LOOKING TO THE FUTURE

CHANGING LIVES IN TUNISIA

BIZ ED IN ABORIGINAL COMMUNITIES

OUR FIRST CUSTOM MBA
THANK YOU TO ALL OUR GENEROUS SPONSORS AND GUESTS

Celebrating David Foster master of the music business

Thank you to the BC business community and our generous sponsors for helping to make the 12th annual Distinguished Entrepreneur of the Year gala a “Greatest Hit” evening.

Saul Klein, Dean, Gustavson School of Business | Peter Gustavson, Event Chair, CEO, EncoreFX

Table Sponsors:
- BMO Financial Group
- Black Press/Used Victoria
- Cafferky Wealth Management, RBC
- Chris Paver & Associates, Raymond James Ltd
- CBC Wood Gundy
- Colliers International
- Conservatory of Music
- Cos Taylor-Barnstons, Solicitors, Notaries
- Davies Park Executive Search
- Deloitte
- Douglas Magazine
- Georgian Capital Partners
- Glenlyon Norfolk School
- Greater Victoria Chamber of Commerce
- Gustavson Capital
- Heart Pharmacy Group
- Helijet
- Hutchenison Oss-Cech Marfleet
- Island Savings
- Jones Emery Hargreaves Swan LLP
- Kinder Morgan Canada - Trans Mountain Expansion Project
- KPMG
- Leading Ladies
- League of Extraordinary Women
- McElvain Investment Management Ltd
- National Bank Financial - David Schneider
- National Bank Financial - Grant Schnurr
- Paragon Private Wealth
- Pescatores Kitchen | Raw Food | Commons
- RBC
- RBC Global Asset Management
- Royal BC Museum
- Royal LePage Coast Capital Realty
- ScotiaMctLeod
- TD Bank Group
- Telus
- UVic - Corporate Relations
- UVic - External Relations
- UVic - Faculty of Law
- UVic - Innovation Centre for Entrepreneurs
- UVic - NCIED
- Viking Air
- Werner Maybury
- Wealth Management, Raymond James Ltd
- Wesley Clover

Event Sponsors:
- BMO
- Black Press/Used Victoria
- Cafferky Wealth Management, RBC
- Chris Paver & Associates, Raymond James Ltd
- CBC Wood Gundy
- Colliers International
- Conservatory of Music
- Cos Taylor-Barnstons, Solicitors, Notaries
- Davies Park Executive Search
- Deloitte
- Douglas Magazine
- Georgian Capital Partners
- Glenlyon Norfolk School
- Greater Victoria Chamber of Commerce
- Gustavson Capital
- Heart Pharmacy Group
- Helijet
- Hutchenison Oss-Cech Marfleet
- Island Savings
- Jones Emery Hargreaves Swan LLP
- Kinder Morgan Canada - Trans Mountain Expansion Project
- KPMG
- Leading Ladies
- League of Extraordinary Women
- McElvain Investment Management Ltd
- National Bank Financial - David Schneider
- National Bank Financial - Grant Schnurr
- Paragon Private Wealth
- Pescatores Kitchen | Raw Food | Commons
- RBC
- RBC Global Asset Management
- Royal BC Museum
- Royal LePage Coast Capital Realty
- ScotiaMctLeod
- TD Bank Group
- Telus
- UVic - Corporate Relations
- UVic - External Relations
- UVic - Faculty of Law
- UVic - Innovation Centre for Entrepreneurs
- UVic - NCIED
- Viking Air
- Werner Maybury
- Wealth Management, Raymond James Ltd
- Wesley Clover

Media Sponsors:
- The Globe and Mail
- Pescatores Kitchen | Raw Food | Commons
- RBC
- RBC Global Asset Management
- Royal BC Museum
- Royal LePage Coast Capital Realty
- ScotiaMctLeod
- TD Bank Group
- Telus
- UVic - Corporate Relations
- UVic - External Relations
- UVic - Faculty of Law
- UVic - Innovation Centre for Entrepreneurs
- UVic - NCIED
- Viking Air
- Werner Maybury
- Wealth Management, Raymond James Ltd
- Wesley Clover

Features

6 Beyond the Degree
Executive Programs—where theory meets practice.

7 Custom MBA—Is This the Future? Gustavson inks groundbreaking deal with TELUS.

8 Honoured by the Invitation
Delivering business training in aboriginal communities.

10 Improving Lives
Offering help and hope via Tunisian entrepreneurs.

12 The Practical Advantage
Exploring the hands-on education of the innovative COM 405 course.

14 Fresh Perspectives
Alumni (and their kids) weigh in on where business education is headed.

16 Teaming Up
How business mentorship is changing with the times.

17 Starting Small
Small business co-op yields big rewards.

18 Gustavson Cares
What kind of impact are you going to make?

19 Food for Thought
A million-dollar co-op success story.

20 Dollars Don’t Equal Success
...and other lessons from Honorary Professor Jeff Mallett.

22 Fostering the Future
David Foster: Your Distinguished Entrepreneur of the Year.

Launch Pad 23
Million$ Impossible 2015 introduces new BCom students to Gustavson with a fast-paced team event.

World Gustavson Day 26
Breakfast in China, dinner in New York part of worldwide celebrations.

Brand Slam 28
In depth with the man behind the Gustavson Brand Trust Index.

Trust or Bust 29
Dean Saul Klein on why big brands like Tim Hortons undermine consumer trust at their peril.

Departments

Message From the Dean 4
Our next 25 years.

Biz Bites 5
The latest news from Gustavson.

Giving Back 24
A gift for Gustavson.

Faculty Research 25
A new direction for Gustavson Research.

World Looks Different 30
Moving forward by looking back.

View From Exchange 31
Looking to the future.

On the cover: (2) iStock
This page: UVic - Photo Services (top, left); Mackenzie Bailey (right)

Correction: In our Spring issue, we published an incorrect job title for 25 Alumni to Watch recipient, Chantal Schau. Chantal Schau is a consultant with Junxion Strategy. We apologize for our error.
Message from the Dean
Gustavson’s next 25 years

HOW IS OUR 25TH BIRTHDAY CELEBRATION GOING? In a word: great. We have spread our party out over the entire year, so there have been lots of opportunities for members of the Gustavson School of Business “family” to celebrate with us and contemplate the next 25 years.

In June we held our first World Gustavson Day and identified 25 Alumni to Watch. We also launched the Gustavson Brand Trust Index to highlight the ways in which companies connect with Canadian consumers.

As this special year nears its end, it is worth looking back and reflecting on how far we’ve come in 25 years. As alumni, you were pivotal players in our first quarter-century, while Gustavson developed its special place in the world of business education.

With you, we developed the four pillars of our school’s philosophy, launched the PhD program and the Master of Global Business, which has grown to four international paths since its inception.

All of our degrees have international components as well as co-op opportunities that take place in a greatly expanded network of countries. And, where else can you go camping and take a class in theatre improvisation during the first week of your MBA? Our latest innovations include taking entrepreneurship education off the UVic campus and out to nascent aboriginal business owners in Prince Rupert and Haida Gwaii.

We’re helping to develop e-commerce entrepreneurs in Tunisia who can make in the “Arab Spring” a reality. And, we’re working with TELUS to deliver an MBA tailored to the needs of a world-class telecommunications company.

When we look ahead to the future of business education, as we do in this issue of Business Class, we see how Gustavson can further build on the strengths that underlie its past achievements. Responding to social pressures for greater accountability from business and from customers for stronger alignment with their values, business leaders need to more consciously discover ways to do well and do good at the same time.

As far as we knew, no business school had done this before, and when we commenced a baseline study in 2012 we didn’t know what to expect. Before we’d even started (or so we thought) Gustavson profs were pretty ambitious when they decided in 2011 to integrate sustainability and social responsibility (S/SR) into every experience we offer students. Core courses, electives, specializations… they would tie together all the elements of good business, including profitability, social responsibility and environmental sustainability.

As far as we knew, no business school had done this before, and when we commenced a baseline study in 2012 we didn’t know what to expect. Before we’d even started (or so we thought) Gustavson profs included some kind of S/SR content in 94 per cent of required BCom courses and 56 per cent of required MBA courses. Alumni will remember corruption, morality and social responsibility in Mark Bridge’s Legal Issues in Management; the case study “Banco Real: Banking on Sustainability” in Wade Danis’s International Financial Management; and Greenpeace’s Unfriend Coal Facebook campaign in Brian Loacock’s Business Communications class.

Our 2015 study told us more. One hundred per cent of required and 90 per cent of elective BCom courses, and 92 per cent of required and 72 per cent of elective MBA courses had S/SR content.

Sybil Verch
on TV

SYBIL VERCH (BCom ’97) has a new television show on Victoria’s Chek called The Wealthy Life. Verch addresses money matters and provides practical advice that works in our everyday lives. Verch welcomes guests into the studio, as well as individuals who bring their financial challenges to the table. Verch and the invited experts offer solutions to help people navigate the world of personal finance.

New MGB path

A NEW MGB PATH—Path 4 begins in January 2016. Students will start in Victoria, then continue to Rikkyo University in Tokyo, Japan, and finish at Boğaziçi University in Istanbul, Turkey. Students will spend approximately three months at the MGB partner universities in each country.

Gustavson professors
were pretty ambitious when they decided in 2011 to integrate sustainability and social responsibility (S/SR) into every experience we offer students. Core courses, electives, specializations… they would tie together all the elements of good business, including profitability, social responsibility and environmental sustainability. As far as we knew, no business school had done this before, and when we commenced a baseline study in 2012 we didn’t know what to expect.

Before we’d even started (or so we thought) Gustavson profs included some kind of S/SR content in 94 per cent of required BCom courses and 56 per cent of required MBA courses. Alumni will remember corruption, morality and social responsibility in Mark Bridge’s Legal Issues in Management; the case study “Banco Real: Banking on Sustainability” in Wade Danis’s International Financial Management; and Greenpeace’s Unfriend Coal Facebook campaign in Brian Loacock’s Business Communications class.

Our 2015 study told us more. One hundred per cent of required and 90 per cent of elective BCom courses, and 92 per cent of required and 72 per cent of elective MBA courses had S/SR content.
Executive Programs

Beyond the Degree

Marriage of theory and practice—
the hallmark of Executive Programs

by Moira Dann

When Gustavson’s Executive Programs rebooted in 2003, its Administration Director Charmaine Stack says, “It was just me,” and a new partnership with York University’s Schulich Executive Education Centre to run project management training. Now Executive Programs “is up to nine people” on staff and encompasses an impressive range of open enrollment and custom non-credit programs.

“We like to work in areas where we can leverage our faculty’s research expertise and the school’s specializations,” says Stack. For example, a suite of innovative entrepreneurship programs designed for First Nations is well underway under the aegis of award-winning professor Brent Mainprize (see page 8).

A common facet of all the indigenous education initiatives is that Gustavson goes into the communities to deliver the programming, rather than have students travel to Victoria. “We’re responding to their needs, not the other way around,” says Stack. These opportunities arise because Executive Programs has the flexibility to customize its offerings and works in collaboration with its clients.

Gustavson has also partnered with TELUS to create a customized MBA for select employees. This is a first for Gustavson and TELUS. Elangovan notes that it took some time to look at what TELUS wanted for its leaders and what the school knows is required for a good graduate business degree and then “marry the two.”

Much of the leadership component of this degree stems from Elangovan’s own research on careers, callings and leadership. (Other faculty members teaching in the program also incorporate their research into class content.) “This is not about coming and learning a bunch of techniques. It’s about coming and developing a sense of who you are . . . I’m not asking ‘what do you know about marketing?’ I’m asking ‘can you tell me who you are as a marketer?’ These are very different questions,” says Elangovan.

The new MBA is the school’s first major foray into online content; it uses some new delivery methods, thanks to TELUS and UVic’s new CourseSpaces technology. “TELUS has a very sophisticated system that will allow me to have an avatar, all the students to have avatars, so we’ll all be looking at an online classroom with us represented . . . it’s wild,” Maki explains. There are even virtual breakout rooms for students to use, and it will be possible for Maki to have chats with individual students while they’re involved in casework. “So even though it’s online, we’re literally having a digital classroom, where I’m delivering much as I would in front of a class, but it’s through an avatar.” She says the framework also allows her to “guide and lead and push discussions online.”

Most (80 per cent) of the content delivery is online; the rest takes place during five learning residencies.

There have been some concerns that standards might be lower for this corporate degree. “It’s by no means ‘UVic MBA-lite,’” asserts Mark Colgate, associate dean. He says TELUS applicants for this first of two contracted cohorts have faced the same hurdles and graduate school admission requirements as anyone else.

“This is an innovation,” says Colgate. Rather than a company simply making a financial contribution to an employee’s graduate studies, this degree undertakes telecom-specific things that couldn’t happen in a mixed cohort, notably an innovation project that could bring immediate benefit to TELUS.

“Any MBA is only as good as the people in it,” says Colgate, and the first cohort of 20 is very high-calibre. Success will be measured along the way and ultimately by what has changed at the company: “TELUS will tell us if we hit the mark.”

Students in the TELUS MBA program have an avatar named Moira Dann. The “avatars” are human figures that represent their participants online. They are online classroom devices designed to improve interaction between students and instructors. Each student has their own avatar, which they can customize to reflect their personality or interests. The avatars are used for online discussions, breakout rooms, and other interactive activities, allowing students to engage more deeply with the content and with each other. The technology is part of the school’s efforts to provide a rich and immersive learning experience for students. The avatars are also a creative way for the school to connect with and support its students, fostering a sense of community and inclusion.
Honoured by the Invitation

Gustavson delivers business training in aboriginal communities

By Moira Dann

The engagement Dr. Brent Mainprize has had with First Nations communities over the past 16 years is “a gift that’s been given to me,” he says. It “set the direction of my career and continues to influence me in many ways personally.”

That gift led Mainprize (and Gustavson Executive Programs) to create a number of cutting-edge programs as the business school continues to be invited into B.C.’s northwest and Okanagan aboriginal communities to deliver entrepreneurial and management education.

“This is a tremendous honour,” says Mainprize. “By going into communities, we’ve taken a new approach to ensuring access. We are customizing the courses and building what the communities want, an approach that is unique among Canadian business schools, offering aboriginal education programs on their terms in their territory.”

There are many programs underway, with the longest-running—the Northwest Aboriginal Canadian Entrepreneur program undertaken in partnership with the Tribal Resources Investment Corp.—seeing its fifth cohort graduate this year.

Mainprize and NW-ACE have netted several awards for their work: Mainprize for his teaching innovations, while the program itself won a Partnership and Collaboration Visionary Award from the Industry Council for Aboriginal Business.

Mainprize says the success comes from going into the community, getting to know the people and taking a collaborative approach. He welcomes more involvement, particularly from alumni who have the interest and skills to share.

“I am proud to be part of a forward-thinking business school with faculty willing to step outside their comfort zone and travel to remote aboriginal communities. It enables greater educational access for these students and cultural learning opportunities for our faculty members,” says Mainprize. “It’s all exciting.”

Business Programs Underway in Northwest B.C.

• NW-ACE: participants learn entrepreneurial theory and skills such as marketing, business-plan writing, presentation and human resource management. A 10-week initial class program followed by a 12-week mentorship. nwace.ca

• NW-CAMP: training for village and band administrators, economic development and education officers delivered mainly in Prince Rupert in four-day modules over 10 months. nwcamp.ca

• NW-EAGLE: short, workshop-style course, designed to help students explore opportunities in employment or entrepreneurship. eagle.ca

• Haida Owned and Operated (H02): offered for Haida citizens with business ideas that serve and help grow the economy of Haida Gwaii. Weekend classes rotate among three centres: Skidegate, Tlall and Old Massett. haidasownedandoperated.ca

Teaching Out

KEEPING WITH GUSTAVSON’S commitment to bring education beyond the school grounds, Dr. Brock Smith, champion of the campus-based Entrepreneurship Program, says he loves teaching in the NW-ACE program. “The students are very appreciative of the opportunity to learn and for us being in Prince Rupert,” says Smith. “Content-wise, what we deliver is very similar to what we teach our BCom and MBA students. Process-wise, because the program is shorter, our delivery tends to be a bit more practical.” An interesting difference, he says, is use of vocabulary. “Most of the students have not been inside a classroom for a long time and we are throwing a lot of business terminology at them that they have not heard before. The students are pretty good at asking us what some of the words we are using mean, but I have also given more thought to how to present concepts with less jargon.”

Dr. Brent Mainprize says program manager Cory Stephens (BCom ’96) must be recognized for the operational success of the NW-ACE and NW-EAGLE programs. Stephens, with roots in the Nisga’a and Ts’mishan Nations, lives in Prince Rupert and looks after things on the ground.

“Consistently, our graduating students have offered deep appreciation for the learning opportunity provided by Gustavson and TRICORP and further express gratitude for a new way of envisioning and taking advantage of opportunities in Northern B.C.,” says Stephens. “The program has truly changed lives.”

Mainprize and NW-ACE have netted several awards for their work: Mainprize for his teaching innovations, while the program itself won a Partnership and Collaboration Visionary Award from the Industry Council for Aboriginal Business.

Mainprize says the success comes from going into the community, getting to know the people and taking a collaborative approach. He welcomes more involvement, particularly from alumni who have the interest and skills to share.

“I am proud to be part of a forward-thinking business school with faculty willing to step outside their comfort zone and travel to remote aboriginal communities. It enables greater educational access for these students and cultural learning opportunities for our faculty members,” says Mainprize. “It’s all exciting.”

Business Programs Underway in Northwest B.C.

• NW-ACE: participants learn entrepreneurial theory and skills such as marketing, business-plan writing, presentation and human resource management. A 10-week initial class program followed by a 12-week mentorship. nwace.ca

• NW-CAMP: training for village and band administrators, economic development and education officers delivered mainly in Prince Rupert in four-day modules over 10 months. nwcamp.ca

• NW-EAGLE: short, workshop-style course, designed to help students explore opportunities in employment or entrepreneurship. eagle.ca

• Haida Owned and Operated (H02): offered for Haida citizens with business ideas that serve and help grow the economy of Haida Gwaii. Weekend classes rotate among three centres: Skidegate, Tlall and Old Massett. haidasownedandoperated.ca

Teaching Out

KEEPING WITH GUSTAVSON’S commitment to bring education beyond the school grounds, Dr. Brock Smith, champion of the campus-based Entrepreneurship Program, says he loves teaching in the NW-ACE program. “The students are very appreciative of the opportunity to learn and for us being in Prince Rupert,” says Smith. “Content-wise, what we deliver is very similar to what we teach our BCom and MBA students. Process-wise, because the program is shorter, our delivery tends to be a bit more practical.” An interesting difference, he says, is use of vocabulary. “Most of the students have not been inside a classroom for a long time and we are throwing a lot of business terminology at them that they have not heard before. The students are pretty good at asking us what some of the words we are using mean, but I have also given more thought to how to present concepts with less jargon.”

Dr. Brent Mainprize says program manager Cory Stephens (BCom ’96) must be recognized for the operational success of the NW-ACE and NW-EAGLE programs. Stephens, with roots in the Nisga’a and Ts’mishan Nations, lives in Prince Rupert and looks after things on the ground.

“Consistently, our graduating students have offered deep appreciation for the learning opportunity provided by Gustavson and TRICORP and further express gratitude for a new way of envisioning and taking advantage of opportunities in Northern B.C.,” says Stephens. “The program has truly changed lives.”

Mainprize and NW-ACE have netted several awards for their work: Mainprize for his teaching innovations, while the program itself won a Partnership and Collaboration Visionary Award from the Industry Council for Aboriginal Business.

Mainprize says the success comes from going into the community, getting to know the people and taking a collaborating approach. He welcomes more involvement, particularly from alumni who have the interest and skills to share.

“I am proud to be part of a forward-thinking business school with faculty willing to step outside their comfort zone and travel to remote aboriginal communities. It enables greater educational access for these students and cultural learning opportunities for our faculty members,” says Mainprize. “It’s all exciting.”

Business Programs Underway in Northwest B.C.

• NW-ACE: participants learn entrepreneurial theory and skills such as marketing, business-plan writing, presentation and human resource management. A 10-week initial class program followed by a 12-week mentorship. nwace.ca

• NW-CAMP: training for village and band administrators, economic development and education officers delivered mainly in Prince Rupert in four-day modules over 10 months. nwcamp.ca

• NW-EAGLE: short, workshop-style course, designed to help students explore opportunities in employment or entrepreneurship. eagle.ca

• Haida Owned and Operated (H02): offered for Haida citizens with business ideas that serve and help grow the economy of Haida Gwaii. Weekend classes rotate among three centres: Skidegate, Tlall and Old Massett. haidasownedandoperated.ca
Africa is now the place to be. The top-10 countries with the highest GDP growth rates are today in Africa,” says Dr. Adel Guitouni, who conceived and is leading Project AMIN (which means faith, hope and “in his right mind” in Arabic) under the umbrella of the Gustavson School of Business Executive Programs to help develop e-commerce entrepreneurs in Tunisia. Over the last decade, the African landscape has changed for the better. Many countries improved their governance, became more stable and introduced macro socio-economic reforms for long-term sustainable growth. Guitouni notes that the best way to build the relationships that make it possible to do business in Africa is to “be there when they need us the most.” And that’s now.

Originally from Tunisia, Guitouni watched the promise of the “Arab Spring” falter. He looked at other political transitions around the world and saw that the demands tended to be the same: freedom, dignity and social justice. It turns ugly, he says, when a country’s systems are so dysfunctional they aren’t able to address those needs. He saw the “disbelief” in the prospect of change that led some to join ISIS and others to risk everything, fleeing for Europe aboard “boats of death.” How, Guitouni asked, can we help societies in transition create wealth enough to “absorb social problems, particularly youth unemployment?”

He came up with the idea for the “induced” or “nudged” entrepreneurship model that basically helps willing, self-motivated nascent entrepreneurs by suggesting stimulating business ideas and then guiding them, teaching business essentials and offering start-up support (e.g., funds, coaching, mentorship and access to markets). The Mediterranean Entrepreneurship Development and Innovation (MEDI), a not-for-profit organization established in collaboration with the Gustavson School of Business, has initiated Project AMIN to implement this model in Tunisia. In its pilot phase, the project plans to develop 100 start-ups and provide funding to get them off the ground. The idea is to encourage motivated young entrepreneurs to market Tunisian products and services (e.g., crafts, organic produce, etc.) around the world on e-commerce platforms, and give them what they need to go into business for themselves.

“If each one of the initial 100 is successful expediting sales for 20 artisan suppliers, that’s help and hope for 2,000 families in the region,” says Guitouni.

The initial cohort of 27 participants (eight women, 19 men) has completed the classroom work in Tunis and as a result, 20 are actively working on developing their business plans. Four have received the necessary approvals to start their businesses this fall. While this initiative is housed in Executive Programs, Guitouni says it’s “groundbreaking for a business school” and offers Gustavson another opportunity to provide students in all programs with real-life case studies dealing with current issues in international business. He says Gustavson’s role in Tunisia will show the impact of what we are teaching and how it helps “improve peoples’ lives.”

“If we start offering hope to youth,” he says, “there’s more of a chance young people will turn away from engaging with negatives such as ISIS and turn toward creating conditions to improve the social and economic well-being for themselves and their children.”

The initial cohort of 27 participants (eight women, 19 men) has completed the classroom work in Tunis and as a result, 20 are actively working on developing their business plans. Four have received the necessary approvals to start their businesses this fall. While this initiative is housed in Executive Programs, Guitouni says it’s “groundbreaking for a business school” and offers Gustavson another opportunity to provide students in all programs with real-life case studies dealing with current issues in international business. He says Gustavson’s role in Tunisia will show the impact of what we are teaching and how it helps “improve peoples’ lives.”

“If we start offering hope to youth,” he says, “there’s more of a chance young people will turn away from engaging with negatives such as ISIS and turn toward creating conditions to improve the social and economic well-being for themselves and their children.”

Gustavson offers help and hope via Tunisian entrepreneurs

By Moira Dann

“improving lives

Dr. Adel Guitouni and his colleagues are using “induced entrepreneurship” to create a better future for the Arab Spring.
The Practical Advantage

by Elise Wren

Because this issue of Business Class focuses on the future of business education, we asked Jennifer Gill for an update on experiential education, a key pillar of the school’s educational philosophy.

Business Class: What is “experiential learning”? How does it work in practice and why is it part of the future of business education?

Jennifer Gill: Experiential learning is defined as a combination of learning—through experience—that is integrated into a regular curricular program (including volunteer work, service learning, internships and co-op work terms, field training and international exchange terms). It’s a very broad term, but when you boil it down, experiential learning is about taking the theoretical training from the classroom context and applying it to the world.

Experiential learning is one of the building blocks of Gustavson. It was there at the beginning when the school was designed, integrated at the forefront. It continues to be an essential ingredient in our programs because we want to develop graduates who are nimble and who recognize that business problems don’t fall neatly within disciplinary lines. We also want to produce graduates who have actual experience in dealing with the realities of the business world and who can focus broadly, beyond their areas of specialization. This skill is more important than ever in our increasingly globalized world.

Business Class: What is COM 405? What specialized online training does it include? How much does Gustavson invest in this and what’s the value?

Jennifer Gill: A new feature of our approach is a course named COM 405. It was piloted in 2012-2013 and launched officially the following school year. It complements our other experiential learning opportunities for students, such as co-op work terms, international exchange, case competitions, conferences, etc.

The course is a combination of online, distance learning, experiential learning and classroom-based instruction. To my knowledge, Gustavson is unique among Canadian business schools in the amount of institutional support, human resources and financial support dedicated to this level of experiential-learning-focused curriculum. We are the only independent university class in Canada that has invested in Evisors, a highly searchable online platform, where students can watch webinars or connect with 17,000-plus real-world experts from the most prestigious schools and companies around the world (think: business leaders from Microsoft, Prada or Goldman Sachs).

COM 405 students also have access to a wide range of online certifications and e-classes they can take (including Hootsuite, Google Analytics, HubSpot, financial modelling, Microsoft Office, etc.). I offer about 25 online courses per semester—taught by myself and Experiential Learning Officer, Melissa Doyle, and also by business community professionals to provide specialized training.

One of the largest components of the course is the one-on-one coaching that students receive online (with at least four sessions throughout the course).

We strategize and plan, start a dialogue and create a rapport with every BCom student, which means about 1,000 meetings per year—held at times to accommodate students travelling across the globe. I may never meet these students face-to-face, yet through these meetings, we establish a strong mentorship relationship.

The course culminates with the “Global Leaders Festival”—a reverse career fair of sorts, where the students prepare a personal branding website demo for visiting recruiters, trade-show style, as the ultimate preparation for gaining employment from their degree.

Business Class: What is the future of business education? What will a BCom experiential curriculum look like 25 years from now?

Jennifer Gill: I think we are going to see more COM 405-style courses, and fewer and fewer of the brick-and-mortar institutions where everything happens inside a classroom. Over the next 25 years, we’ll see a further increase in webcast courses and meetings that complement the face-to-face instruction, providing students with a greater flexibility to communicate with their instructor.

Jennifer Gill, Gustavson’s experiential learning manager, explains the hands-on education offered by the university’s innovative COM 405 course.

Meg Norlund (far left) with her BCom Royal Bank Internal Case Competition teammates.

Reaping the Benefits

BCom ’15 Graduate Meg Norlund applied for an entry level guest-services job. As part of her application package, Norlund included her COM 405 website to highlight the skills she had learned in her degree. The outcome was not only a job offer, but increased responsibility and compensation beyond what she had initially applied for:

“As I neared the end of my degree, I was beginning to feel the pressure to find a job post graduation,” Norlund explains. “I was well aware of the steep competition in the market. I took the COM 405 requirement as an opportunity to differentiate my résumé and with Jennifer Gill’s assistance, we brainstormed [web] page ideas, and outlined my passion for the service industry, my work experience and the skill set I acquired at Gustavson. By late June, I was in communication with a sales manager at a Seattle hotel, and upon receiving my completed website he immediately forwarded it on to his superiors. My required university assignment had been converted into a skills test for the company. They loved the website, and believed that with my demonstrated IT skills, I had the capability of improving their social media outreach. I was offered a position as their new social media and marketing manager. From a small assignment to a career, Jenn and COM 405 have provided an innovative platform for students to leverage their experiences. Although at first, a zero-credit course may appear tedious to a fourth-year student, COM 405 has undoubtedly altered my career path, and for that, I am grateful.”
In this issue of Business Class, we have put the topic of the future of business education on the table. You may wonder why, because after a read of any of the discussions taking place in academe or at CEO round tables today, it might seem like a case of “been there, done that.”

Twenty-five years after the Gustavson School of Business was established, its guiding philosophy still resonates. Its foundational pillars: that graduates would need an integrated and international perspective, exposure to innovative thinking and research, and experiential opportunities to learn by doing are still a leading-edge approach. Sustainability and social responsibility content is now incorporated into over 90 per cent of required courses and students have access to top-notch mentors. However, with innovation as one of its pillars, the status quo is not an option in this ever-changing global environment.

To get a glimpse into future directions, we have asked a few of our graduates, and their children, for their thoughts. We would like to hear from more of you through any of our channels: write, tweet, email, etc. and we will continue the conversation.

LOOKING AHEAD

Fresh Perspectives

Alumni (and their kids) weigh in on where business education is headed

I n this issue of Business Class, we have put the topic of the future of business education on the table. You may wonder why, because after a read of any of the discussions taking place in academe or at CEO round tables today, it might seem like a case of “been there, done that.”

Twenty-five years after the Gustavson School of Business was established, its guiding philosophy still resonates. Its foundational pillars: that graduates would need an integrated and international perspective, exposure to innovative thinking and research, and experiential opportunities to learn by doing are still a leading-edge approach. Sustainability and social responsibility content is now incorporated into over 90 per cent of required courses and students have access to top-notch mentors. However, with innovation as one of its pillars, the status quo is not an option in this ever-changing global environment.

To get a glimpse into future directions, we have asked a few of our graduates, and their children, for their thoughts. We would like to hear from more of you through any of our channels: write, tweet, email, etc. and we will continue the conversation.

Gerrit van Sittert, BCom ’15
“l think more emphasis will be put on ‘closing the loop’ in business in terms of sustainability. With the increasing role of entrepreneurship in our quickly changing world—I predict our business schools [will want] to specialize in aspects of entrepreneurship tailored to different industries (e.g. medicine, transportation, hospitality, etc.).”

Leanne Cadden, BCom ’05
“It would be wonderful if the future of business education would facilitate the social well-being of our planet by connecting students to nature and tasking them with problem-solving skills and abilities that will serve humanity.”

Marina Hutton, BCom ’14
“In the future, I see MBA/BCom education becoming more nimble and quickly responsive to change—similar to how businesses respond quickly to evolving customer needs. I envision business programs that are more holistic when it comes to preparing students to enter various sectors. Government and non-profits, for example, are increasingly using descriptions such as ‘intrapreneurship’ and ‘entrepreneurial mindsets’ when recruiting and seeing that they can continue to flourish by drawing on the same ‘business’ concepts and approaches used by for-profit business organizations. Business education can be seen as a base for understanding the organizational systems, groups and individuals that shape the world and the roles through which people shape these great vehicles and collectively the world at large. In essence, I imagine the future of MBA/BCom education to be shaped by the ever-evolving understanding of what business means, the several forms it takes, and diverse roles at play.”

Siyad Jama, BCom ’15
“I believe that the businesses’ workforce will be transformed by the accelerating technological advancement; therefore, I would encourage future business schools to find ways to have more integration of technology into their programs. I am suggesting this because I see in the future many of the expected future workplaces will be staffed by a combination of technology and humans. For example, there will be a high use of smart techs and artificial intelligence. ■

Business students like to make money, right mom?!”

Seven-year old Mateo Rose knows this, as both his parents graduated from Gustavson. Over the dinner table, Mateo shared his own ideas with mom and dad.

“In Mateo’s business school of the future, he thinks students are going to view results as an ability to earn rewards,” says Cristina Rose, who summarized her son’s thoughts for Business Class.

This is how Mateo thinks the model for the future business school is going to work:

For each good thing a student does in class, they will earn “Monopoly money” that can later be cashed in for video games, coffee, food, dinner at restaurants, and bigger and better rewards based on the student’s individual interests. The student can choose to spend it right away on a small reward (like a free hot chocolate coupon) or save it for a big one (FIFA 16 for the PlayStation 4).

To test this model, Mateo implemented his system at home, Simon Rose explains. “For good behaviour at home or at school as well as helping around the house, we give each other Monopoly money that ranges from $5 to $500 depending on the task. We have three buckets [in which] to place the money: One for mom, one for me and one for Mateo. As everyone who knows us can guess, I have the lowest amount in my bucket!”

A small reward costs about $1,000 in Monopoly money (i.e. staying up past bedtime) to $40,000 in Monopoly money for a new PS4 game. In a couple of weeks Mateo has made $2,500 in Monopoly bucks and he is saving it for a big reward.

What do Simon and Cristina say? “As parents, Simon and I love this new system, because Mateo is extremely motivated at school and at home,” says Cristina. “We also like it as he recognizes the things that we do for him that he never appreciated before. We think that this idea from our seven-year-old boy is being used by some forward-thinking employers already and could be a more interesting incentive for some rather than typical grades.

Instant gratification is a personality trait embedded in new generations; and, students of the future will be exposed to gamification from many companies. Gamification of education may sound like sacrilege but it is becoming part of how behaviours are learned in other arenas so why not business schools? “By introducing a reward system in business schools unique to individual needs and desires, instructors will not only keep students motivated and increase attendance in class, but will also change the roles in the classroom. Students will become active participants in the classroom as opposed to watching YouTube videos about cats; and, instructors will become mentors or facilitators directing participation and rewarding the class as opposed to traditional one-sided communication.” ■

From the Mouths of Babes

Mateo Rose
Age 7, son of Simon Rose, MBA ’06 and Cristina Rose, MBA ’06

“B”usiness students like to make money, right mom?!”

Seven-year old Mateo Rose knows this, as both his parents graduated from Gustavson. Over the dinner table, Mateo shared his own ideas with mom and dad.

“In Mateo’s business school of the future, he thinks students are going to view results as an ability to earn rewards,” says Cristina Rose, who summarized her son’s thoughts for Business Class.

This is how Mateo thinks the model for the future business school is going to work:

For each good thing a student does in class, they will earn “Monopoly money” that can later be cashed in for video games, coffee, food, dinner at restaurants, and bigger and better rewards based on the student’s individual interests. The student can choose to spend it right away on a small reward (like a free hot chocolate coupon) or save it for a big one (FIFA 16 for the PlayStation 4).

To test this model, Mateo implemented his system at home, Simon Rose explains. “For good behaviour at home or at school as well as helping around the house, we give each other Monopoly money that ranges from $5 to $500 depending on the task. We have three buckets [in which] to place the money: One for mom, one for me and one for Mateo. As everyone who knows us can guess, I have the lowest amount in my bucket!”

A small reward costs about $1,000 in Monopoly money (i.e. staying up past bedtime) to $40,000 in Monopoly money for a new PS4 game. In a couple of weeks Mateo has made $2,500 in Monopoly bucks and he is saving it for a big reward.

What do Simon and Cristina say? “As parents, Simon and I love this new system, because Mateo is extremely motivated at school and at home,” says Cristina. “We also like it as he recognizes the things that we do for him that he never appreciated before. We think that this idea from our seven-year-old boy is being used by some forward-thinking employers already and could be a more interesting incentive for some rather than typical grades.

Instant gratification is a personality trait embedded in new generations; and, students of the future will be exposed to gamification from many companies. Gamification of education may sound like sacrilege but it is becoming part of how behaviours are learned in other arenas so why not business schools? “By introducing a reward system in business schools unique to individual needs and desires, instructors will not only keep students motivated and increase attendance in class, but will also change the roles in the classroom. Students will become active participants in the classroom as opposed to watching YouTube videos about cats; and, instructors will become mentors or facilitators directing participation and rewarding the class as opposed to traditional one-sided communication.” ■

Sophia Cadden
Age 5, daughter of Leanne Cadden, BCom ’05

“SHOW THEM HOW to do it. Set them up with something and tell them what to do. Wait for a customer and be thankful when they give you money. It should also teach people to pick up trash to make the world a better place... and protect the flowers so they can grow in the future. And it should teach people how to help people if they need anything. It can also warn people about any danger coming their way.”
Mentorship invariably conjures images of an old pro passing what he or she knows on to an eager up-and-comer. It’s an undeniably important process, considering the chronic shortage of new entries to the trades and other industries. But at the Peter B. Gustavson School of Business, whose Executive Mentor Program has inspired many University of Victoria alumni to forge careers in areas they might not have contemplated without guidance, Dr. Yan Shen says mentorship has been evolving, and dramatically. “It’s already happening in North America, Asia and Europe, where individuals have multiple mentors for social as well as career support, and where a full spectrum of mentor types exist, from informal to people skilled in specific sectors,” she says.

Shen, who joined Gustavson four years ago, recently co-wrote a paper published by MIT Sloan Management Review, which argues that executives and managers need an array of advisers, mentors and role models to provide critical information and support at defining moments.

“A single mentor is no longer sufficient in today’s complex business environment,” she says. “Global mobility, an increasingly diverse workforce, and shortened job tenures are challenges that no single peer can help mentees deal with.”

Shen believes most business schools can accommodate this new mentoring framework, and the success of Gustavson’s current program—in which the school has a roster of about 300 mentors and rarely gets turned down when looking for volunteers—suggests that continuing evolution is indeed feasible.

With an estimated 80 per cent of MBAs and 30 per cent of BComs entering Gustavson’s mentoring program, Shen imagines a time not too far off when each student will have access to a personal board of advisers that fits their ambitions. She concludes: “It will undoubtedly take effort, just as it took effort to create the first mentorship programs several decades ago. But the outcome will be worth it.”

Mentorship Experiences

SINCE FOUNDING INDUSTRIAL PLANKTON in 2011, Alumna Shirley Roulston, along with her brother and fellow UVic grad Robert, has co-developed and sold automated algae reactors that help large-scale fish farms grow food. It’s not your usual stretch to suggest that had she not been paired with Peter B. Gustavson School of Business mentor Hilary Smith in 2009, Roulston might still be considering taking up golf for a living. “That was one of my ambitions, along with four or five possible career paths,” she laughs.

Smith, who has an extensive background in management and marketing, remembers her first encounter with Roulston over coffee at Starbucks. “She was full of energy and ideas, but during our conversation she kept mentioning how one day she wanted to work with her brother. So that was on that.”

A focus on entrepreneurship not only propelled Roulston into the business sector, it helped transform the original intent of Industrial Plankton (formerly Reef Safe Fish) from a firm whose technology helped breed aquarium fish to one that recycles waste to produce food for penned fish.

Of her mentorship experience, Roulston says, “It was invaluable. I’m originally from New Brunswick and needed someone I could confide in, and Hilary was that as well as a great coach. She saw the path for me before I did, and I couldn’t be more grateful for the outcome.”

When Elizabeth Moss (BCom ’15) first sat down with Robin Dyke, head of Gustavson’s Executive Mentor Program, she knew that she wanted to pursue entrepreneurship, but her interests were diverse. From a pile of profiles, Elizabeth zeroed in on a possible mentor right away: Sue Hodgson. “Sue’s name jumped out at me and I needed to meet her,” she recalls. Moss’s meeting with Hodgson, owner of the popular Saanich Peninsula-focused Seaside magazine, went so well that Moss came away not only with a mentor, but with a co-op position lined up for the summer of 2014. One co-op term turned into two (with increased responsibility), and since then Moss has made strategic moves to maximize her entrepreneurial education at Gustavson far beyond the classroom.

“In that first interaction, I saw Elizabeth as so different,” says Hodgson. “From other interactions I’ve had, the students seemed set on finding out how to get employed at large companies. I wanted to ask ‘Well, why do you need to get into a large company?’ There’s so many up-and-coming small businesses that people should reach out to [as well].’”

The magazine houses a small but efficient staff and Hodgson maintains her loyal readership with hands-on engagement, from personally answering inquiries to making deliveries. Moss laughs as she describes her fresh view of entrepreneurship and small business management: “That you have to do everything! You’re always ‘on’ and need to be the face of your company, keeping up the voice that you want for the company. Sue does that really well, and I look up to her for that.”

Moss is grateful for the small business perspective provided by her work terms; she learned firsthand that the diverse experience gained is tremendous. Friends in traditional large corporation co-ops were responsible for one area, often repeating the same tasks every day. Moss had been given the trust from Hodgson to accomplish high-level tasks that she wouldn’t have had the responsibility for in a larger company setting. She became privy to the book-keeping of Seaside magazine as well as had the opportunity to spearhead the planning and execution of a large annual charity event.

“In running this charity event, I gave Liz a huge responsibility and she just ran with it. I placed a huge amount of trust in someone that I had really just met! It could have been a big mistake,” says Hodgson. “To see these young people flourish has been really rewarding as a mentor. I get teary-eyed from the magic between the two of us—how this relationship has been developed. It’s a beautiful thing when things work out. This mentorship connection has been a win-win.”

With her BCom program completed (specializing in Entrepreneurship), Elizabeth returned to Seaside magazine this fall as director of sales for the Saanich Peninsula-focused Seaside magazine. Working alongside Hodgson has shaped Moss’s career aspirations, with one of her long-term goals being to ultimately own her own business. “Sue has been able to show me what it takes to be a true entrepreneur, and I’m grateful.”

BCom Elizabeth Moss and Seaside owner Sue Hodgson forged a “win-win” mentorship connection.
I t started this past summer when Dr. Stacey Fitzsimmons carted her camping gear over a portage between two lakes, dropped it off, and headed back to pick up her canoe. She found the boat high, dry and halfway along the three-kilometre trek.

“Someone,” she says, “had carried it all that way for no reason other than kindness.”

And that, she decided, would be a great message to share with students in COM 321 Leading People and Organizations. Then she thought it might be even more effective if they did something kind and reflected on the impact their actions had on other people. So she made that the first assignment on the first day of class.

“I sent them out in teams to spend 30 minutes doing something kind on campus and posting the photos on Instagram,” Fitzsimmons explains. “When they came back, I asked them to think about the impact they’d made, with only half an hour, no preparation and no resources. Then I asked them to think about the impact they would make during the course of their careers as business leaders. I emphasized that by choosing to study business, they were committed to a career where their decisions would influence other peoples’ careers, their livelihoods and the quality of our world. They’d be making decisions about suppliers and stakeholders, about how to structure their organizations or how to manage their teams. All of these decisions will make an impact on other peoples’ lives. In this course, I said, we would be thinking carefully about what kind of impact each of us wants to make.”

Gustavson PhD candidate Sarah Easter, another course instructor, says, “This was a fun first-day activity that allowed students to do something kind for others around campus as newly formed teams. At a deeper level, I think it offered them an opportunity to begin to reflect on what it means to make a difference through their work.”

Gustavson CARES

See Things Differently

What kind of impact are you going to make?

by Rachel Goldsworthy

When I was first looking for my original co-op job before entering the BCom program, I was searching for a restaurant placement, with the idea of finding a business that was small and still in the start-up phase. My secret vision was to help grow the business as well as become involved in the creation of food culture in Victoria. Food has always been the cornerstone of my family and the main way we created connections, taught values and fostered a family environment.

During that time, by sheer serendipity I met Hayley Rosenberg, the owner of Nourish. Nourish was located at the Horticulture Centre of the Pacific in Saanich, had seven tables, casual counter service and a four-burner electric range. It had been open eight months. With values that echoed my own, Nourish was involved in the local community, harvested some of the vegetables grown on site at the garden centre and was very much in the start-up phase. It was a perfect fit!

Launchied with no capital investment, growing Nourish as a business has taken creativity, problem solving and a huge amount of determination every step of the way. From day one I was invited to be part of that growth. My first eight months were intensive and full time. I began my first semester at Gustavson after those eight months and I remember looking around my class and wondering if anyone else knew just how relevant the course content was. I know for a fact that without my prior involvement in Nourish I would not have taken nearly as much value from my courses.

Over the winter break, Hayley and I spent each day working our way through the marketing plan, a class assignment I had been given by Professor David Boag. We literally wrote the first official draft of the business plan based on that outline. The business plan allowed us to formulate our vision enough to re-open the following spring with the concept for the restaurant that Nourish has now become.

We now have two bustling locations, one in downtown Victoria and one still situated at the Horticulture Centre in Saanich. The Garden restaurant still has a four-burner stove, but has grown to 50 seats, offers full service, and regularly sees 150 guests for Sunday brunch. Our inner harbour location sits in a beautiful three-story heritage home where we hope to host workshops and conferences, as well as fill our open and airy dining room with happy people. We have 35 employees between the two locations and I have been fortunate enough to grow with this ever-changing and exceptional business. (If you haven’t heard of Nourish, visit nourishkitchen.ca to get a sense of just how far we’ve come.)

At 25, I find myself the general manager of a multimillion-dollar small local business. Throughout my time at Gustavson, the single most valuable part of my education was the hands-on experience that I gained through my co-ops. There is no doubt in my mind that if I hadn’t gotten the opportunity to be a part of this business from the beginning I would be in a very different stage of life now.

Food for Thought

How my co-op at a local eatery led to multimillion-dollar success

by Katherine Murphy, General Manager — Nourish Kitchen & Cafe, BCom ‘13

Katherine Murphy (left) and Hayley Rosenberg with a signature dish, “CultivateSharing,” made up of local harvest produce, cultured cashew cheese, beet pâté, herb pesto, buckwheat seed bread and house crackers. Delicious!
By Moira Dann

Business superstar Jeff Mallett recently told students he doesn’t measure his business success in dollar figures. So just how does the owner of the San Francisco Giants baseball franchise, part owner of the Vancouver Whitecaps and first recipient of the Distinguished Entrepreneur of the Year Award from the Gustavson School of Business measure success? “I like to create success only comes when seizing opportunity and managing risk are in sync, and success is usually followed by some sort of failure, so you have to stay on an even keel through both. Mallett added that listening is learning, saying “I never learned anything while I was talking.” He also counselled students “learn how to work” with people, because people matter most.

After Mallett wrapped up his presentation, Ian Saul Klein took to the stage to offer his thanks—and something more. Klein presented Mallett with an Honorary Professorship Gustavson has bestowed; the first was given to Kevin Roberts of Saatchi and Saatchi.

This is only the second honorary professorship Gustavson has bestowed; the first was given to Kevin Roberts of Saatchi and Saatchi. 

### Class is in Session

20 tips from Honorary Professor Jeff Mallett

1. Entrepreneurship is in all of us. . . find it and refine it!
2. It’s simple: think, tell, do and improve.
3. Personal is already with believing that you can evoke positive change!
4. Managing risk is not that hard.
5. Seizing opportunity is kind of hard.
6. Doing both well is really hard, but success only comes when those are in sync.
7. Money is a multiplier starting out.
8. Relevant experience is worth 10x more the first 10 years!
9. Try to worry less about time starting out.
10. Trying to impress your parents, friends, professor, co-workers, family, etc. is great short-term motivation but personal fulfillment is the real driver over time.
11. Every job and volunteer experience is worth it. . . really!
12. Failure is easy but you learn twice as much as success.
13. Success is usually followed by some level of failure . . . remaining humble through both helps.
14. People matter most . . . learn to like them.
15. Find a mentor . . . does not have to be a “wow” but a “now.”
16. I’ve never learned anything while I was talking.
17. Listening is learning . . . try and do twice as much as talking.
18. Facts are nails holding things together . . . you need them.
19. Vision allows you to see something that others can’t . . . find your step stool!
20. Find a way to measure success without just using $$$.

For Gustavson’s 25th birthday we’re shining the spotlight on alumni who are adventurous, have a global mindset and embrace the triple bottom line. Their unique blend of business acumen and creativity makes them alumni to watch.

Celebrating grads who show the world looks different from here.

Wyle Baoween
Project Manager, Business Solutions & Technology, Seaspain LLC

Janet Bonaguro
Founder, Thinkspace Performance

Paul Chaddock
VP, CFO, Partner, Finest At Sea

Bennett Coles
Founder, Promontory Press

Kim Cope
Founder, Early Entrepreneurs

Jill Earthy
Director, BC & Yukon, Futurpreneur Canada

Andrew Hall
Co-founder, Mealshare

Jeffrey Harris
Global Alliance Director, Oracle Corporation

Shelby Hejjas
Manager of Business Development & Partnerships, CLIO

Derek Juno
VP Business Development, Mealshare

Maya Kanigan
President & Founder, Women in Leadership Foundation

Paul King
Account Executive, Fuels & Lubricants, Imperial Oil Ltd.

Goldie Luong
Director, Special Projects, Vancouver Coastal Health

Jennifer MacKenzie
Chief Operating Officer, Richmond Health Care

Daniel McCombe
Global Subsidiaries Controller, Airbus Group

Tim Morris
Independent Consultant

Chantal Schauf
Consultant, Junxion Strategy

Mike Schauf
Partner, Spojstedt & Schauf

Greg Smith
CEO, Anthem United Inc.

Michael B. Smith
Director of Finance, Mark Anthony Group

Michaela Tokarski
Founder, Creekside Communications

Daniela Vcsllo
Team Assistant, Department of Safeguards, International Atomic Energy Agency

Sybil Verch
Senior VP, Western Regional Manager, Raymond James Ltd.

Jane Zhu
Owner, DragonPass
An enlightening chat with David Foster, your 2015 Distinguished Entrepreneur of the Year

by Natalie Bruckner-Menchelli

This year’s DEYA recipient is businessman, philanthropist and record producer David Foster. Foster has won 16 Grammy Awards, an Emmy Award, a Golden Globe, received three Oscar nominations and been inducted into the Songwriter’s Hall Of Fame. He established a boutique record label, was Vice President of Warner Music Group, Chairman of Universal’s Verve Music Group. In 1986, he established the David Foster Foundation, which supports families with children in need of organ transplants. At the DEYA gala this past May, CEO and Chairman of Canada Wide Media Peter Legge sat down with Foster for a funny, insightful look back on his road to success.

PETER LEGGE: [At school] did you get good grades?

DAVID FOSTER: I got terrible grades!

PL: What would be your biggest failure in your life? Your biggest business failure?

DF: One that comes to mind was: when I first met Michael Bublé he was a wedding singer, and maybe some of you don’t know this or some of you don’t, but Michael Bublé is one of the top-five highest grossing entertainers in the world. He can fill an arena in every city on the planet. He’s probably grossing somewhere in the neighbourhood of $100 million a year and I was going to partner with him, I was going to put up the money to record because the record company didn’t want him. If I’d have had a 50/50 partnership, I’d have $50 million a year coming in from Michael Bublé long after I was done.

PL: Who influenced you the most with their business acumen?

DF: My best business decision probably was moving to Los Angeles. I don’t feel great about my move because I know a lot of Canadian musicians who stayed in Canada and I’m a big flag waver. I love Canada and I love Victoria, and I’m the one always waving the Canadian flag and I think it’s a secret weapon to be Canadian and be in the business, but moving to Los Angeles after having lived in Edmonton, Calgary, Toronto, Vancouver, Victoria and London… when I got to LA it felt like home. It felt like this is where I belong. I was 21 years old and it felt right.

PL: What is the best business decision you’ve ever made?

DF: My best business decision probably was moving to Los Angeles. I don’t feel great about my move because I know a lot of Canadian musicians who stayed in Canada and I’m a big flag waver. I love Canada and I love Victoria, and I’m the one always waving the Canadian flag and I think it’s a secret weapon to be Canadian and be in the business, but moving to Los Angeles after having lived in Edmonton, Calgary, Toronto, Vancouver, Victoria and London… when I got to LA it felt like home. It felt like this is where I belong. I was 21 years old and it felt right.

PL: What would be your biggest failure in your life? Your biggest business failure?

DF: One that comes to mind was: when I first met Michael Bublé he was a wedding singer, and maybe some of you don’t know this or some of you don’t, but Michael Bublé is one of the top-five highest grossing entertainers in the world. He can fill an arena in every city on the planet. He’s probably grossing somewhere in the neighbourhood of $100 million a year and I was going to partner with him, I was going to put up the money to record because the record company didn’t want him. If I’d have had a 50/50 partnership, I’d have $50 million a year coming in from Michael Bublé long after I was done.

PL: Who influenced you the most with their business acumen?

DF: Thankfully four of my six sisters are here with their husbands. We all grew up in a very happy household and our parents were very savvy. My father was an amateur filmmaker and musician and our mother ran the house like a company. I think I learned my first business lesson from her. My mother managed to stretch a dollar beyond belief and so I’ve always been somebody that saved money and I was always able to live beneath my means.

PL: What is the best business decision you’ve ever made?

DF: My best business decision probably was moving to Los Angeles. I don’t feel great about my move because I know a lot of Canadian musicians who stayed in Canada and I’m a big flag waver. I love Canada and I love Victoria, and I’m the one always waving the Canadian flag and I think it’s a secret weapon to be Canadian and be in the business, but moving to Los Angeles after having lived in Edmonton, Calgary, Toronto, Vancouver, Victoria and London… when I got to LA it felt like home. It felt like this is where I belong. I was 21 years old and it felt right.

PL: What would be your biggest failure in your life? Your biggest business failure?

DF: One that comes to mind was: when I first met Michael Bublé he was a wedding singer, and maybe some of you don’t know this or some of you don’t, but Michael Bublé is one of the top-five highest grossing entertainers in the world. He can fill an arena in every city on the planet. He’s probably grossing somewhere in the neighbourhood of $100 million a year and I was going to partner with him, I was going to put up the money to record because the record company didn’t want him. If I’d have had a 50/50 partnership, I’d have $50 million a year coming in from Michael Bublé long after I was done.

→ This is an excerpt. To view the full video of the interview, visit: www.uvic.ca/gustavson/faculty/community/entrepreneurs/video/index.php

Launch Pad

MilliSSion 2015 catapults new BCom students into their Gustavson education with a unique, fast-paced team assignment

“We want our students to have an opportunity, right from the start, to learn by actively working with our pillars: “Innovative, International, Integrative, and Sustainable/Socially responsible,” explains Sheryl Karras, administrative director of the BCom program. “It was natural to create an experiential activity that focuses on sustainability, creativity and teamwork. As well, this assignment puts our international students in a lead role.”

“I was expecting MilliSSion Impossible to be a quick-moving and high-stress event,” says undergrad Holly Cornwell. “I was frightened that we had just come up with in front of a crowd.”

Cornwell’s fears were justified. At 9 a.m. on October 2, she and the other 299 third-year students were assigned to teams of four to six, each including at least one exchange or international student. The groups had three hours to brainstorm and hone a business idea that reflected the pillars and would be a good cultural fit in the home country of the exchange student on the team.

The second part of the event was perhaps even tougher. That very afternoon, using poster boards and face-to-face presentations, the teams pitched their ideas to judges from Gustavson and the business community.

At stake were cash prizes and a lot of pride.

“We had hoped to get out of the event was good practice at coming up with sustainable business ideas to resolve issues,” Cornwell says. And, wow, did she succeed.

“I was expecting to enter a hotel lobby overflowing with caffeinated students presenting some creative yet unpolished ideas,” says first-time judge Paul Chaddock (MBA ’07). “I was wrong. Considering the very limited amount of time these BCom students had to develop an international, innovative, sustainable business idea, I was truly taken aback by the professional presentations and their depth.”

Creativity is the order of the day for MilliSSion Impossible. The business ideas ranged from lightweight wine bottles in Bordeaux to plants that improve home air quality in polluted cities, and just about everything in between.

MilliSSion Impossible turned out to be quite fun,” Cornwell reports. “Working under the demanding time constraints brought my team closer, which I think was the most valuable thing I gained from the event.” Fellow student Arielle Houghton says, “I learned what to expect from real professionals in the field, and how helpful it can be to know your audience. “I’m certainly inspired to brainstorm some business ideas to keep in my back pocket,” Houghton adds. “I’d definitely do it again.”

The judges agree.

“An incredible experience for those young adults,” Chaddock concludes, “to learn and practice the critical skills they will need to be successful as they begin their own career paths and effect and affect positive change in the world of business.”

Photos: uvic Photo services

PETER B. GUSTAVSON SCHOOL OF BUSINESS

This team tackled food waste in Switzerland with a business that collects close-dated foods from a variety of grocers and sells them at a discount.
A Gift for Gustavson

A BCom grad and her family help mark a milestone

by Amanda Taylor

WHAT DO YOU GIVE someone for their 25th birthday? A new car? Concert tickets? An investment for their future? Like many students, Mackenzie Bailey (BCom’15) embodies the Gustavson spirit of “seeing things differently.” Bailey is adventurous, innovative and possesses a global mindset, with 13 years spent living abroad, 30-plus countries visited and two international work co-ops under her belt. For her, the 25th birthday of the Gustavson School of Business evoked a reason to celebrate—2015 is her year of graduation and, with it, comes the beginning of her own bright future. One that, she says, has been deeply enhanced by all she’s experienced throughout her two years at the business school.

Bailey has demonstrated the initiative that has come to characterize Gustavson graduates. She has engaged with a variety of employers across the not-for-profit, social enterprise and private sectors. Driven and persuasive, Bailey took her classroom learnings, combined with her previous work experience and landed a co-op opportunity in London, England, with World Vision International (WVI) as a member of both the strategic and marketing and brand insights teams. For four months, she used her weekends to explore what London, the UK and Europe had to offer. During the work, her work schedule involved juggling multiple projects and keeping different leaders—in different geographies and time zones—up to date on the progress of her projects. Her WVI co-op truly provided an insider’s view of a major global organization, based in one of the world’s most international business cities.

Parents Cameron Bailey and Gelaine Pearman note that they couldn’t be more proud of all she has achieved. Some of this success, they say, is attributed to the opportunities provided to her by the innovative approach to education offered by the Gustavson School of Business. Specializations in entrepreneurship, the completion of three mandatory co-op terms and 86 international exchange partners in countries where students can spend a semester abroad, are a few of the offerings their daughter was able to use to enhance and enrich her academic experience.

So, what do you give someone for their 25th birthday? For Bailey and her parents the answer was a generous gift of $25,000 to the school’s Peter B. Gustavson Dean’s Innovation Fund in honour of the milestone year. It is through this fund that many of the programs that are now unique identifiers to our business school—such as our areas of specialization and support for students embarking on international travel—were initially fostered.

Back at the business school we are beginning to take down the birthday streamers and cut up our final pieces of cake. 2015 has been an exceptional year. We are excited about the incredible impact the birthday gift from Bailey and her family will have on our future, our programs and our next 25 years. We’ve already achieved so much in our short time as a business school; watch what we’re going to do next!
On June 11th 2015, Gustavson alumni gathered across the globe to celebrate the first World Gustavson Day and watch a live webcast from New York City. This ambitious undertaking was the capstone event in a year packed with 25th birthday celebrations. The school hosted World Gustavson Day events in eight cities: Prince George, Victoria, Vancouver, Calgary, Toronto, San Jose, New York and Shanghai. At the end of the day, more than 500 members of the Gustavson family celebrated together in more than 25 locations around the world.

We gathered for breakfast in Shanghai, dinner on the East Coast, and during the cocktail hour on the West to watch the highly entertaining and thought-provoking webcast by Kevin Roberts, executive chairman of Saatchi & Saatchi and author of *Lovemarks*. Dean Saul Klein, standing in front of a luminous New York skyline, welcomed everyone, introduced Roberts, and shared that he himself is “full of optimism and enthusiasm about the future,” noting that our alumni “are our greatest accomplishment and our ambassadors” as they “see the world differently and are making the world a better place.”

Roberts’ webcast was fast-paced and inspiring as he shared his insights on what it takes to win in the digital world. At the outset, he recalled football great Vince Lombardi’s belief that “Winning isn’t everything but wanting to win is.” Roberts stated that we live in an “age of ideas” and thus the only thing we need to succeed is an idea. However, he warned, ideas are the most fragile thing in the world and need to be protected from the “Abominable No-man.” The only people who will nurture and protect an idea to the end are those who possess more than a little dose of crazy and radical optimism.

As always, Roberts’ presentation posed challenges to the audience: What is your one-word equity? What is your dream? How can you think like a three-year-old toddler in order to unleash your creativity?

The webcast culminated with the announcement of the 25 Alumni to Watch honourees—people who embody the school spirit by seeing things differently.

World Gustavson Day was an unforgettable event—in scope, ambition, participation and logistics. I attended the Victoria event on campus and I know that all of the 175 attendees in the room, plus those in the other locations, shared Saul’s closing sentiment that “It is great to be 25!” Here’s to the next 25! 

On June 11th 2015, Gustavson alumni gathered across the globe to celebrate the first World Gustavson Day and watch a live webcast from New York City. This ambitious undertaking was the capstone event in a year packed with 25th birthday celebrations. The school hosted World Gustavson Day events in eight cities: Prince George, Victoria, Vancouver, Calgary, Toronto, San Jose, New York and Shanghai. At the end of the day, more than 500 members of the Gustavson family celebrated together in more than 25 locations around the world.

We gathered for breakfast in Shanghai, dinner on the East Coast, and during the cocktail hour on the West to watch the highly entertaining and thought-provoking webcast by Kevin Roberts, executive chairman of Saatchi & Saatchi and author of *Lovemarks*. Dean Saul Klein, standing in front of a luminous New York skyline, welcomed everyone, introduced Roberts, and shared that he himself is “full of optimism and enthusiasm about the future,” noting that our alumni “are our greatest accomplishment and our ambassadors” as they “see the world differently and are making the world a better place.” Roberts’ webcast was fast-paced and inspiring as he shared his insights on what it takes to win in the digital world. At the outset, he recalled football great Vince Lombardi’s belief that “Winning isn’t everything but wanting to win is.” Roberts stated that we live in an “age of ideas” and thus the only thing we need to succeed is an idea. However, he warned, ideas are the most fragile thing in the world and need to be protected from the “Abominable No-man.” The only people who will nurture and protect an idea to the end are those who possess more than a little dose of crazy and radical optimism.

As always, Roberts’ presentation posed challenges to the audience: What is your one-word equity? What is your dream? How can you think like a three-year-old toddler in order to unleash your creativity?

The webcast culminated with the announcement of the 25 Alumni to Watch honourees—people who embody the school spirit by seeing things differently. At the end of the webcast from New York, celebrations were handed back to the local hosts. The World Gustavson Day events in Victoria, Vancouver, Calgary, Shanghai and Toronto were fortunate to be able to recognize some of the 25 Alumni to Watch and celebrate their achievements in person.

World Gustavson Day was an unforgettable event—in scope, ambition, participation and logistics. I attended the Victoria event on campus and I know that all of the 175 attendees in the room, plus those in the other locations, shared Saul’s closing sentiment that “It is great to be 25!” Here’s to the next 25!
Brand Slam

One-on-one with the man behind the Gustavson Brand Trust Index

by Natalie Bruckner-Menchelli

When it comes to sustainable business and corporate social responsibility, Matt Hall has his finger firmly on the pulse.

His résumé is impressive: Senior Vice-President of Global Marketing Communications and Sales at the food, coffee and beverage company Nestlé in Switzerland; CEO of Nestlé’s division in the UK; and most recently an associate with UK-based GoodBrand, an international sustainability and social responsibility consultancy.

After a 31-year career with Nestlé, Hall returned to Canada from Europe. Last year he partnered with Gustavson to create the Gustavson Brand Trust Index (GBTI).

Business Class caught up with Hall to find out more.

How did you get involved with the GBTI?

I’ve been chairing the International Advisory Board for the school for the past three years and been involved with Gustavson for the past five years as an executive-in-residence. After retiring from Nestlé I joined GoodBrand in the UK. One of the things they had done is commissioned a study called the GoodBrand Trust Index. It evaluated brands on trust, emotional, functional, brand energy, value for money and social equity. I brought the idea to the school and worked with [Dean] Saul Klein and Dr. David Dunne to bring the idea to life under the Gustavson brand name.

How does the Index complement the school’s philosophy?

Gustavson is extremely interested in trust, social equity and ethics in business. The initiative highlights the school’s goals of educating and championing responsible leadership, part of the vital impact that drives UVic’s sense of purpose as a leading teaching and research hub. We felt the Index is an important tool that can be used by businesses to evaluate and signpost how well they are doing in terms of their sustainability initiatives.

How does the Index work?

It is based on proven methodology, developed by GoodBrand. The Index focuses on 249 brands in Canada and is a representative example of 3,200 Canadians across the country. It measures the performance of brands and companies in 22 industry sectors on a range of brand value measures. Respondents are asked to rate brands on a range of factors including quality, value, innovation, leadership and corporate social and environmental responsibility.

How do you see the Index evolving?

The results were released on June 21, 2015, so it is still too early to determine exactly. The school is primarily looking at the category and sector level. It will use the research to determine macro issues or opportunities. For example, why is broadcast media more trusted than print media, which in turn is more trusted than social media? They can use that information to drill into what this means for business and business strategy. We have a commitment to do the Index for the next three years.

How do you see business in Canada and the world changing going forward?

Having been in the food business for 35 years, I’ve seen the industry evolve. These days you can run but you can’t hide. People are being called out on stuff. Trusted brands are ultimately the recommended brands, which are ultimately growing brands. With the report we can determine what are the key trigger-points that make a business trusted. Ultimately, what gets measured, gets treasured.

For more on Gustavson’s Brand Slam, see UVic summer issue 2015.

Trust or Bust

A popular brand like Tim Hortons undermines consumer trust at its peril

by Dr. Saul Klein

Tim Hortons Inc. is reported to be reconsidering the use of third-party advertising on screens in its stores. A controversy first erupted earlier this year, when Tim’s placed Enbridge Inc. commercials in front of its customers, then pulled the messages in the face of public objection. Unfortunately for Tim’s, pulling the ads around objection, too, and the company found itself in a no-win situation, caught between environmental activists and oil-industry supporters.

Why do these “easy wins” occasionally turn out so wrong? It has to do with the trust consumers have in their brands. Trust drives loyalty, but it can easily erode if the brand is seen as inconsistent with its customers’ values. When trust is present, it is easier to respond to unforeseen events. The bomb threats against Westjet Airlines Ltd. in June are an example. Because of the high degree of trust the airline has with customers, it was able to weather the storm and even benefit from a sense of sympathy: it came across as caring and sincere. When trust is absent, a company has scant reservoirs of consumer goodwill to draw upon, and it can suffer greatly when something adverse happens. Consider the reaction to United Airlines when one of its planes was forced to make an emergency landing in Newfoundland in June. Some passengers became irate at being housed at CFB Goose Bay while the crew stayed at a local hotel, and the story went viral.

Negative consumer reaction tends to follow perceived violations of trust. A few years ago, a disgruntled passenger posted a song (“United Breaks Guitars”) on YouTube that garnered more than 15 million views after the airline mishandled the passenger’s luggage and failed to take responsibility. Consumer trust is a key company asset to be safeguarded. Actions that erode or build trust must be carefully managed. Putting oneself in the middle of a contentious public issue, as Tim Hortons did, is a sure way to lose trust from those who have strong feelings about it. It is fine for a niche player that appeals to a narrow audience to choose sides, but not for a brand that courts a broad base of appeal.

The issue is particularly timely for Tim’s, given its recent acquisition by 3G Capital which also owns Burger King—and the strength of their consumer franchise in Canada. As the Gustavson School of Business revealed in June, Tim Hortons is the most trusted brand in Canada. This trust is built upon functional performance, delivering reliable and consistent value to consumers, as well as on an emotional attachment that customers have to the brand. Tim’s has done a great job of earning Canadians’ trust through its community engagement and workplace practices.

3G Capital has a reputation for tightly controlling costs, and we will be watching closely to see whether this translates into an erosion of trust in Tim Hortons, through, for example, reduced community involvement. Consumer word of mouth drives purchase behaviour—and companies undermine consumers’ trust at their peril.

Moving forward by looking back

At 25, you’re up for anything ... because you don’t know what’s impossible

by Jesal Shah, P.E., P.Eng., MBA ’15

TWENTY-FIVE IS THE CUT-OFF age where you better have your ... um, stuff ... together or risk being doomed to spend the rest of your life screwing lids onto tubes of toothpaste. Or at least that’s what my traditional Indian mother implied when she criticized a friend’s son for irresponsibly pursuing anthropology, instead of one of the three acceptable careers for the children of Indian immigrants, namely: medicine, law or engineering. Anything less was considered failure and akin to throwing your life away. I dutifully pursued a bachelor’s degree in engineering followed by a master’s degree because as my parents said, “Who can respect you with only a bachelor’s degree?” And more importantly, “What kind of a girl will marry you if you give up after only a bachelor’s degree?”

I hated engineering so it was a relief when a few months before I turned 25 I was fired/quit my engineering job, and became an actor. Or rather, I declared myself an actor, because being an actor generally implies you’ve acted professionally in some capacity, which I most definitely had not yet. I warded off my mother’s initial disapproval by telling her I had auditions for her favourite show, CSI: Miami (“My friends will be so jealous. I can’t wait to see the look on Pramila Aunty’s face when I tell her you are going to meet dreamboat David Caruso.”) And despite being only occasionally employed as an actor in Los Angeles, one of America’s most expensive cities, I was relatively unafraid, because 25 is an age where you don’t know you should be afraid. At 25, you are still defining yourself and figuring out your own path, not the path your parents or anyone else has set out for you.

A few years later, when I found myself thinking about pursuing an MBA at UVic, I was nervous because at only 22 years of age itself, Gustavson was still a comparatively young and inexperienced business school. I need not have worried because what it lacked in age, Gustavson more than made up for in enthusiasm, openness to new ideas, and the chance for students to forge their own paths through case competitions, specializations, international management exercises, and in areas older schools, more set in their ways, would never allow.

This is the beauty of 25 for Gustavson: mature and established enough to know where it is going and how to get there, and yet young enough to be flexible, to take risks, and to trust and engage with its students as the important resources they are.

Twenty-five years ago Germany was reunited, Al Gore authorized someone to invent the Internet, applicants were faxing the very first applications to Gustavson School of Business, and I was lip-syncing to “U Can’t Touch This” in my very own MC Hammer pants. So much has changed since then (except for my lip-syncing abilities), and who knows what the next 25 years at Gustavson will bring? We’ve done some amazing things so far and I am excited to see what Gustavson and its alumni will accomplish.
Take project success to new heights

The Masters Certificate in Project Management

VANCOUVER & VICTORIA LOCATIONS

Get the knowledge and tools you need to consistently deliver projects on time, on budget, within scope – and beyond expectations. This 18-day program features the very best trainers in Canada and is delivered over five months to minimize interruptions to your work schedule.

Call 250-721-6429 to receive a detailed brochure.
Email epcoord@uvic.ca • execprograms.uvic.ca/ProjectManagement

Enrolment Bonus:
Receive a complimentary iPad
“Go Green” and manage your learning materials paperlessly – yours to keep afterwards!