entrepreneurship), has been appointed Division Manager for luxury fragrance distribution in the Middle East. Steven moved to Dubai shortly after grad-
Louise Vogler, BCom '95 / BArts '95 (Pacific & Asian Studies), was recognized by *Asian Banker Magazine* as one of the “Top 100 Most Promising Young Bankers in Asia Pacific and Middle East.”

Vogler currently works in Shanghai, P.R.C., with Standard Chartered Bank (China) Limited as senior credit officer, East China. In her current role, she is responsible for managing a team of corporate credit approvers based in Shanghai who cover the risk assessment of, and credit sanctioning for, Chinese and foreign corporate clients in the Yangtze River Delta Region.

Vogler is also actively involved in the bank’s various corporate social responsibility activities, including Living with HIV and the bank’s efforts on sustainable banking.

She has been working with Standard Chartered Bank in a variety of corporate banking roles in Shanghai and Hong Kong since 1999. Prior to joining Standard Chartered Bank, she worked with the Royal Bank of Canada in both Taipei and Shanghai, and started her career after graduating from UVic in 1995, with the then BC Trade and Investment Office, working in the Canadian Consulate in Guangzhou from 1995-1997.

Vogler has lived and worked in the Greater China Region for almost 15 years, with her first visit to the region in 1990 on an exchange program between the University of Victoria and East China Normal University in Shanghai. Vogler is a fluent Mandarin speaker and is also able to speak basic Cantonese.

She is married to Enock Mundia, who is also based in Shanghai and runs a textile and garment manufacturing operation in the eastern Chinese province of Jiangsu. They have two children.

The award from the Asian Banker Magazine recognizes the next cohort of leaders in the banking community under the age of 40. ac

*The Asian Banker publicity site: www.theasianbanker.com/ind/award.nsf/LeadershipAwards_photogallery?OpenForm#youngbanker*
New Alumni Officer on Board

**UVic Business** has hired alumni officer, Krista Boehnert to develop and enhance its alumni relations. She has significant experience in university development and is a professional librarian. Boehnert worked in the development office at the University of Regina as a prospect researcher where she assisted with the “Building Dreams and Futures” campaign which raised over $82 million for the university. As a librarian, she has worked in government, academic and public libraries. Her areas of specialty are business, law and government documents. She was the Business Librarian at Regina Public Library, as well as a reference librarian at both Priestly and McPherson libraries at UVic and at Camosun College. Most recently, she was the branch head at the Juan de Fuca Library, the largest branch in the Greater Victoria Public Library system. Boehnert teaches Information Literacy courses part-time for City University in Bellevue Washington. She earned her Masters of Library and Information Studies Degree at McGill and a BA from the University of Ottawa. Boehnert is also a published playwright. Her one act plays are written specifically for high school audiences and have had productions in Canada, Australia, United Kingdom, and the United States. She looks forward to working with you and is always excited to hear from alumni. You can contact her by email: boehnert@uvic.ca or call 250-721-6630. bc

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**business education at the high school level, or woodworking at the middle school level.**

**DAYO OGUNSANYA**, MBA, recently joined the Risk, Information and Banking Group at American Express. In the new role, he will lead Enterprise Risk Management for the banking franchise in Canada.

**ALEX “SASHA” VERGEYCHIK**, MBA, CA, CPA, is a Manager, Risk & Compliance with Hunter Dickinson Inc., a company managing a number of exploration/mining projects around the world. Alex is successfully managing SOX compliance effort for the entities managed by HDI around the world, including Alaska, China, Mexico and South Africa.

**2000**

**SIMON COX**, BCom (Hospitality), has recently accepted a position as broker with Yacht Sales West, Granville Island, Vancouver. “It’s amazing to be able to combine my passions for sailing and people with the skills I developed during my BCom.”

**OSWALDO KOCH**, MBA, has recently been featured on the CBC’s *Dragons’ Den* and other major TV shows, promoting his fitness invention, Mastermoves Core Training System. Oswaldo is currently negotiating a multi-million dollar contract with one of the biggest fitness companies in the United States.

**JOSEPHINE LEONARD** (née **CHENG**), BCom, became a proud mother of a baby boy, Alexandre, on December 26, 2007.

**1999**

**DARYL DESMARAIS**, BCom, has spent the last year assisting with Big Brothers as a mentor. He is pictured with his girlfriend of 2 years, Bonnie Blasetti, during their vacation last year in Victoria, BC. Both have lived and worked in London, England and enjoy helping people develop their talents in business and the arts respectively.

**RICHARD FYFE**, MBA, was appointed Assistant Deputy Attorney General, Legal Services Branch, Ministry of Attorney General, in December 2007.

**1998**

**GUY AKESTER**, BCom, worked in Vancouver and Toronto for four years, then in London for four years until 2005. He then completed his MBA at Edinburgh University and moved to Shanghai and is now based in Hong Kong leading CB Richard Ellis’ tenant representation business in Asia. “I got married in 2006 to Alexia and am expecting my first child in May. The people in the photo are all UVic grads/friends who made it to London for my wedding.”
SCOTT BUTLER, BCom (Entrepreneurship), recently started up RedKey.ca, is a part owner of a Holiday Inn Express under construction in Courtenay, and is the managing co-owner of a joint venture building condos in Courtenay (www.theriverstonecondos.com). Scott is also the proud new father of a three-month-old baby boy with his wife Melissa and will be celebrating six years of marriage this summer in his new home in Kelowna that is currently under construction. scott@redkey.ca

BRUCE KWAN, BCom (IB), is co-founder, President and Chief Executive Officer at Tecagora Solutions Inc., headquartered in Victoria. Tecagora is a software development company and offers Managed Outsourcing Services. Bruce is also a Director of Topspin Volleyball Association, helping to organize and promote indoor and outdoor volleyball within the local community. Bruce is most proud of his wife, Karin and kids: Jaydon, Julianna, and Madilyn.

1996

LUKE WILLIAMS, MBA, is working as a Paramedic Ocean Lifeguard Specialist for the County of Los Angeles Fire Department on Catalina Island, an Exhibit Diver at the Aquarium of the Pacific in Long Beach, and a Therapy Dog Handler with The Bright and the Beautiful Therapy Dogs, Inc.

1995

JATIN BHATT, BCom (Hospitality), has been in Singapore as the Product Manager, Revenue Systems at Micros Fidelio Asia Pacific for the past three years. In this position, he is responsible for product management, sales, implementation, training and support for Micros’ OPERA Revenue Management Systems. He also works as a consultant to hotels on Revenue Management. “My career has always been in the hotel industry, firmly rooted in my UVic co-op experience.”

LOUISE VOGLER, BCom/BA (Pacific Studies and Asian Studies), Senior Credit Officer East China, Standard Chartered Bank (China) Ltd., has recently been selected by the Asian Banker Magazine (based out of Singapore) as one of the Top 100 Most Promising Young Bankers in the Asia Pacific and Middle East Region for 2008. “As an alumni of the Pacific & Asian Studies Department and the School of Business at UVic, I would like to share this honour with you.”

Have your say

We’re busy with exciting new plans for you! From the next Business Class issue, to podcasts, to online social networks and live events we’ve got many ideas to keep you informed and entertained; but don’t let us do all the talking!

Do you want to write a book review or article for Business Class? Is there a topic you’d like to see us discuss in the next issue? Do you secretly wish we held a golf tournament for alumni? Are you wondering why we don’t have an official Facebook page? Contact us with your ideas and suggestions. We’d love to hear your thoughts.

Be sure also to watch our website, where you can keep up to date on news in the faculty, read alumni profiles, and update your contact information. If you haven’t visited us in awhile, we have a great new look! Stop by http://www.business.uvic.ca to check it out.

Send comments to Krista Boehnert at boehnert@uvic.ca

KEEP IN TOUCH UPDATE YOUR CONTACT INFORMATION to ensure that you receive the latest information about UVic Business alumni events. You can also sign up for a permanent UVic alumni email address to ensure you don’t lose contact with classmates. Visit the UVic Alumni Association website at: https://alumni.uvic.ca/services/addressupdate.php
Are We Green Enough?
You be the judge

We have all heard about the utopian culture where business, the environment, and people all live in perfect harmony and I know you have seen the Venn diagram. You know the story; we all get filthy rich, while keeping everyone happy, and at the end of the day, we are up to our eyeballs in whales, plants, and clean air. But seriously, I don’t want to run a soap store or merely greenwash my slogans. I also want to play with the big boys and girls, and play the game for real money. Is this possible? Maybe.

At UsedEverywhere.com, a network of free classified sites in the US, the UK and Canada, we have differentiated ourselves in several ways to carve out our piece of the market. We are the largest Canadian-owned free classified site. By using human moderation, we have removed spam and porn from our site. Only on the Internet would the lack of porn be considered a key strategic initiative. In addition, we pride ourselves on our green message.

But how green are we? Our original mission was to keep items out of the landfill by allowing people to post them online free and find a new home for their goods. Our team whole-heartedly believes in this message, but we decided it was not strong enough. It seems that every business has a few sustainability or socially responsible business slogans today. These slogans tend to be drenched in so much jargon that most are interchangeable between businesses. We set out to put some meat to our message.

We want to give every Canadian the ability to turn trash into cash, cash that will go to the Nature Conservancy of Canada (NCC) to protect ecologically sensitive land across Canada. When a seller in Victoria wants to get rid of their couch they simply post the item on UsedVictoria.com. While posting, they can pledge the item’s value to the NCC. Next, a buyer comes along, needs a couch, and figures the money might as well go to protect land. The buyer gets a couch and a feel-good, the seller gets a feel-good and a tax-deductible receipt, and the NCC receives donations from individuals all over Canada.

Internet philanthropy is a new frontier. UsedEverywhere.com is on track to sell five million items this year with an average price of $100; I will let you do the math to calculate estimated donations.

Are we the most altruistic people on earth? Not quite. Why am I writing this story? Simple, I want you to go to our website. Like all good capitalists, we want to have a stronger marketing message than our competitors. This is where life gets philosophical. The more money given to protect land, the more publicity we hope to get. This publicity will grow the Used sites. As the websites grow, the number of items will increase and more money will go to protect land.

It is OK to analytically dissect the status quo, even if this status quo is environmentalism. The day we quit questioning, is the day we really have problems, ask Enron. Solar panels might be damaging to the environment, and biofuels might lead to the starvation of millions of people. We face a variety of difficult questions, questions that involve every aspect of society. The engineers and business graduates of the world will need to take an in-depth view of the issues to create long-term plans to protect our planet. Our ability to squeeze words like synergy, sustainability, and triple bottom line into our mission statements is not only irrelevant, it is prohibiting us from finding true solutions to the difficult issues we face as business professionals.

Nathan Weathington, MBA ‘07, is General Manager of UsedEverywhere.com. He can be reached at weathingtonn@yahoo.com.