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Message from the Dean

The tapestry of change

This past summer I moved into the dean’s office at Gustavson, where a large map of the world adorns the wall above my desk. Many of those familiar with my teaching at the school would define me by that map—an international business background, global mindset and ability to see the big picture. While I agree with these sentiments, I would argue that I am much better defined by the woven rug on my floor. A rug? Really?

Yes. As much as the map illustrates our playing field, the rug is a tangible example of many parts working in tandem to produce something amazing. At Gustavson, that is what we do. To be successful in the fast-paced, ever-changing business landscape, you need a variety of skills at your fingertips. As such, Gustavson has created an integrated learning environment, where students hone their entrepreneurship, service management, social responsibility and international business skills simultaneously. By weaving a strong tapestry of business acumen, our alumni are able to identify opportunities and pursue success no matter what industry they choose to work in once they graduate.

In this issue, you’ll see what this powerful combination can achieve. BC Ferries CEO Mike Corrigan ( MBA ‘00) deftly handles the challenges of operating a large corporation that serves local and international markets, while at the same time practising corporate social responsibility (p. 14). Chip Wilson, a 10-year business veteran, uses his financial prowess to navigate the tumultuous waters of today’s market as an equity trader for TD Securities in New York (p. 10).

In recent months, the business landscape has demanded adaptation. Global markets have been fluctuating in response to challenges in the Eurozone. Apple Inc.’s lawsuit against Samsung has the potential to change the landscape of the mobile-device industry. Lowe’s initiated a takeover of Rona Inc., while China National Offshore Oil Corp. will likely purchase Nexen.

For advertising please contact Jennifer Hanley at 604-639-3796 or businessclass@engmediaonline.com

Dr. Saul Klein
Dean & Lansdowne Professor of International Business
desaul@uvic.ca
I’ve been replacing my passwords gradually over the past months with new, improved versions. Unique passwords have been a concern of mine ever since I forgot my Verified by Visa online password and Visa wouldn’t let me use any password I’d used previously to replace it. Don’t laugh—I’d gone through three or four passwords with this service, and the more times I changed it, the more I realized that I was just setting up another password I was going to forget.

This is a situation we’re all facing now. Even if you can remember your Visa password, your LinkedIn password and the combination to your gym locker all at the same time, it’s still a house of cards given the number of websites and services we use daily. That, combined with the widespread security breaches that have recently hit LinkedIn, Facebook and the like, means it’s time to get serious about password security. Why? Because if you use the same password for LinkedIn and Gmail, someone with your LinkedIn password can log into your Gmail and manually reset other passwords. Like your bank PIN.

Start with a strong base—one you’ll always remember. For years, I got by with three passwords: one for low-security situations, one for medium-security and another for high-security users. If you’re Canadian, you already have the makings of a high-security string implanted in your brain, in the form of our alphabet-soup postal codes. My first computer password at UVic was “M5W_1E6,” the postal code required for sending letters to CBC radio. During my first three months at UVic, I had to tell this password to my IT guy more than a few times, and every time he’d ask, “How do you remember that?” That’s one of the things that makes a strong password base: you can always remember it, but it’s absolutely inscrutable to others.

Release your inner geek, but don’t go overboard. There’s no reason to let an identifiable site-specific tag sit inside your password, of course. If you feel like being super-sneaky about it, you can use any number of methods to change easily identifiable names like “cbc” into “vnv” (one character to the right on the keyboard) or “yxy” (z=a, y=b, x=c). This is an opportunity to find out how much of a geek you are. If you know ASCII transcriptions by heart, spell out the first two or three letters of the site in that. Morse code? Absolutely! But be consistent, or someday you may find yourself wondering, “Was I in my ASCII phase or my semaphore-colour-string phase when I set this up?”

Use common sense. Not even the best password will protect you from a well-constructed phishing scam. Don’t give out your password to anyone online, ever. If you have to share a password with a family member or colleague, make it distinct, but easy to remember, and different than the ones you use for other purposes.

For more on passwords, visit lifehacker.com: bit.ly/TABLlT

Dr. Craig Pinder has been named a Fellow Certified Human Resources Professional by the BC Human Resources Management Association. This prestigious title recognizes the most exceptional members in Canada and honours them for their outstanding contributions to the human resource profession. Pinder was a founding member of the movement to bring the CHRP designation to BC and was instrumental in developing the criteria for professional certification. Twenty-five years ago, he responded to a call to establish standards for the role of a human resource professional, and he has remained a champion of the profession ever since. Congratulations, Craig!
Glimpse the Genius
Faces of UVic Research

Where can you find more than 800 faculty researchers at the forefront of discoveries in everything from aging to music and zoology? At UVic, that’s where! The school is home to a wealth of world-class expertise across a broad range of disciplines—and it’s opening its doors to the world.

The Faces of UVic Research website presents short videos of UVic faculty researchers talking about their work and its impact on society—everything from post-traumatic stress disorder to the evolution of the English language—as well as profiles on Gustavson’s own research stars. Professors Angela Downey, A.R. Elangovan, Yan Shen, Brock Smith, Kenneth Tornicroft and Monika Winn share insights from their work in these short pieces.

Tune in at: bit.ly/uvicresearchprofiles

Executive Programs
Go Paperless

Masters in Project Management: students now receive iPads when they register. They download their course materials onto the tablets, in place of textbooks and course packs, using one device for notes, reading and research. Want to join the paperless classroom? Spring course dates are available in Victoria and Vancouver. Course information at: execprograms.uvic.ca/mpm.

Props to the PhDs!

This fall we welcomed six new PhD students to the Sardul S. Gill Graduate School. The intake is truly global—six students representing six different nationalities. Students can specialize in one of three program streams: strategy and international management, organizational analysis and cross-cultural management or sustainability and international management. In its third year, the PhD program has already established itself as a research incubator. Just check out these top researchers in the making. The Sardul S. Gill Graduate School’s first- and second-year PhD students.

The Innovator’s Cookbook: Essentials for Inventing What is Next
Steven Johnson
Riverhead Books, 2011

This captivating anthology of nine essays addresses the wildly diverse recipe for innovation. In six conversations, field leaders discuss what innovation means to them and how they nurture, cajole and stimulate their own creativity. Writings include Clayton M. Christensen’s Rules of Innovation, Teresa M. Amabile’s How to Kill Creativity and Richard Florida’s The Rise of the Creative Class.

—Sue Bengston

Steve Jobs
Walter Isaacson
Simon and Schuster Canada, 2011

This biography examines a life as frill-free and functional as Apple’s products, from Steve Jobs’ early days scoring electronic parts with Apple co-founder Steve Wozniak to his final years punching more than a few “dents in the universe” with iTunes, the iPhone and the iPad. The chapters between recount Jobs’ triumphs and failures with technology and people. But it’s author Walter Isaacson’s ability to decipher the “software” of Jobs’ personality that makes this such an intriguing read. An inspiring biography and a business case study to boot.

—Brad Buie

A Rising Tide: Financing Strategies for Women-Owned Firms
Susan Coleman & Alicia Robb

Women start four out of five new businesses, and 47 per cent of small- and medium-sized enterprises in Canada have at least one female owner. Effective financing is often the foundation for the success of such businesses, but there has been little research on financing strategies for women-owned firms. Coleman’s book brings together the latest research on financing and its implications for entrepreneurs. A must-read for female entrepreneurs.

—Corey Davis

Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics
Bill Franks
John Wiley & Sons, 2012

Steve Lohr of the New York Times recently wrote that 2012 is the year “big data” went from “the confines of technology circles into the mainstream.” But what is big data? And does it really have, in the words of Cornell computer scientist Jon Kleinberg, “the potential to transform everything”—even the way we do business? Author Bill Franks suggests that we are entering an era where massive amounts of data will drive innovation in business, government and academia. And according to the publisher: “By preparing and taking the initiative, organizations can ride the big data tidal wave to success rather than being pummelled underneath the crushing surf.” Everything you need to know to start analyzing and taming big data now.

—Corey Davis

Resonate: Present Visual Stories that Transform Audiences
Nancy Duarte
John Wiley & Sons, 2010

Last spring I attended the Canadian embassy fair in Kuala Lumpur, Malaysia. Afterward, I dropped by the Times bookstore and perused the latest business bestsellers. That’s when I discovered Resonate, Nancy Duarte’s 2010 take on presentations. The book draws on literary and cinematic analyses for strategies on how to create audience-tailored, “engaging journeys” through storytelling. As Ken Haemer of AT&T notes in the book: “Designing a presentation without an audience in mind is like writing a love letter and addressing it, ‘To whom it may concern.’” Read this and you’ll have them eating out of your hands.

—Brian Leacock, MBA ‘99

One Step Ahead
Words on where to go from here

The Rise of the Creative Class
Walter Isaacson
Simon and Schuster Canada, 2011

This biography examines a life as frill-free and functional as Apple’s products, from Steve Jobs’ early days scoring electronic parts with Apple co-founder Steve Wozniak to his final years punching more than a few “dents in the universe” with iTunes, the iPhone and the iPad. The chapters between recount Jobs’ triumphs and failures with technology and people. But it’s author Walter Isaacson’s ability to decipher the “software” of Jobs’ personality that makes this such an intriguing read. An inspiring biography and a business case study to boot.

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—Brian Leacock, MBA ‘99
Bright Light in the City
A BCom grad puts her skills to work on Wall Street

By Sonu Purhar

By 6:30 a.m., every weekday, Robin Kooyman (BCom ’08) is settled at her desk at TD Securities. She scans the news, reads The Wall Street Journal and catches up on any developments that could have an impact on Canadian securities. After a morning meeting with her team, she has a quick breakfast while reviewing reports and handling requests. Then, for the rest of the day, she speaks with institutional clients about investments. Twelve hours after she’s arrived at the office, Kooyman’s workday is over and she heads out for a well-deserved evening of relaxation.

TD Securities provides a range of capital market products and services to corporate, government and institutional clients—a different world from the hospital corridors and scrubs that were part of Kooyman’s original career plan. “I went to UVic fully intending to pursue a career in medical sciences,” she says. “Sometimes it’s easy to view business subjects as standalone silos,” she explains. “The entrepreneurship program showed me how small parts fit into the bigger picture.” A particularly memorable class for Kooyman was Venture Planning and Finance Expertise (ENT 411), for which she built a financial model in Excel—a task she credits as one of the most useful experiences of her undergrad career. Also valuable was the Business Co-op program, she says, through which she completed internships at RIM, BP Canada Ltd. and Mercer (Canada) Ltd.

Post-graduation, Kooyman worked for two years as a investment banking analyst at TD Securities’ Vancouver office. She then joined the institutional equities group in New York, starting on the trading desk and switching to sales last year. She attributes at least part of her career success to her time at Gustavson. “I’m not sure any amount of schooling ever fully prepares someone for their first job,” she reflects. “What I do know is that the entrepreneurship program helped me build a toolbox of skills and knowledge that I rely on every day to excel in my current role, and to prepare for future opportunities.” Though New York’s hectic lifestyle took some getting used to after living in laid-back Victoria, Kooyman is a city girl at heart. “There’s always something to do here,” she says. “It’s definitely a challenge to maintain work-life balance, but I take advantage of New York’s great outdoor spaces, like Central Park and the West Side Highway. Going out for a bike ride and playing soccer are a couple of my favourite ways to wind down.” At 25 years old, Kooyman is already immersed in a satisfying career, but she’s not hung up on making future plans. “I don’t know where I’ll be in five years,” she says. “I’m open to whatever prospects come my way, though I do enjoy living abroad and could see myself exploring international opportunities.” She pauses. “Although, I could always investigate a certification in ice-cream-sampling.”

For future graduates, she has a few simple yet powerful words of wisdom. “Never underestimate the power of networking, but view it as a two-way street,” she advises. “Surround yourself with great people who inspire you to do your best.” Seems like Kooyman has already become one of those people.

SPOTLIGHT

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Uncommon Threads
Founder of lululemon named Distinguished Entrepreneur of the Year

Chip Wilson, lululemon athletica founder and board of directors chair, received the Gustavson School of Business Distinguished Entrepreneur of the Year award June 7, 2012 in Victoria. Assistant dean Pat Eleman introduced Wilson at the ceremony, with a speech about the three “threads” that have shaped Wilson into who he is today: sewing machines, sports and family. Below, an excerpt from her remarks:

Thread 1: the Sewing Machine
The sewing machine was a central component of Chip’s home while he was growing up. Chip’s mom liked to sew, and he would help her make clothing, from laying the patterns to cutting the fabric and sewing.

Thread 2: Family
Chip’s mother and father had a significant impact on his values and mindset. His father taught him the importance of living in the moment—to truly live and experience life; his mother taught him that anything is possible. To lululemon Chip brought these values, and the belief that there is no separation of family, health and work.

Thread 3: Athletics
Chip’s entire family was athletic. His father was the Provincial Athlete of the Year when he graduated from high school. His mother was a gymnast and a lifeguard. All of the children were involved in competitive sports. Chip held many national swim records and swam for two Canadian teams. He played football and squash, wrestled, completed an Ironman, was an avid surfer and has snowboarded all over the world.

“What I foresaw, before anybody else did, was a market that had never existed before: 32-year-old single professional women who were well educated, athletic, good looking, owning their own condos and into their health.”

– Chip Wilson, DEYA acceptance speech

Chip Wilson at the Gustavson DEYA dinner June 7; the event’s yoga-themed decor.

Career in Focus
New BCom capstone course nets students real-world experience

By Jennifer Gill

In a decade where the only consistent part of planning a career is change, the new millenial’s task of figuring out the answer to the age-old question, “What are you going to do after graduation?” is increasingly complex. Rapidly changing job markets, diversification in the standard workday, the rise of perpetual career changers, rapid technology advances and, somewhere in all of this, the need to find the right balance of challenge and job satisfaction—this is the new graduate reality. To properly equip future goals, the Gustavson BCom program has developed a new capstone course.

COM 405 has been designed to encourage, and give shape to, student co-curricular activities. The course is currently being delivered to a small pilot student group, but as of July 2013, nearly 250 students will participate.

Building on the employment-readiness skills of earlier co-op prep and professional skills training courses, the 12-month, mandatory, self-directed course also allows students to seek career guidance and mentorship from a range of business professionals and course instructors. Course content is tailored to complement each student’s career goals and may include: skills training, portfolio development, career assessment and networking events. What does that entail, specifically? For the pilot program, one COM 405 student will be volunteering with FreshLook Student Consultants to offer free consulting advice for start-ups and small businesses in Victoria, gaining valuable experience in management consulting—his ultimate career goal. Another will be sharing his business expertise, on a volunteer basis, with animal welfare organizations in Thailand. Several COM 405 students are brushing up on their professional public speaking skills through groups such as Toastmasters, and by competing in the JDC West business case competition. Among other opportunities, the pilot group will get to work through the LifePilot program this November. During this full-day seminar led by certified coach Margie Schamuhn, students will learn how to make life decisions with confidence and better organize their time.

Since 75 to 80 per cent of the students eligible for the course are on exchange, social media and other technologies are key. Students living abroad can participate in workshops and hour live speakers through the COM 405 YouTube Channel and take part in discussion groups through the E³ Facebook page. They can even participate in advising appointments with their course instructors via Skype.

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Growing up in northern Ontario, Mike Corrigan (MBA ’00) learned a valuable lesson from his father, Jack, who was a hard-rock miner. “He took me into the mines a few times just to make me realize what the world would be like if you didn’t have an education,” says Corrigan, who is now president and CEO of BC Ferry Services Inc. Nonetheless, at first, when Corrigan was a teenager, in the late 1970s, his education took a backseat to hockey. In school, he scraped by; on the ice, he excelled. He won a Memorial Cup in 1980 with the Cornwall Royals, where he skated on a line with future NHL superstar Dale Hawerchuk and future NHL player and coach Marc Crawford.

Corrigan never did play in the NHL himself. However, he spent four years in the Detroit Red Wings’ farm system and played one season with the legendary Pete Mahovlich in the American Hockey League. Like Mahovlich, Corrigan had been born in the hockey nursery of Timmins, Ont., which was where he first laced on skates before moving with his family to Sudbury when he was 11. Shortly after turning pro, Corrigan realized his chances of NHL fame were “slim to none.” But he continued to play in the minors in Kalamazoo, Michigan, where, perhaps recalling his father’s advice about education, he also enrolled in the local community college and took his first steps toward a bachelor’s degree. In 1985, he took a job with the Michigan Power Company, launching the career that would ultimately bring him to Victoria.

“I started out in the mail room,” he recalls. Meanwhile, Corrigan finished off his undergraduate degree in accounting and economics at Western Michigan University.

Fast-forward about a decade and Corrigan, now married with two daughters, was back in Ontario and working for Centra Gas, when he received an offer to head up Centra’s business development department in BC. “When I moved out here, my boss at the time made me promise I’d finish my MBA,” says Corrigan (he’d already taken a few courses at Laurentian University in Sudbury). So, in 1997, he enrolled at UVic. He took twice-weekly evening classes for about two-and-a-half years until he completed his coursework.

“He was an older student, so he came perhaps a bit more focused than many of them in terms of what he wanted to accomplish and why he was there,” says then professor Eric Morse, who taught Corrigan strategic management. Morse was a key influence during Corrigan’s time at UVic, as was A.R. Elangovan, professor and director of international programs at the Gustavson School.

“We’ve brought [Elangovan] back many times to our company to talk about trust, team-building and things like that,” Corrigan says. “He’s just a down-to-earth guy who can get his message across very succinctly.”
Elangovan reveals that, like many of the students in his Managing People and Organizations course, Corrigan already had a lot of work experience. “But he was one of those people who was very good at taking ideas and concepts and models from the classroom and applying them to the issues, problems and challenges he has in the workplace,” Elangovan says.

An example of this occurred shortly after the tragic sinking of BC Ferries’ Queen of the North in March 2006, when Corrigan had to put what he’d learned about trust building to the test. “I took over operations nine days after that, and my sole focus pretty much since then has been the safe operation of BC Ferries,” says Corrigan.

Corrigan’s belief in the importance of safety is another legacy of his father, Jack, who went to work in the mines at age 14 after his own father’s untimely death. Jack passed away in 2004 at age 67—Corrigan says he has no doubt that the poor safety and ventilation of mines in the 1950s caused the respiratory and circulatory ailments that cut his dad’s life short. “Which is the reason I focus so much on safety in making sure our employees are taken care of at BC Ferries, as well as our passengers,” he says.

His goal became to make BC Ferries the safest marine transportation company in the world. Achieving that, however, would require getting the employees and their union on board. And, as Corrigan admits, “management-union relations at BC Ferries had been pretty bad over the years.”

One day, he called up Jackie Miller, then president of the BC Ferry and Marine Workers Union, and explained his vision. “And she was totally aligned with it,” he says. That resulted in the SailSafe program, a 50-50 joint venture between the company and the union. “The whole program is built on the self is his family—and hockey, of course. He coached his daughters Jakki, now 24, and Mika, now 22, for nine years in minor hockey. Both girls and about 18 of their teammates earned scholarships to play hockey in the U.S. and Canada.

His wife, Shari, who now teaches business at Camosun College, was the team manager. “So we were all together,” Corrigan says. “That was great.”

Key to Corrigan’s sense of himself is his family—and hockey, in particular. “Especially if you have girls. It’s harder for a father, I think, to get close to teenage daughters. But when you play hockey you’re a common bond there, which really helped.”

Now 21, Corrigan still laces up the blades every winter in North Saanich’s arena, for the Shoreline Canadians.

It’s amazing he finds time. On Jan. 1, 2012, Corrigan officially took over as CEO of BC Ferries from David Hahn, who had been CEO since May 2003. Hahn’s $1-million annual salary at the time of his departure caused such a stir that BC’s Liberal government imposed a cap on the CEO’s salary of around $564,000. “Which means that Corrigan stands to make less than their male counterparts,” Thornicroft says.

By Moira Dann

New research shows female executives negotiate less-golden handshakes than their male counterparts

Recent Gustavson research shows that outgoing female executives get fewer severance dollars than men, especially when women negotiate their “handshakes” themselves.

Dr. Ken Thornicroft, professor of business law and employment relations at Gustavson, came to this conclusion after analyzing 11 years of provincial and territorial appeal-court decisions on severance payouts, as well as a student negotiation exercise. The outcomes of the court cases clearly showed that gender was a significant factor in the size of senior executives’ severance payouts.

“When I wasn’t expecting anything, and I was a little bit surprised, but I double-checked everything and there’s no doubt about it—it’s a significant predictor,” he says. “That difference,” he says, “was a significant difference in the amount representing the employer and those representing the employee. There was a significant difference in the amount students chose to award men versus women. ‘That difference,’ he says, ‘was pretty close to what the courts were doing, which was quite interesting.’

Another finding from both contexts: the bias against female claimants is present whether their representing negotiators are male or female. “The worst scenario was when women were representing women, against a male representing the employee, which does get us into the whole area of gender influences and negotiating behaviour,” he says.

Thornicroft also considered the results of his own students’ mock settlement negotiations over the course of seven years. The class was divided into those representing the employer and those representing the employee. There was a significant difference in the student choices to award men versus women.

In light of his findings, Thornicroft has suggested a legislated formula for determining appropriate notices and its dollar value, as one fix. “A lot of court time and trouble is expended dealing with these notice questions. The courts have traditionally taken the position that it has to be an individualized assessment; each case is unique unto itself. The idea that you could create a formula—just plug in the numbers and come out with an answer—is anathema to the court system.”

But Thornicroft sees it differently. “My research shows that you can come up with a pretty sound mathematical formula and it very closely replicates what the courts are doing. I can predict with a very high degree of confidence what a court is likely to do in a particular case.”

Such a formula would save a lot of money, time and anguish, he argues. “If we could build this formula, within a legislative framework, so parties would know what their entitlements are, what their obligations are, there’d be no reason to go to court,” he says.

He adds that while it may not be a current legislative priority, it’s reasonable to assume that it will happen eventually. “There already is some basis for a statutory formula based strictly on years of service. I’m suggesting perhaps we could add a few more factors into that to reflect what the courts are doing, based on my research.”

Mike Corrigan (MBA ’00), CEO of BC Ferries
This past summer I worked in the BCom office organizing the Workplace Skills Conference for incoming students. It was great getting to know the staff and faculty. One of my favourite moments was interviewing Gustavson’s new dean, Dr. Saul Klein. I knew he was passionate about how companies navigate change, transitions and growth, so what better time to nab him than when he was going through a big change and transition himself? We talked about what makes our school special, how we learn, and a few of his favourite things.

LM: What about Gustavson enticed you to come here?
SK: I’ve been here 11 years. I moved here after spending five years in South Africa and two in Singapore. My background is inherently international, and finding a school that put that front and centre was great.

LM: What has been your favourite experience with the school to date?
SK: One of the things I take a lot of pride in is the work we’ve managed to do in the Executive Programs. Most people know what we do on the degree side, but there’s a whole non-degree side of the Gustavson School that we’ve grown dramatically over the last seven or eight years. We were able to create something that continues to grow. It’s kind of like running a business within a business school, because Executive Programs’ focus is on building and building reputation and building recognition beyond Victoria, beyond BC, and internationally. I see that as the major challenge for the school. It has some components of branding and marketing. It also requires us to refocus a little bit—to think about what we want to be known for, our aspirations for the school, and then think, OK, what’s the plan to actually achieve those?

LM: What is a challenge that you have faced and overcome that you are most proud of?
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LM: What are your goals moving forward as the new dean?
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LM: What are you most proud of writing?
SK: The articles I’ve written for academic audiences—I’m proud of the fact that I’ve been able to get them into the top journals in my field. I’ve also enjoyed writing cases. The focus of my recent work has been on firms coming out of emerging markets. What are they doing? How do they manage the transition? I’ve really enjoyed writing some of those cases because it has enabled me to understand what some of those companies are doing. One of my favourites is Nando’s, a chicken company. They’re in Victoria now. Did you know that they are South African? It’s a wonderful story. I wrote a case on how they got to where they are now.

LM: Who do you admire in the world of business?
SK: People I admire are the ones who build businesses by delivering incredible value for customers. Maybe it’s my marketing background, but I think of people like Walt Disney. The whole business is created on a foundation of “we’re here to make people happy”; customer service excellence runs through it all. Or somebody like Steve Jobs, who created that level of customer value through innovation. I admire those who see an opportunity that isn’t immediately obvious, or isn’t obvious to others, who get away from thinking about purely tangible things to thinking about how to enrich people’s lives and do so in a way that surpasses others in service delivery.

LM: Which person, dead or alive, would you like to have dinner with?
SK: A person who intrigues me is Nelson Mandela, in terms of what he was able to do—both in overcoming the hardships that he experienced, and in becoming a visionary leader, able to bring people together who were fundamentally polarized. I grew up in Africa, and I went back to South Africa after the end of Apartheid. It was the time when the country was going through its transition...
show Victoria what we’re all about than to introduce some of our grads? Alumni joined us on campus for a mini trade show highlighting their enterprises. Here’s a peek at some of the participants and their groundbreaking businesses.

Amoda Tea
amodat ea.com; facebook.com/amodat ea; @amodat ea;
pinterest.com/amodat ea

ELEVATOR PITCH: With so many choices and an endless list of tea companies worldwide, selecting your daily cup can be an overwhelming experience. Amoda Tea’s Monthly Tasting Box allows tea connoisseurs and newbies alike to discover amazing new teas. Each month, subscribers receive, right at their doorstep, three delicious teas from three different companies. We take the guesswork out of buying tea and expand your tea horizons.

WHAT SETS US APART: Simplifying the tea discovery, revolutionizing the tea-buying experience and making international artisan teas and blends available to your door.

OWNERS:
Tegan Woo (BCom ’04, MBA ’11)
Julian Legazpi (MGB ’11)

Cool things about my job: The brainstorm and the blank canvas. As with many entrepreneurs, the chance to shape a vision has always been something I’ve wanted to try. With Amoda Tea, there’s no shortage of new challenges. It’s an incredibly unique industry.

Business idol: Li Ka-shing—one of Asia’s foremost businessmen. He started with nothing and now runs a business dynasty with a commitment to philanthropy throughout Asia and the world.

When I’m not working: I’m: Travelling and staying active. This adage comes to mind: “When you are not moving, you are standing still.”

Darryl Mclvor (BCom ’10, MGB ’11)

Cool things about my job: Knowing that all successes and failures of the business are a result of our own decisions.

Business idol: The Samwer brothers. I admire their ability to take an existing idea and rapidly execute it internationally.

When I’m not working: I’m: Usually outside or playing hockey.

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Mobile Tile by Madico
mobiletile.com; facebook.com/MobileTile; mobile_tile;
pinterest.com/mobiletile

ELEVATOR PITCH: With an individualized approach to service delivery, Mobile Tile by Madico puts innovative tile solutions in motion. A single on-site appointment lets you select your tile and receive an accurate installation estimate from an experienced professional. Every mobile appointment includes a selection of over 500 samples personalized to your needs from our selection of thousands.

WHAT SETS US APART: Our service. Traditional tile companies spend a great deal on creating and maintaining static showrooms that highlight only a few products. With us, designers, homeowners and contractors can shop in the space where the tiles will actually be installed, or wherever is most convenient. But the mobile store is only part of what makes that possible. Most of our costs are related to maintaining a highly experienced and skilled team. We consult with the client beforehand to narrow down a customized tile selection for their project. An experienced expert, able to answer any questions relating to design, installation and procedure, attends every mobile appointment.

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Backyard BC
backyardbc.com; @backyardbc; facebook.com/backyardbc

ELEVATOR PITCH: Featuring a variety of hotels and resorts throughout the province, Backyard BC gives British Columbians free access to exclusive, resident-only discounts on accommodation.

WHAT SETS US APART: Aside from lower rates on accommodation, our service connects customers directly to hotels, meaning they don’t need to pay until check-out, can cancel easily and can take advantage of hotel loyalty programs.

OWNER: Brian Friesen (MBA ’10)

Cool things about my job: I can implement new ideas immediately and have full control over all aspects of the business. There are some nice hotel perks, too.

Business idol: Eric Ries, entrepreneur and author of The Lean Startup.

When I’m not working: I’m: Flying fish or playing golf.

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mobiletile.com; facebook.com/MobileTile; mobile_tile;
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Even as he worked through his degree, Craig Lansley (BCom ’12) made his love of golf, snowboarding, soccer—well, all kinds of sports—work for him. “The kind of forththought, action and evaluation that go into a good game, of golf, for example, are also key to career planning. ‘He’s strategic,’ says Marguerite Casey-Wolnicki, Lansley’s co-op coordinator. “He thought about building his skills and competencies.”

As the 22-year-old, who came to Victoria straight after graduating from high school in the Lower Mainland, points out, “The whole point of co-op is to experience things you wouldn’t otherwise do.” In fact, the mandatory co-op terms and Gustavson’s exchange program were deciding factors in his choice to attend Gustavson.

Being open to doglegs that might lead to interesting fairways is the choice to attend Gustavson. “Epicure Selections in Victoria,” says, “they’ll let you run with it.” For his part, Lansley welcomed the chance to try new things. “If you come up with an idea and it makes sense,” he says, “they’ll let you run with it.”

To help pull together the conference, and a staff barbecue in September, plus other events he worked on during his term, Lansley created seating charts, sourced music, worked with a graphics team and researched suppliers. “I met a lot of people in different industries, like catering and entertainment,” he says. “[Epicure Selections] has given me a lot of opportunity to learn.”

As it turned out, he needn’t have worried. Lansley helped plan a national conference for 1,000 attendees this past August, complete with seminars, awards and recognitions, and a gala to celebrate the company’s 15th anniversary. “He definitely helped the event reach its goal, which was to engage, motivate and train the independent salespeople,” Charbonneau says. “He was willing to take on new challenges.”

For his part, Lansley is “.debug the event planning experience—a perfect fit for his next gig.”

“Our [human resources] department suggested the co-op,” says Josie Charbonneau, special events manager at Epicure Selections, just outside Victoria. “I was a little nervous about hiring a student at a busy time. I didn’t have a lot of time to train him.”

What is ICE?
The ICE helps any student, faculty member or recent graduate (within the last three years) take their business dreams from conceptual to investor-ready. Experts from the local business community help participants navigate the process, which occurs in four phases (see diagram below). Each client gets a lead adviser, who engages other advisers as necessary, and prepares participants to present before a review panel at phases two, three and four. This approach helps aspiring entrepreneurs build a viable plan and hone their pitching skills. The hope is that a successful presentation at phase four will lead participants toward investment and financing to help launch their new ventures.

Please raise your hand if you can help us. The answer to bringing business to Victoria rests with all of us. If you can connect us to the associations in your network, we can talk to them about holding their next conference in Victoria. We make it easy for you to raise your profile within UVic and within your professional association. Speak with me to make it happen.

By Rob Milne

What would Dell, Microsoft, Google, Facebook and Wordpress have in common? It’s not just that they’re tech companies. All of them launched while their founders were still in school.Cisco Systems, Silicon Graphics and Sun Microsystems? All once shared the same building on Stanford’s campus. Many of today’s other successful companies originated in campus dormitories as well. So, it’s no surprise that universities all over the world are trying to encourage entrepreneurship among students and alumni. UVic is no exception—the Gustavson School of Business offers an entrepreneurship specialization for business students and hosts a business-plan competition every year, open to any UVic student. The first-place winner receives $5,000.

But now the school is setting its sights higher, with a new initiative that helps anyone on campus with a business idea bring it to fruition: the Innovation Centre for Entrepreneurs (ICE).

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Get involved
The centre is always looking for volunteer advisers. Serving as an adviser is a great way to give something back—and it just might help launch the country’s next big business success story.

Advisers fill many roles, in two broad categories:

- **Functional advisers:** Provide industry expertise in a particular area, such as financial planning, market development or product development.

- **Industry advisers:** Provide industry-specific expertise in particular sectors, such as IT.

Interested in becoming an ICE client? Take your early concept—anything from rough product sketches to more detailed planning documents. The centre will happily help. Just drop in at BEC building, room 117.

**ICEuvic.ca**

ICEteam@uvic.ca

**ICEuvic.ca**

**ICEuvic.ca**
Staying Sustainable

Joanne Day, BCom ’02, keeps US senators on speed dial. “If I hear about just one environmental vote coming up, I can send an email or call to voice my support,” she says. “They need to hear from everyday people, not only special interests.”

At first, the connection between this political action and her role as assistant director of human resources for The Fairmont Olympic Hotel in Seattle, Washington is not obvious.

“What’s good for the environment is good for human health and profitability,” she points out. “The sustainability program is not part of my job description but I was able to take it and run with it. I love that about my job.”

Day blends her role in human resources with her passion for saving the world. During her 10 years with the company, she has initiated a vast array of sustainability projects. For example: new staff members receive sustainability training as part of their general orientation. The green focus continues with the department-specific training—whether it’s composting in the kitchen or recycling from the guest rooms.

Day also created the hotel’s first annual environmental fair, featuring local vendor displays and themed events, on topics such as conserving energy, reducing chemicals, detoxifying air and saving water. The fair’s success inspired the Fairmont Olympic Hotel in Seattle, Washington is not obvious.

Virtues of War

Peter R. Gustavson School of Business
The Wayback Machine

We’re channelling the mid-’90s this issue! We checked in with a few of our first MBA grads to catch up on their post-degree adventures.

Anu Rishi, MBA ’94
Where I Live now: Calgary.
Occupation: Manager of pricing and contracts, Xerox Global Services.

Proudest professional moment: Being part of the inaugural UVic MBA student study tour to Malaysia.
Advice for my younger self: Don’t let the pessimists grind you down. Profession I’d most like to try: Entrepreneur.

Ralph Thomas Sketchley, MBA ’94
Where I Live now: Saanich, BC.
Occupation: Owner, Rsketchl Enterprises Inc.

Proudest professional moment: Learning the heartfelt gratitude of public and private sector clients.
Advice for my younger self: Get some work experience before starting an MBA, as that is the way to get the most value out of it. Profession I’d most like to try: Entrepreneur.

Next on my bucket list: A dream would be to earn a diploma in Ayurveda and open my own practice/ spa.

Peter Spee, MBA ’94
Where I Live now: West Vancouver.
Occupation: Chief risk officer, Sherpa Asset Management.

Proudest professional moment: Being promoted to managing director at the Royal Bank of Scotland in 2006.
Advice for my younger self: Drink better wine. Profession I’d most like to try: Copyright and patent law.

Next on my bucket list: Sailing classes.

2001

Glen Allen, MBA, has recently accepted a continuing faculty appointment with the Camosun College School of Business.
He looks forward to getting back into the classroom, and to creating quality educational experiences for students. Allen has been with Camosun College since 2007, spending two-and-a-half years as a term business instructor and three years as faculty co-ordinator for Camosun’s customized international training programs. Allen will be teaching in the marketing department and management and human resource leadership department, and is keen to support international initiatives in the school of business.

2006

Simon Rose, MBA, is vice-president, business development for 8edtica Canada, a Victoria startup that helps people manage their own medical information on a card that fits in a pocket. Read more at emedics.ca

Daniel Yang, MBA, is a business analyst at Ideaca in Calgary. Ideaca is a Canada-based consulting firm. Daniel works on SharePoint implementations in the oil and gas sector.

Groomed for Business

Jamie Beuthin (BCom’00) is putting a new face on skin care for men. His mens’ grooming shop, MASC, opened its doors in Vancouver’s trendy Yaletown district in 2007. A web store followed six months later.

Beuthin says problems with his own complexion when he was younger made him aware of the need for good skin care products for men.

“I would see those products in magazines such as Men’s Health and GQ, but wouldn’t be able to find them in Canada. And then I thought: ‘If I’m looking for them, then probably there would be other guys looking for them, too’”.

Beuthin co-founded the store with his friend, Patrick Levesque. They had less than three months between leaving their full-time jobs and the birth of MASC.

“It was a huge risk for us, but if you don’t take chances then you never know what you can possibly achieve,” says Beuthin. “It hasn’t been easy. It’s required great sacrifices and a lot of sweat, blood and tears, but it’s finally paying off. We’ve seen a huge amount of growth, particularly in the last two years. We’re starting to reap the benefits of all that hard work.”

Both men spend time in the shop, though they have other responsibilities in the business. Beuthin does inventory management and bookkeeping, while Levesque does more of the public relations, social media and SEO work on the website. “I work on the website, too,” says Beuthin, citing his short product-demonstration videos, MASC Minutes, which help put a face to the MASC name.

“When you’re in school, you never really think about how you’re going to actually apply what you’re learning, and then you leave school and you think ‘I’m never going to actually use that’. But you do. In different ways, sometimes it’s implicitly, sometimes it’s directly—so I would say, yes, definitely. What I learned has translated into real-world use.”

Beuthin adds, “There’s nothing quite like being your own boss, being responsible for your own success and how much money you make every month. It makes you accountable.”

—Moira Dann

Business Class unearthed this photo of MBA ’96 students at the end of their August module (now called BUS 182) at Dunsmuir Lodge in 1995. We spy a few familiar faces: Distinguished Alumnus G. Andrew Work and our own MGB associate director John Oldale. And the shadow on the far left is none other than former dean Ali Dastmalchian. Are you in this picture, or do you recognize someone? Send us a career update with a current photo and we’ll put it in our next issue (businfo@uvic.ca).

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The Micro-Loan Learning Curve

Gill PhD student earns Vanier Canada Scholarship for study on micro-lending

By Dianne George

Over the last three decades, the practice of using microcredit—small loans, some less than $100—to help individuals lift themselves out of poverty has become a global movement. It grew from the pioneering work of Muhammad Yunus, Bangladeshi professor and Nobel Peace Prize winner, who began providing very small loans to some of the world’s poorest people. Now Canada is spending millions of dollars every year through the Canadian International Development Agency (CIDA) and community business development corporations on microfinance programs and training.

“We’ve been assuming that the educational component would increase the success rate of those micro-entrepreneurs who receive training,” says Richard Tuck, second-year Gill PhD student. “However, only one study has tested this assumption, and it revealed that this was not the case. I’d like to figure out why.”

Tuck’s background, gained from working in Nicaragua and Costa Rica, led him to believe that cultural context is not always given due consideration. “The material I’ve seen is all based on the modern Western assumptions of business planning, and use words and examples that consistently come up in cultural differences, both in and out of the classroom. Karnjanavijaya says this also helped with getting her job.

“We’re a logistics company, so we do shipping and deal with clients from all over the world. Learning how to interact with people from different cultures and backgrounds was one of the toughest things that I took from the program,” she says. “Right now I’m in a workplace that’s very multicultural. You have to learn how to deal with people from different backgrounds.”

Karnjanavijaya says that one classroom example in particular proved to be very helpful in her working life. Call it a fluke or a happy accident, but China was the example that consistently came up in shipping terms, all of which have to learn how to deal with people from different cultures and backgrounds.

PETER B. GUSTAVSON SCHOOL OF BUSINESS

Gill’s Master of Global Business degree pays off for its first batch of grads

By Greg Pratt

For Patsy Karnjanavijaya (MGB ‘11), being part of the first graduating class of the Master of Global Business program was many things; exciting, valuable and risky. “Just because there had been nothing, no history of anyone ever succeeding or doing good things after the program,” she says. “It was a bit of a gamble, that’s for sure.”

But the gamble paid off. Karnjanavijaya is now working at SDV Logistics in Richmond, where she is a sales co-ordinator. Her job involves helping sales representatives find prospects, discussing shipping routes and detailing shipping terms, all of which are skills she learned in the program. “The Master of Global Business is a one-year program that fully immerses students in the international business world and allows them to study in two other places besides Victoria—either Taiwan and Austria or France and Korea (making it the only Canadian degree program that takes place in three countries). Students get valuable lessons in cultural differences, both in and out of the classroom. Karnjanavijaya says this also helped with getting her job.

“We do work with students from each university as well, and the way they’re taught is very different from the way we’re taught here in Canada,” she says. “It was eye-opening for sure. You just had to learn how to deal with different things in different countries,” she says. “You do work with students from each university as well, and the way they’re taught is very different from the way we’re taught here in Canada.”

Vanier Canada Graduate Scholarship, worth $50,000 per year for three years. Tuck plans to use the money to fund a three-stage questionnaire for micro-entrepreneurs who live in poor communities abroad and First Nations communities in Canada. He says he hopes the outcome of his research will lead to more effective education and training for micro-entrepreneurs, improved policy and more efficient use of global aid dollars.

“There are 1.4 billion people living in extreme poverty, and alleviating such poverty continues to be a major challenge facing human civilization,” says Tuck. “Improving market-based approaches to poverty alleviation is important for Canada and can be done by Canadians. Not only will this research help CIDA with its international development mandate, but northern and Aboriginal communities here in Canada will benefit greatly by improved business education.”

“Receiving this award is a tremendous honour,” adds Tuck. “It allows me the luxury of doing my field research and spending more time in the countries really getting to know the people. Moreover, I think it speaks to the world-class researchers who are part of the Gustavson faculty. They are at the forefront of management thought, particularly in areas of social entrepreneurship and sustainability, which is the reason I applied to this school.”

Tuck is one of five UVic graduate students to receive a 2012 Vanier scholarship and the third business/management student to have received one since the program launched in 2009. The award was created to attract and retain world-class doctoral students in Canada and establish the country as a global centre of excellence in research and higher learning. It is available to both Canadian and international PhD students studying at Canadian universities.
I'd always dreamed of living in Spain. Then, in October 2010, a position with Hewlett Packard led me and my family to Saragossa. There, I’m responsible for the delivery of Spanish services for Barclays Bank, which outsourced its operations to HP in 2009. With more than 500 staff members and 800,000 customers, my work is demanding but rewarding.

Employees’ relationship with the boss. The Spanish are very traditional in the workplace, and employees are taught not to interact with or even speak to their boss. The typical approach is to mind your own business and just do your work. This caused some difficulties—especially when staff knew about a problem or a potential risk, but didn’t feel empowered to act. In my first year, I worked with my management team to shift the culture to one of greater openness. We encouraged communication and met regularly with staff. Not surprisingly, at the end of the first year, our office received the highest employee-engagement score in Spain, demonstrating that transparency and staff involvement deliver real results.

Careers. Young people in Spain tend to put leisure and family time ahead of career. In the beginning, it was hard for me to understand why staff weren’t applying for positions we posted internally. In many cases, I would have to personally encourage qualified potential candidates to apply. Typically, they would respond: “I’m comfortable in my current role,” or, “I don’t want the extra stress and responsibility.” This lack of motivation is partly a result of lower pay at all levels compared to other countries and partly the elaborate social safety net in that country. In a way, risk-taking has a low return, which demotivates staff, and prevents the labour force from performing to its full potential.

Family life. When we arrived in Spain, our two girls were seven and four, and they didn’t know a word of Spanish. We placed them in a Spanish school and, although they had some difficulties adjusting to a new school and friends, their capacity to learn the language has been amazing. It has been almost two years, and even with summers back in Canada, they are both fluent speakers, and learning to read and write. The school welcomed us with open arms—literally. It’s normal for teachers and children to hug and kiss cheeks, and this helped our girls feel loved and accepted right from the start.

To get in touch with Anatolijus, or read about his family’s adventures, visit: anatolijus.eu.
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We gathered to celebrate Dennis “Chip” Wilson, a passionate entrepreneur and visionary best known for his creation of lululemon athletica. Congratulations Chip on receiving the Peter B. Gustavson School of Business Distinguished Entrepreneur of the Year Award and thanks again to our sponsors and guests.

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