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GUSTAVSON SCHOOL OF BUSINESS AND GILL GRADUATE SCHOOL MAGAZINE
FALL/WINTER 2014

Contents

Features
A Helping Hand
Social enterprises get on their feet.

Roadmap To Success
Distinguished Entrepreneur offers career insights.

Why Localism?
Understanding the buy-local movement.

Top Of The Pops
Cultivating the green treat market.

It’s In The Bag!
Upcycling brings opportunities to Nepali youth.

Fashion Futures
Changing the way we think about clothes.

Healing Waters
Mercy Ships helps impoverished countries.

The Joy Of Giving
Embracing careers in philanthropy.

Healthy Communities
Time for seniors to have their voices heard.

Lean And Green
Sustainable supply chain practices save the planet.

Cultivating Entrepreneurship
Empowering students with a business mindset.

The Sky’s The Limit
Raising the roof on sustainable food sourcing.

Human Nature
The changing tide of eco-tourism.

Whale Of A Time
Jumping on board to protect our marine life.

Departments
5 Message From The Dean
Consider your footprint.

6 Biz Bites
The latest news from Gustavson.

10 Giving Back
Timothy Price helps those making a difference.

16 Faculty Research
The sins of greenwashing.

28 Class Notes
Latest news from JDC West.

30 The World Looks Different
Enriching lives and reducing our impact.

31 View From Exchange
Smooth sailing.

THE ECO-ISSUE

On the cover: Chelsea Kanstrup
Photo by UVic Photo Services
Thank you to all our generous sponsors and guests

Celebrating the achievements of Dennis Washington.
Inspired by the power of machines. Fuelled by passion for life.

We’re now into the second decade for our tradition of an annual event to celebrate excellence in entrepreneurship.

I extend our most sincere thanks to the members of BC’s business community — and to our generous sponsors — for helping to make the 11th annual Distinguished Entrepreneur of the Year gala an event to remember.

We came together to honour Dennis Washington, a man whose vision, intelligence, and hard work have brought him to where he is now. A globally successful entrepreneur and philanthropist. His life’s accomplishments have been guided by a passion for big machinery, an ability to see things differently, the imagination to chart his own course, courage, and perseverance.

The founder of The Washington Companies (a group of affiliated companies active in marine and rail transportation, ship building and repair, mining, environmental remediation, heavy equipment distribution, and aviation) deserves the acknowledgement and applause he’s been given.

Congratulations to Dennis Washington, recipient of the 2014 Peter B. Gustavson School of Business Distinguished Entrepreneur of the Year Award.

Again, a heartfelt thank-you to our honoured guests and to the generous sponsors of the event.

Sincerely,

Saul Klein, Dean
Gustavson School of Business

Peter Gustavson, Event Chair
President and CEO Gustavson Capital

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PETER B. GUSTAVSON
School of Business
The world looks different from here.
Message from the Dean

Consider your footprint

At Gustavson, we are strongly committed to teaching our students to incorporate the triple bottom line in their thinking. Graduates from our programs are not only given a strong foundation in business fundamentals, they are also taught to engage in business practices that are ethical, socially responsible and environmentally friendly. The decisions our alumni make in their careers create legacies that all of us can be proud of.

The sustainability mindset of the Gustavson School of Business is something that has been intrinsic to our identity from the beginning. As we near 2015, and our 25th birthday, we can celebrate a quarter century of educating future business leaders in socially responsible business practices—having started those discussions long before our counterparts began them in their classrooms. As we’ve grown as a school, so too have our offerings. We have courses on social entrepreneurship and sustainability at the undergraduate and graduate level, co-op work terms at green companies, and the Centre for Social and Sustainable Innovation (CSSI). CSSI is dedicated to the collection and dissemination of research in this field helping students, faculty, staff and alumni integrate sustainability into their studies, careers and lives.

And if our alumni are any indication of our efforts, it’s working. In this, our “Consider Your Footprint” issue, we’re showcasing alumni who are putting their sustainable and socially responsible business skills to work. From Tara Nakashima’s upcycling social enterprise in Kathmandu, Nepal (page 14), and Kim Cope’s efforts to educate the next generation of entrepreneurs (page 23), to Ryan Orr’s work in eco-tourism (page 25), our alumni are hard at work making our world a better place.

I am humbled by the many and varied ways in which our students and alumni see the world differently, and find creative solutions to problems we’re grappling with as a society. When I see their efforts at play, I am confident that the marks they’re making in the business world have an impact far beyond their wildest imaginings. A footprint to be proud of indeed.

Dr. Saul Klein
Dean & Lansdowne
Professor of International Business
deaansaul@uvic.ca
UVic makes Princeton Review’s Green Rating Honor Roll

The Princeton Review has tallied Green Rating scores for 861 colleges in the US and Canada, and UVic, the only Canadian university named, is in the top 24 schools listed on the company’s 2015 Green Rating Honor Roll.

Only those schools that achieved a perfect score of 99 in the Green Ratings were named in the Honor Roll, based on criteria in three broad areas:

1. Healthy and sustainable campus life.
2. Preparation of students for employment in a world defined by environmental challenges.
3. The school’s overall commitment to environmental issues.

The Princeton Review based scores on information obtained through institutional surveys. For UVic, that information came from its February 2014 Gold level rating in the Sustainability Tracking, Assessment & Rating System (STARS)—an international framework for colleges and universities to measure their sustainability performance.

In describing UVic’s sustainability initiatives, the Princeton Review highlighted the campus’ efforts with recycling, composting and water management, along with its attention to environmentally sensitive landscaping management practices.
BCom students in their final semester gathered on campus this summer to showcase their talents to the business community during the inaugural Global Leaders Festival.

The festival is the culmination of a professional development course unique to the Gustavson School of Business called Career Preparation Across Borders. The course enables students to customize their professional development activities and earn course credits in the process.

Participants research, network and volunteer in areas of their career interest, and document their efforts online. At the end of the course, each student has a personal website that serves as a portfolio of their skills. They then use this tool to market themselves to potential employers.

The Global Leaders Festival hosted members of the business community, mentors and alumni, who were given the opportunity to meet with more than 170 BCom students entering the workforce.

In a “reverse career fair” format, employers visit student kiosks, allowing them to network with potential hires. Students talk about the skills they’ve acquired and the types of opportunities they are looking for upon graduation.

### MBA Reboot

**This fall, our newest** Master of Business Administration students were treated to unique learning opportunities as part of our refreshed MBA program. During their Essentials of Business and Leadership course, students took the classroom outdoors.

The 48-member class participated in team-building exercises including rappelling, canoeing and camping. They also got to engage their inner performer. An afternoon of improvisational theatre training further cemented their team-building skills, whilst giving them the opportunity to hone their creative problem-solving and risk-taking skills.

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**Seeing things Differently @ 25**

2015 marks Gustavson’s 25th birthday and we want to celebrate with you! In addition to special birthday events, we’re looking for our 25 Alumni to Watch. The list will comprise grads who embody our School’s spirit of seeing things differently. Are you one of the 25 Alumni to Watch? Share your story with us.

Online nomination form: [uvic.ca/gustavson/faculty/alumni](http://uvic.ca/gustavson/faculty/alumni)

A Helping Hand

Two organizations geared to helping social enterprises get on their feet
by Wendy Glauser

Can you give back to your community and make a profit? For two UVic MBA alumni, the answer is a resounding yes.

Antonieta Falconi, chief financial officer of Social Enterprise Greenhouse in Providence, Rhode Island, and Jill Earthy, director for Futurpreneur’s BC and Yukon regions, both empower social entrepreneurs to address social or environmental problems through business.

Although the concept of socially responsible business isn’t new, it’s only been in recent years that governments and the business community have realized the potential of social enterprises and ramped up support.

Last year, the Ontario government launched its first ever Social Enterprise Strategy. Futurpreneur (which changed its name from the Canadian Youth Business Foundation earlier this year) has supported around 5,750 startups across the country—most with social purpose.

It’s a global trend: a recent survey by Social Enterprise UK found social enterprises were launching at three times the rate of small- and medium-sized enterprises. Although there are many different models and motivations, social enterprises are generally defined as “companies that try to do well and do good at the same time,” explains Falconi.

The social enterprise trend is also being driven by the new crop of business grads. “A lot of younger people in their 20s and 30s seem to be aware of their social and environmental impact,” explains Earthy. Thanks to big names like Elon Musk, who pioneered one of the world’s most affordable electric cars, this generation is also realizing that social enterprise can be big business. “When you’re for-profit compared to non-profit, you can give more back to the community,” says Earthy.

Through their organizations, Falconi and Earthy connect social entrepreneurs with startup capital, volunteer mentors and business education. “Many people are focused on the social problem they want to solve but they’re lacking the business acumen,” Falconi says. For example, Falconi’s team helped the co-founder of Maternova, who comes from...
a maternal health background, figure out the marketing and pricing aspects so she could get her maternal and infant mortality-reducing innovations—such as handheld ultrasound units and special suits to prevent postpartum bleeding—to countries in need. And at Futurpreneur, Earthy’s team connects young entrepreneurs with mentors as well as an Entrepreneur-in-Residence so they can flesh out the validity of their business model before making a financial commitment.

“Right away we ask them the questions they’ll face six months or a year down the road, like, ‘How are you going to grow?’ and ‘How are you going to sustain your company when you’re tired and running low on money?’” Earthy explains, having herself successfully launched and sold a national event staff company, Frontline Staff, and momcafé Network, “a mini board of trade for moms.” She also served as the CEO of the Forum for Women Entrepreneurs before joining Futurpreneur.

Futurpreneur grads include the founder of a company that has brought compost systems into office buildings and the creator of an app that reveals potential toxins in cosmetics with the scan of a product barcode.

One of Falconi’s favourite Social Enterprise Greenhouse startups is the SpeakYourMind Foundation, which is developing low-cost technology so that people with Amyotrophic Lateral Sclerosis (ALS) and other debilitating conditions can communicate through eye movement. “One may feel sad for these clients’ circumstances, but a huge barrier is lifted when you are actually able to engage in conversation with them—they express humour and make you laugh,” explains Falconi, who got to see the technology in action.

Both Falconi and Earthy credit their time at UVic for the contacts and skills they needed to be successful in the business world. Not only were they exposed to concepts like “triple bottom line” and “sustainable business model” at a time other business schools weren’t mentioning them, but Falconi says she appreciated being in Victoria—a place where “there’s a general level of awareness about sustainability,” she says.

Part of the reason social enterprises are so successful is they give something back to the entrepreneur. “Running a startup is stressful; you’re worried about cash flow. It takes its toll on you,” says Falconi. “You have to be really passionate to keep going, and for some that passion is fed by trying to solve a social problem.”

It’s a global trend: a recent survey by Social Enterprise UK found social enterprises were launching at three times the rate of small- and medium-sized enterprises.
Timothy R. Price would rather be trapped in a room with a few budding entrepreneurs than all the Marvel comic superheroes combined, even the Guardians of the Galaxy. Given this past summer’s blockbuster film of the same name, that’s saying something.

For Price, it’s not enhanced humans who will make our world a better place, it’s entrepreneurs. Their creativity, passion and savvy have the ability not only to envision new enterprises, but inspire those around them.

The natural charisma of entrepreneurs, Price explains, pushes their peers and competitors alike to strive for excellence. The benefits are many. Not only do entrepreneurs set the bar for success high, but their progress, in turn, compels their competition to find ways to better them. The end result is a vast and exciting array of new innovations entering the marketplace.

Price’s profound respect for entrepreneurs is evident in his dedication to helping them realize their vision. Since 2001, three awards have been given annually in his name to students and faculty exemplifying the curiosity and drive needed to bring a business idea to life. The awards come with a monetary prize that students can use to assist them in the launch of their business.

Faculty funding allows professors to put the money toward their scholarly research. In both cases, Price hopes to build entrepreneurial knowledge and capacity. For students in particular, it allows them to take knowledge gained in the classroom, pair it with their business idea, and continue their learning by pursuing the launch of their enterprise.

The training ground for entrepreneurs extends beyond the classroom, Price points out. Not every business idea succeeds, but the lessons learned from taking an idea from inception to launch provide budding entrepreneurs with the skills, experience and resilience that allows them to pursue subsequent business ideas. If Price can assist them in taking that first leap into private enterprise, he is more than happy to do so, because as far as he’s concerned, they’re saving the world for all of us, one brilliant idea at a time.

Tim Price Award Recipients in 2014

Mayank Chauhan, MBA ’14, Tim Price MBA Entrepreneurship Award
• With the help of the award money, Chauhan recently launched nutTea—an organic tea-infused energy bar company. nutteabar.com

Grandin Harrison, BCom, Tim Price Scholarship in Entrepreneurship
• Recognized for his academic achievement in the undergraduate entrepreneurship specialization.

Graham Brown, Assistant Professor & Tim Price Entrepreneurship Fellow
• Researches territoriality and psychological ownership of objects, ideas and physical workspace. His research helps with organizational management and conflict resolution in the workplace.
Roadmap to Success

Distinguished Entrepreneur Dennis Washington offers insights from his career

by Meghan Casault

Dennis Washington, founder of The Washington Companies, is our 2014 Distinguished Entrepreneur of the Year award recipient. The Washington Companies are an affiliated group of companies that are leaders in marine and rail transportation, ship building and repair, mining, environmental remediation, heavy equipment distribution and aviation.

Can you tell us how important mentors have been to your success?

You have to learn as you go along. For example, I had no education and no engineering experience, and to become the VP of King McLaughlin I had to know engineering. So before I became VP, I was on a job with this fellow named Hank Thompson who was the district engineer. He had a flatbed truck that was all banged up so I said, “I’ll fix your truck up if you’ll teach me the stuff I’ll have to do,” and we did that for about three nights a week for a year—I learned basic civil engineering. When you work around a lot of talented people you’re going to automatically pick up some of their traits.

How do you balance the goal of increasing profits with maintaining your values and giving back?

I think that that’s just good business. If you’re a good businessman you’ll balance all that stuff. We always contributed to the local economies. When you’re a young entrepreneur and you’re risking your tail every day, it is very hard to take money that you need in your business and give it to someone else. I think that after you’re successful, you learn to enjoy giving. It’s been a real joy for us to do what we do in life. Now our life is dedicated to helping young adults.

How much focus do you put on what your competitors are doing?

You have to be alert. It’s just like an athlete: games are always won by just a little bit. There’s luck involved. But more so, the same guys are consistently good. Some of it is luck, but mostly, the competition is out there practising and they’re in the game. I look at business the same way. Once you drop your guard, someone else is going to come along and win. Everyone wants to be king of the mountain. They’re always trying to knock you off the top, so if you stay up there you better build a good foundation and have some long arms.

Distinguished Entrepreneur Dennis Washington offers insights from his career

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“One of my favourite local suppliers is the family-owned business we buy our tortillas from,” says Steve Jackson, co-owner of Lido Waterfront Bistro on Victoria’s Inner Harbour. “We give them a call in the morning and that afternoon the son arrives with stacks of warm tortillas for us. They’re so fresh his hands are practically still floury.”

While Jackson (BCom ’95) points out that not every item on his menu is grown or processed on Vancouver Island, he is, in fact, a hometown booster. He worked at Spinnakers Gastro Brewpub during university and got his first insight into the value of local products, including great-tasting, chemical-free beer.

“There’s no need to get other beers,” Jackson says, and adds, “We pride ourselves on using Ocean Wise products. The chef insists on Saltspring Island mussels and we’ve got more awesome bakeries in Victoria than any other city I’ve ever been to.”

Jackson says it isn’t hard to convince customers they’re not going to miss conventional beers. More and more, travellers are beginning to ask about local or regional products, and by serving them up Jackson feels he is contributing to the local economy. And he’s right!

A study by Columbia Institute, LOCO BC and the ISIS Research Centre titled The Power of Purchasing, looked into the value that local companies have on the economy and their communities.

These local businesses “employ and are owned by friends and neighbours,” the report says. “They create good, local jobs, buy more goods and services from other local businesses, give more to local charities, recirculate more money in our economy and strengthen our social fabric.”

The report backs up those claims by stating that a BC-owned and operated company recirculates more than 33 per cent of its revenues directly to residents and other BC businesses, compared to 16 to 19 per cent for multinational counterparts.

Liz Fosdick (BCom ’06), owner of Avenue Weddings in Langford, agrees: “When you buy from locals and independent shops, those people pay taxes and that money stays here.”

Fosdick knows that selling locally isn’t enough. Fifteen per cent of her sales are online, mostly to Canadians in rural areas or small towns, and she also has to be pragmatic about buying stock on Vancouver Island.

“We offer some locally-made things that are reasonably priced,” she says, “and most of our wholesalers are Canadian.”

But when it comes to weddings, almost everyone is budget conscious. Fosdick helps brides, grooms and planners pull together events that range from backyard potlucks to $50,000 extravaganzas, and while some people will travel to find a dress, they still want to shop close to home for everything else to make sure the colour and the quality are just right.

“There are a lot of factors that come together to encourage people to buy from us,” says Fosdick. Both Jackson and Fosdick agree that those factors include value, trust and quality.
Top of the Pops
Cultivating the green treat market
by Jaesin Hammer

While on his co-op work term, current BCom student Dylan Sedgwick jumped headfirst into marketing a product with a green mindset—something he has had little experience in. “My one sustainability class provided only classroom knowledge,” Sedgwick remarks, “sustainable, green thinking is all new to me.”

Sedgwick assists in public relations and marketing at DeeBee’s SpecialTea Foods, focusing his efforts on the company’s new frozen treat called Teapops. These treats are the first certified non-GMO, organic, kosher, vegan, frozen tea treats that are gluten, dairy, nut and soy free.

After hearing DeeBee’s founder and CEO, Dionne Laslo-Baker, speak about Teapops and demonstrate her passion for the product, Sedgwick was inspired to work with DeeBee’s to market Teapops not only as a product, but a green mindset.

“We want to motivate people to turn over the box and read the ingredients,” says Katrina Kamaretsos (BCom ‘11), DeeBee’s public relations and marketing manager and Sedgwick’s co-op supervisor. By advertising Teapops, the duo also raise awareness about current issues in the consumer market like genetic modifications to food and labelling on the packaging. And with the rise of dietary restrictions, allergies and healthy eating, DeeBee’s Teapops fit nicely into this new niche market.

“The time is perfect,” Sedgwick says, “we can practice and promote a green mindset with our product while providing families with a healthy dessert option.” Allowing health conscious families to consider an alternative to popsicles and freezies is part of the reason Teapops is taking North America by storm.

Sedgwick has been helping Teapops’ marketing efforts over the past couple of months by preparing for food shows and developing retailer communications—his efforts contributed to the company breaking into the US market this summer.

Teapops’ success couldn’t have come at a better time and it comes down to Sedgwick’s “willingness to go the extra mile in creating news and noise,” as Kamaretsos puts it. With such a fast-moving product it is essential to remember the importance of the green approach to the product, staying true to sustainability and smaller industrial footprints.

The Teapops marketing duo are extremely excited for the future and passionate to nurture Teapops to greatness, and raise awareness about everything the product stands for.
Sometimes it’s the littlest things that no one notices which have the potential to make the greatest impact on our world.

In Kathmandu, Nepal, Tara Nakashima (BCom ’10) and Laura McManus noticed a small thing creating a big problem—one-time-use plastic bags. The proliferation of discarded bags has created significant problems in the local environment, from clogging waterways to filling city streets with debris. Devoid of a waste management policy to help address the problem, Kathmandu was ripe for a creative solution to curb the use of disposable plastic bags.

Enter Nakashima and McManus, who took a decidedly counterintuitive approach: they fought bag with bag. In 2012, the pair, who initially met in Japan while on academic exchange, founded Banners to Bags. The plan was simple, to provide a sustainable solution to several challenges facing the people of Kathmandu.

In addition to plastic bags, one-time-use heavy duty PVC advertising banners are a common waste product in Nepal. “One day after attending a meeting, I saw a banner taken down and discarded,” McManus explains. “I salvaged the banner, took it home and Tara and I mulled over what we could do with it. We decided to start with a bag, had a prototype made up, and surprised ourselves a little when it worked! Banners to Bags was born.”

“We focused on upcycling, rather than recycling,” Nakashima adds. “Recycling focuses on making items of equal or lesser value than the original piece. With upcycling, you’re giving the item more value than the original. At Banners to Bags, we’re taking one-time-use banners, a waste material and turning them into a better quality item—our bags.”

McManus and Nakashima formed a partnership with the Child Workers in Nepal Concerned Centre (CWIN) that provided space for Banners to Bags’ sewing operations. Local at-risk youth were recruited to participate in the Banners to Bags program that taught them how to sew the bags, market them to customers and provide much-needed income for their efforts.

“The project focused on providing skills training and employment to vulnerable members of Nepal society, as well as helping the environment,” Nakashima says.

Every step of the way, the project participants faced a new learning curve. Some had never even sewn before and for those who had, working with this new material proved to be a challenge. At first their attention was focused on simple designs and sewing straight lines. As confidence grew, so did the product line. The women now make several different styles of bags, as well as coasters and document holders.
They are currently considering adding items that would appeal to a broader international market, such as iPad covers and laptop cases.

Selling the bags proved another novel experience for participants. One of the challenges for Banners to Bags was to find a viable market for the upcycled bags. Although reusable shopping bags are common in other places, it is not yet standard practice in Nepal and therefore required consumer education. “We taught the women how to sell their bags in the markets,” Nakashima says. “Part of the sales pitch was to explain to customers the environmental benefits of using a reusable bag. For many of the women, they’d never done sales before. It was empowering for them to talk to customers about their work.”

To date, 20 women have completed the program. Some have gone on to pursue work as tailors, using the sewing skills they acquired while working on the Banners to Bags project.

At the end of 2012, only seven months after the first bag was sewn, McManus and Nakashima handed the reins of the operations over to their Nepali interns. “It was always our intention for them to take ownership of the project,” Nakashima says. “It is critical to the long-term success of Banners to Bags to have the Nepalese embrace the social enterprise and continue to move it forward.”

Rushka Sthapit, one of the women now helming Banners to Bags, has taken Nakashima and McManus’s dream and made it her own. “What I love most about working at Banners to Bags is the satisfaction I get from acting as an intermediary to marginalized women who are given employment opportunities, contributing to the local economy, and the fact that all the profits we make from the bags go to underprivileged children to provide them with education.”

It’s what Nakashima had hoped for when the project began. “With Banners to Bags, we’ve actually done something,” she says, “even though it’s just a small, small step in the world of things that need to be changed.”

It’s a good thing Nakashima and McManus took the time to think about the little things nobody stops to ponder; in doing so, they’ve made a world of difference.
Cruising the aisles of my supermarket recently I noticed a large number of “green” cleaning products. As greenwashing is one of the subjects I teach BCom students, I wondered how true the manufacturers’ claims are that their products are “natural” and “plant based?” More importantly, are the terms “natural” and “plant based” even relevant?

According to two studies titled The Six Sins of Greenwashing (2007) and The Seven Sins of Greenwashing (2009) by Underwriters Laboratories—an organization that advises companies on developing and promoting sustainable products—there are seven “sins” of greenwashing. Many of the products I saw at the grocery store committed the “sin of vagueness.” For example, using words like “natural” and “plant based” does not confirm that there are no toxic elements in the cleaner. Some of the products were only “natural” because they included water!

A couple of days later, I was talking to my son about electric cars, commenting on all the charging stations we see around town. This brought to mind another greenwashing sin, the sin of the lesser of two evils: advertising that something is the greenest in its category leads to the consumer losing sight of the overall environmental impact of the product’s category.

While hybrid cars emit less carbon dioxide than gas-fuelled cars, they still have a greater negative impact on the environment than other transportation choices like a bicycle. In fact, the Norwegian Consumer Ombudsman has banned auto manufacturers from using language like “green,” “clean” or “environmentally friendly” unless they can prove that from cradle to grave the vehicle causes less drain on the environment than other similar brands. This holistic approach demands that automakers look at the entire operation, not just the effects of one line of cars.

I had a happier, “sin-free” experience when looking for facial tissues. Scotties is now marketing a new variety of tissues called its EnviroCare Collection. I was happy to learn that Scotties has earned EcoLogo certification and uses paper that is FSC certified by the Rainforest Alliance. By seeking out third-party verification, Scotties avoids the “sin of no proof.” Credible third parties help consumers make informed decisions.

To avoid the sin of blind acceptance, consumers can use this variation of the three Rs: Read the label; Research the claims; and Replace items that don’t meet their standards. Luckily, there are apps for that!
Changing the way we think about clothes

by Krista Boehnert

Can fashion have a social purpose? What about a health benefit? According to two student-inspired fashion innovations it can. Both Work Ready and Dimes Underwear delve deeper than the material to discover that clothes can be much more than a fashion statement.

DRESS FOR SUCCESS
BCom students Keara Doyle, Darrin Max, Alex Taylor, Evyn Haberstock and Brittany Lagner are in the process of launching Work Ready, a clothes-lending venture that was developed as part of their work with Enactus UVic.

Enactus is an international community of students, academics and business leaders who use entrepreneurship to implement sustainability projects. “Work Ready will loan interview attire to women who are re-entering the workforce and do not have the funds to purchase business suits,” Doyle explains. In addition to clothing, Work Ready provides interview skills training to better prepare clients for their job search. The concept has received a positive response at Enactus Canada National Exposition competitions in Victoria and Calgary, and garnered funding support from Walmart Canada. “We have great mentorship support for helping to refine our idea from Walmart Canada,” Doyle says. “It’s been wonderful to benefit from their expertise.” The students are currently working with local businesses and community partners to finalize their program mode. They plan to officially launch Work Ready in 2015. @enactusuvic

CLOTHES MAKE THE MAN
BCom student Patrick Psotka and BCom ‘14 alumni Max Webster and Zac White have plans to upgrade the male underwear market. Their brainchild, Dimes Underwear, offers men and their “crown jewels” comfort and peace of mind. “We started talking about cellphone cases that could reduce the radiation emitted from smartphones and realized with the amount of time our cellphones stay in our pocket, underwear could be a very practical product to adapt this concept to,” Webster explains.

The trio recently pitched their idea at UVic’s Innovation Centre for Entrepreneur’s PlanIt contest, where the judging panel awarded them third place and $1,000, generously provided by the Distinguished Entrepreneur of the Year Scholarship Fund, for their innovative idea. “Today’s young male professional is always connected—when he is not on his laptop he’s walking around with his smartphone in his front pocket,” Webster says. That amounts to a lot of mobile radiation over time.

Dimes Underwear is made of a silver-infused fabric blend that blocks more than 90 per cent of mobile device radiation, protecting the wearer from long-term health risks including decreased sperm count, known to be caused by prolonged radiation exposure. Due to consumer demand, Dimes Underwear will become an online-only company as of November 1, 2014. dimesunderwear.com
What does the organization do?
Mercy Ships is a privately funded charity that sends hospital ships with medical teams to impoverished countries to provide free medical care, physician training and community support. It has 16 global offices including Mercy Ships Canada, based in Victoria. Its *Africa Mercy* is the world’s largest charity hospital ship, staffed by 1,600 volunteers from around the world.

How has it made a difference?
In existence for 35 years, Mercy Ships has treated 572,000 patients in 54 countries, conducted 67,000 surgeries and delivered services to over 2.42 million people, valued at more than $1 billion. It serves people free-of-charge, without regard for race or religion.

Why was it launched?
Mercy Ships was started by an American Christian group to serve the estimated one-billion people who lack basic healthcare, particularly in Africa, where 50 per cent of the population has no access to a doctor. The organization deemed...
that a ship is the most efficient platform to deliver a state-of-the-art hospital because 75 per cent of the world’s population lives within 150 kilometres of a port city.

**What results have you seen?**
When in Congo, I saw a blind mother being led by her young daughter to the ship to have cataract surgery. After surgery, she regained her sight, which resulted in her daughter attending school and the mother getting a job to support the family and become a better community member.

I witnessed one-on-one training. In Congo, a doctor from Togo came for cataract surgery training. Before the instruction, it took him 20 minutes to do each surgery; he performed 400 surgeries per year (in 2010). After training, he could complete the procedure in 10 minutes, and this year he performed 2,000 cataract surgeries. He now voluntarily teaches other surgeons.

**What are you working on?**
My third-party fundraising work includes bake sales, discount coupon books and collaborating with restaurants that donate money from a menu item purchased—small outlets that have added up to substantial funding over time. We also organize campus networks at 11 universities across Canada with hundreds of student volunteers.

Africa Mercy is heading to Cotonou, Benin, where volunteers plan to do over 2,300 surgeries, treat 18,000 at dental and eye clinics, and train 160 Beninois health care professionals.

**Why is philanthropy important?**
It was instilled in me not to take for granted that I was born a woman, within a supportive family, within a supportive community and within a supportive country.

**What appeals to you about working for Mercy Ships?**
I love Mercy Ships’ mission; helping so many individuals in need through surgeries is amazing, yet educating individuals increases the capacity of our efforts, and works to stop the need itself.
Tell us about Change Heroes
Change Heroes, launched in 2011, is a for-profit social enterprise that uses 90 per cent of funding to build schools in developing countries with charity partner, Free The Children. It pioneered an Internet-based “friend-funding movement” with a platform that asks volunteer campaigners to raise $10,000—enough to build one school. The formula: 33 friends give $3.33 a day (approximately the price of a latte a day) for three months for the total sum of $10,000.

How has it made a difference?
Change Heroes has raised $1.4 million, with more than 300 campaigns completed by donors that live in 40 countries; 140 schools have been built in countries including Haiti, Kenya, Bangladesh, Vietnam, India, Ecuador, Sierra Leone and rural China. In the three years this enterprise has been operating, approximately 142,000 people have been impacted.

What are you currently working on?
As COO, I raise financing through angel investors in Victoria, Vancouver, New York and LA. We are seeking $1 to $2 million to scale out the platform, and have raised $700,000 toward that. I work with corporate campaigners: Disney’s Club Penguin, based in Kelowna, is a social network for kids that raised $70,000 by matching employees’ donations to build seven schools. I’m helping to set up programs to enable corporations’ employees to visit schools they built.

Tell us about Me to We
Me to We is a social enterprise that works to empower youth to become more socially conscious and charity-focused by offering international volunteer trips, leadership training programs, and large-scale, inspirational We Day speaker events. It raises finances with ethically produced artisans’ products from Kenya, and is a major donor of Free The Children. We Day stages one-day educational events for 20,000 youth featuring renowned world leaders, activists and celebrity speakers (everyone from Mia Farrow and Bill Clinton to Justin Bieber) in 11 cities. It is meant to inspire and reward youth who are leading local and global change, tied to the year-long We Act program, which offers resources to kids to increase their volunteerism.

How has it made a difference?
Since 2000, Me to We has fundraised $37 million for 1,000 causes, organized 270,000 hours of volunteer service on Me to We trips to developing countries and inspired over 520,000 youth through leadership programs. For its We Act volunteer initiatives, 7,000 schools have donated 9.6 million hours of time for local and global causes.

What are you currently working on?
I am responsible for sales and strategies for products including jewelry and accessories handcrafted by women in Kenya and India; dealing with artisans is one of the best parts of my job. We provide all materials and pay fair wages, commissioning them to make products. We are now starting to work with retailers Chapters/Indigo, Second Cup, Nordstrom and Staples to sell the products, in addition to Me to We’s Toronto boutique and online store. We work with celebrity ambassadors including singer Demi Lovato, who is selling Kenyan-made bracelets on her tours.
Healthy Communities

Making sure Canada’s seniors have their voices heard
by Robin Brunet

Isobel Mackenzie brings new life to the phrase “navigating uncharted waters.” In March this year, Mackenzie was named BC’s first seniors’ advocate by the provincial government. It’s also the first position of its kind in Canada, and her goal is nothing less than to improve the quality of life for the estimated 700,000 seniors in the province.

Mackenzie, who graduated from the University of Victoria (BA ’87 and MBA ’97) and then spent 19 years working for seniors at Beacon Community Services (most recently as CEO), wants to develop a system “whereby seniors’ right for self-determination is respected but with safeguards for those who can no longer advocate for themselves,” she says.

How will this be accomplished? That’s the million-dollar question, because there is no precedent for Mackenzie’s job. “I would have less sleepless nights if there was a blueprint to follow rather than having to create my own, which is the first order of business,” she says good-naturedly.

Conversely, there’s no end of issues pertaining to seniors that require solutions—from abuse and neglect to the availability and affordability of long-term care. “So far I’ve consulted with about two-dozen stakeholder groups and conducted a listening tour in over 14 different communities throughout BC to identify what requires the most attention,” says Mackenzie. “That will help my office to determine what direction we’ll take over the next two or three years.”

Mackenzie’s advocacy may be entirely new, but she was chosen for the task due to her work at Beacon. During her tenure, the organization grew in the services it offered to seniors, ultimately serving over 6,000 seniors a year with everything from home care and licensed care to transportation.

Mackenzie, 50, has also worked in the provincial public service and published papers on the retirement industry. In addition to her UVic MBA, she has a certificate in Health Care Leadership from the University of Toronto. “I gravitated to community service early in my career and can’t imagine anything more fulfilling,” she says.

Mackenzie believes her greatest strengths are “the ability to focus on the end goal despite the substantial distractions that often present themselves,” and “understanding issues from a multitude of perspectives. And these strengths will be vital in my new job.”

I gravitated to community service early in my career and can’t imagine anything more fulfilling.

Although the actions her advocacy will take have yet to be determined, Mackenzie is certain of one thing: “Even though I report to the health ministry, I will work independently and always on behalf of seniors—not government.”
“Traceability is at the core of supply chain best practices. And without a strong institutional push, it’s difficult to establish that.” That’s according to Service Operations Management Professor Dr. Enrico Secchi.

When it comes to the supply chain, an increasing number of organizations understand that sustainability needs to be embedded into the supply chain operations from the very beginning. “We’re starting to notice an increasing selection of suppliers,” Secchi says. “Given the amount of purchasing power we have, we can define more criteria to guide who we buy from.”

Those pre-sale factors might include the quality of the product or service, the firm’s environmental health and safety and human rights records, and emergency response plans, for example.

But if you’re at the starting gate when it comes to ethical supply chain management, where do you begin?

The European Union is tackling the issue with a requirement that all beef be tagged with a barcode that specifies which cow it came from, where it was raised and how. That kind of transparency is rare, but companies can develop their own methods.

Constantin Robin (BCom ’12), a supply chain planner and scheduler at Suncor Energy, says he has noticed the trend in Alberta’s oil and gas industry.

“I think the first step is to understand the value chain,” he says, “including where the raw material comes from, where it’s stored, how it’s transformed and whether it’s consumed as-is or further processed, returned, or scrapped.”

He adds, “The second step is developing an objective. We can use the big picture and then drill down into specific strategic and tactical goals.”

While these goals can include financial, operational and customer service aims, environmental and social goals can also affect more than just the bottom line.

“One of the key things Suncor Energy got involved in is local sourcing and using Aboriginal suppliers,” explains Robin. In 2013, for example, the oil and gas giant spent $431 million with Aboriginal businesses in Alberta’s Wood Buffalo region. “That creates higher social value by developing surrounding communities and tapping into local expertise,” Robin points out, “and it can minimize the environmental impact from transportation.”

Other big companies are focusing on the impacts of transportation on their supply chains. UPS, for instance, saved $200 million on energy in 2012 and that translates to a reduction of 165,000 metric tonnes of greenhouse gases. Even though their concern may not primarily be the ethics or sustainability of the value chain, their tactics have lowered their environmental footprint.

Secchi’s colleague, Service Operations Management Professor Dr. Uzay Damali, highlights the key motivational factor behind companies improving their supply chain efficiencies, “Some companies are compassionate. Others look at the supply chain as a quality-improvement process. In my opinion, often the company objective is cost reduction. The reduced carbon footprint is a nice side effect.”
A bunch of kids may seem an unlikely group to change the world, but Kim Cope (BCom ’13) has proven that with $100 and some lessons in entrepreneurship and finance, they can do just that.

The year she graduated, Cope founded Early Entrepreneurs (EE)—an organization that challenges students to turn $100 of capital into business ventures to raise money for charity.

While at university, Cope found her passion for purpose-over-profit enterprise and saw educating the next generation as a way to make socially accountable entrepreneurship a lasting legacy.

“It’s so important for students to realize that businesses have an impact, and how business can actually work to solve our biggest problems or fulfill essential needs,” explains Cope. “It’s critical to have a purpose tied to the business going forward.”

Cope has seen kids build and sell birdhouses, run lemonade stands, and host carnivals—easily reaching the $500 goal that EE sets for each class.

EE is dedicated to aligning with transparent, like-minded causes (such as Free the Children and Big Brothers Big Sisters of Canada) and students are encouraged to take ownership and choose which charity they wish to partner with. “Students do a lot of research on the charities to realize the impact they’re creating—we wanted to keep kids helping kids to focus,” says Cope.

The budding entrepreneurs’ efforts are paying off. More than a thousand students have participated in EE, raising over $61,000 for children’s charity.

Initially Cope envisioned EE as a non-profit enterprise, but the realities of running a startup made her realize that plans for the organization had to be sustainable, not dependent on donations. Now, to keep the program free for schools, EE relies on a 15 per cent commission from enterprise proceeds.

Finding a viable business model has been part of the development of EE—a process that Cope says began at UVic.

For example, Cope says the BCom program taught her how business and social responsibility can interact, the importance of networking, and even influenced the curriculum she now teaches to students. “Compared to other business programs, UVic’s is a lot more open to the idea of social ventures and enterprises, rather than just pushing a finance program. They’ll bring in startups, instead of just businesses that have been established for 50 years, so they’re very forward-thinking in that way.”

With a goal of reaching 250 classrooms this year, Cope is hopeful for the bright futures of EE and its young entrepreneurs. “We always come back to that one student you know is a natural born entrepreneur, because they think differently and act differently. Our program creates this fun environment for them to thrive while benefiting all students in the classroom. It’s like you see this spark start and that’s why I run EE—it’s about helping kids find their passion early in life.”
Chris Hildreth believes that he’s found a “no-brainer” solution to sustainable food sourcing in Victoria’s downtown core.

The idea for his startup came to him during an Environmental Studies class at UVic. He thought about how restaurateurs in Victoria are committed to sourcing local produce as the inspiration for their seasonal plates. What if the produce travelled no further than the building’s “backyard,” or in the case of urban downtown environments, the rooftop?

The advantage to testing this venture in Victoria is the densely packed cluster of restaurants in a relatively small downtown core, Hildreth says. Competition between establishments is fierce and the demand by customers for fresh local produce from our Pacific Northwest culture is simply expected.

While working as a client of the Innovation Centre for Entrepreneurs (ICE)—a business incubator initiative of the Gustavson School of Business that services all UVic students—Hildreth founded TOPSOIL. The startup venture is an innovative for-profit urban rooftop agriculture business that utilizes the unused rooftop space in downtown Victoria by implementing productive gardens that sell produce to the surrounding restaurants.

Hildreth envisions walking the produce right into the restaurant within hours of it being picked. This hand-to-table approach will eliminate any carbon dioxide (CO2) emissions associated with food transportation, while creating social and financial profit. “Rooftop gardens are not the solution to creating a completely sustainable local food system,” Hildreth says, “but they definitely are part of the solution.”

Hildreth has spent the last few months talking with local chefs and restaurant owners, learning about their needs and establishing a target market for TOPSOIL. “Here on the Island we get somewhere around 80 per cent of our food from off-Island. By implementing rooftop gardens we can help increase our food security on the Island,” Hildreth explains. “Rooftop gardens also help absorb stormwater run-off, and lower ambient temperatures during summer months, which help to cool the ‘urban heat island effect’.” As a result, air quality is improved and the area is beautified.

TOPSOIL will create a cyclical three-step process to food production: first, the produce will be grown on the roof; second, the produce is sold to the participating restaurant; and third, the food waste will be composted into soil for the rooftop garden to grow new produce.

With guidance from local business experts provided by ICE and market testing underway, Hildreth is ready to tackle the logistics of launching his venture: “It’s a project that lots of people can get behind. There’s a huge movement towards local food and TOPSOIL wants to capitalize on this while helping create a sustainable food system in the downtown core.”
For Ryan Orr, hard work and human connection are at the heart of eco-tourism

by Aaren Madden

During the summer months at Jamie’s Rainforest Inn in Tofino, you might find general manager Ryan Orr (BCom ’04) helping out in the restaurant. Or answering phones. Or assisting housekeeping. Or dealing with staffing needs. He dons whatever hat is necessary to support the 50 person staff. Although the Inn is open seven days a week, 365 days a year, “we do probably 80 per cent of our revenue in two months,” Orr explains. “It’s heads-down working in operations for July and August, and then for the rest of the year it’s essentially preparing for the busy season.”

It has been that way for two years now, since Jamie Bray of Jamie’s Whaling Station purchased the Inn back in 2012. Jamie’s Whaling Station has offered whale watching, bear watching and many other tours since 1982, and the hotel affiliation allows special rates for guests.

“People come to Tofino to be connected with nature,” Orr observes, speaking to the very definition of eco-tourism and its rise in popularity. Over time, he has witnessed a change in the attitudes of tourists, from a passive consumption of nature to a desire to be fully immersed in it. Thirteen years working at fishing lodges showed Orr a decline in the traditional approach to nature tourism, “while more authentic eco-tourism experiences such as whale watching are actually growing in demand,” he says. Where once you would only see your “cash-strapped hippie backpacker” booking a tour, “now you might get a family from Germany or an elderly couple—it’s just such a wide range of people who are attracted to these types of experiences,” explains Orr.

Few are left unmoved by the natural wonders they witness, and because Orr cultivates a strong family dynamic among staff, that feeling often permeates guests’ hotel experiences. “As guests check out you can see the appreciation on their faces and hear the gratification in their voices, and that makes you realize—this is exactly what I do it for.” He has even received (and proudly shared) handwritten thank-you cards from guests naming staff members individually for their efforts and thoughtfulness.

Orr’s education taught him that dedicated employees and hard work have a powerful impact in a low-impact field. “With any school environment, whether it’s kindergarten or university, you are there to learn how to interact with people; how to function in a group. Most of it comes down to your interpersonal skills and your work ethic. My university degree instilled a very strong work ethic in me,” he says.
Seeing a juvenile humpback whale breach off the coast of Oregon, or multiple blue whales offshore in Nova Scotia would be a once-in-a-lifetime experience for many. However, for Katherine Douglas, breaching whales are just another part of her job. Watching whales, dolphins and sea turtles, shooting stars and sunsets—hardly a typical desk job.

When Douglas graduated from the Gustavson School of Business in 2007 she never imagined her BCom degree would take her to the open ocean as a marine mammal observer and passive acoustic monitor.

After graduation, she accepted a position as a marketing and events manager for a technology association in Seattle, Washington. “It was a wonderful position and I gained a lot of knowledge, however, I decided to take a little time off to travel before I jumped into the next thing.”

In 2010, a good friend introduced Douglas to the idea of becoming a marine mammal observer, a position she previously hadn’t known existed.

In 2012 she jumped at the opportunity with RPS Group—an international consultancy firm providing advice on oil and gas exploration and environmental management—and hasn’t looked back since. “I have always been passionate about our oceans and animals in general, so I thought it would be a great experience short term while I decided...”
what was next,” she says. But short term has since shifted to long term as Douglas has no plans to leave.

Working with people from all over the world, Douglas typically conducts her work on oil and gas exploration vessels for four- to six-week contracts. Her job has taken her through the Pacific Northwest, the Atlantic Northeast and the Gulf of Mexico.

While on board, she is responsible for visual and acoustical monitoring of marine mammals and sea turtles. During daylight hours this entails scanning the water for telltale signs of marine mammal life, such as ruffles on the water or the blow of a whale when surfacing for air.

She also conducts acoustic monitoring during low-visibility hours using a hydrophone cable towed behind the vessel. Pamguard software allows Douglas to identify and analyze low-frequency animal vocalizations as well as both high- and low-frequency echolocation clicks. Using this information, she can then estimate the position and range of particular whale or dolphin species and inform the crew of the correct procedures.

Douglas’s work is fuelled by her love of the oceans and animals. For her, social responsibility plays a large part as well. “There is an unbelievable amount of noise being emitted into our oceans today,” she says. “Commercial and cruise ship traffic, military sonar, and oil and gas exploration account for a large amount of this.”

In the case of oil and gas exploration, large “air gun arrays” shoot pressurized air towards the ocean floor to map geological structures, emitting extreme bursts of sound. These bursts are often of the same frequency range as the natural communication frequencies of marine animals. This can seriously disrupt the animals’ communication, causing disorientation or worse.

Part of Douglas’s job is to ensure there is minimal disturbance for marine mammals in the vicinity. This is all the more important as many of the animals are endangered species. When a mammal is detected, either by the naked eye or through detection software, photos and detailed field notes are taken to document any behaviour changes and to ensure proper identification. “Mitigation is required if certain animals are within a defined zone around the vessel,” says Douglas. It is in these situations that she communicates with the vessel crew to ensure proper protocols are followed.

At first glance it would seem Douglas’s choice of degree program doesn’t match her work as a marine mammal observer, but she disagrees. “My degree has been invaluable in both opening doors and giving me the confidence to pursue different paths of interest,” she says. The skills she learned in the Business program allow her to successfully complete her work.

When she adds in her leadership, reporting, advising, training and communication aboard the vessels, the Business program at the Gustavson School of Business was a perfect fit for her work.
Jeux du Commerce West (JDC West) brings together commerce students from 12 business schools in Western Canada. Participants will compete in case competitions, debates, sporting events and social activities. The organizing committee for the 2015 games chatted with us about bringing the games to life.

Amber Bonner
JDC ROLE: VP Hotel Relations.
WHY JDC? I would be able to grow as a professional in helping to execute this incredible and very large event.

Meghan Casault
JDC ROLE: VP Corporate Relations—sponsorships, special events.
WHY JDC? I wanted to get more involved with other students at Gustavson and across Western Canada. JDC West is the perfect opportunity to collaborate on a very unique student-run project.

Anthea Cheng, BCom ‘14
JDC ROLE: VP Logistics—Responsible for registration, transportation, scheduling.
WHY JDC? To give back to the JDC West community as I have benefited so much from my experiences.

Jenn Chen
JDC ROLE: VP Finance—JDC 2015 finances, score-keeping at the competitions.
WHY JDC? I decided to join the 2015 JDC West OC to enhance my BCom experience and to make the final year of my undergraduate degree a memorable one.

Abby Jackson
JDC ROLE: VP Events—event manager for the opening ceremonies, swag swap, Skit Night and hospitality suites.
WHY JDC? I love the passion and energy at the competition and I joined the OC to facilitate “the best weekend ever” for the delegates, captains, sponsors and all other stakeholders.

Jessica Janzen
JDC ROLE: VP of Human Resources—recruiting and training approximately two hundred volunteers, tracking and verifying charity dollars raised and charity volunteer hours for each competing school.

WHY JDC? I wanted to get more involved in, and contribute to, the Gustavson School of Business, and to work with a team of motivated individuals to create an amazing JDC West experience.

Matt Leonhardt, BCom ’13
JDC ROLE: VP Social.
WHY JDC? Prior to joining the Social team in 2012, I was never one to participate in extra-curricular activities or teams outside of the club sports I played. JDC West changed me in that regard and gave me the once-in-a-lifetime chance to help organize and add to the legacy of the competition—it was a no-brainer.

Haley Lonsdale, BCom ’12
JDC ROLE: VP Gala—organizing the closing gala dinner and awards ceremony for the teams.
WHY JDC? To give back to such an incredible organization that provided me with so many personal and professional moments of opportunity.

Michael Luciani
JDC ROLE: VP Information Technology—manage the IT needs of JDC West.
WHY JDC? Couldn’t miss the chance to contribute and be a part of something great.

Gaëlle Madevon
JDC ROLE: VP Academics—sourcing 10 MBA-level academic cases for competitors and recruiting 60 judges.
WHY JDC? I love school, I love people and I love competitions. JDC West is about showing
students how their passion for business can shine through, how small teams can work together to present great ideas and how collaborative the business world is.

Alec McKay
JDC ROLE: Co-Chair External—overseeing academics, debate, hotel relations, corporate relations, marketing and gala.
WHY JDC? It gives me the opportunity to create benefits for the school community and give back to something that I received so much from.

Lindsay Morgan, BCom '13
JDC ROLE: VP Marketing—marketing and communications, JDC brand management messaging.
WHY JDC? The energy, excitement and exhilaration that I experienced at JDC West 2013 is unparalleled. I want to be a part of bringing that kind of excitement to hundreds more delegates.

Cody Patchell
JDC ROLE: Co-Chair Internal—overseeing athletics, events, finance, human resources, information technology, logistics and social.
WHY JDC? Alec and I had the idea of bringing JDC West to Victoria. We’ve been at it since February of 2013, which will make this a full two-year adventure that has truly been unforgettable.

Nathan Paul
JDC ROLE: VP Athletics—responsible for organizing the two-day athletic competition consisting of two sports, Sh'tick Disc and European Handball, 120 athletes and 30 volunteers.
WHY JDC? I can’t wait to relive the excitement, competitiveness and sportsmanship that the Athletic Competition brings to JDC West each year.

Joel Smith
JDC ROLE: VP Corporate Relations—securing sponsors for the games.
WHY JDC? I wanted to help build the legacy of the competition.

Brandon Wright, BCom '14
JDC ROLE: VP Debate.
WHY JDC? I absolutely love JDC West and everything it teaches.

Full profiles online at: uvic.ca/gustavson/faculty/alumni/class

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Monika Lebedynska, UVic Alumna

SHARE IDEAS | STAY CONNECTED | BE INSPIRED

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As a child growing up in an off-grid home on the remote Lasqueti Island, BC, the principles of sustainability were easy to witness. Many childhood hours were spent observing the interplay of forest and fauna, the birds above and the complex web of marine life below. The interconnectedness and interdependence of species were there for a child’s fascination, education and inspiration. A child could see that the natural world was the foundation of life that supported its dominant species, man.

After graduation from UVic, my career path took me further toward the concepts of sustainability, exploring how we can advance sustainable values while continuing to follow the model of modern commerce. Reconciling the needs of the consumer market with the principles of conserving resources and reducing wasteful consumption is the critical challenge faced by business leaders today. Consumers may share responsibility for conscious commerce, but it’s the manufacturers, marketers and retailers who yield the powerful tools of persuasion that need to be used with restraint and responsibility.

Gone are the days when profit for profit’s sake was the “Holy Grail” of business. The bottom line is no longer the only measure of success. A business, like an individual, needs to see the big picture; the ripple effect of each transaction as it impacts our fragile environment. For most businesses this is a daunting challenge, but it’s a challenge we must address. Sustainability, by definition, is not optional.

At our business, Eartheasy.com, we have to reconcile the fact that we promote and sell products in a world already over-burdened with “stuff.” Our strategy to deal with this apparent conflict is twofold: provide the site visitor with alternatives to buying products they think they need, and source products which have minimal environmental impact and that contribute to promoting sustainable values. Customer service staff, for example, are trained to serve the customer with sustainability foremost in mind.

It’s OK to tell a customer they don’t need to buy a product when we can give them a remedy for their needs that may not require any purchase. We’ve published extensive guides, which parallel our product lineup, to inform prospective customers of non-commercial alternatives that may address their needs. Currently, we’re developing private label products that direct all proceeds to conservation initiatives to help raise awareness as well as build our brand.

Business majors at UVic today are faced with the added challenge of developing business plans on a foundation of environmental sustainability. This is the 21st century business reality. And as we make progress in learning ways to put environmental stewardship on a level with financial gain, we may find the personal rewards a valued complement to the financial.
Smooth Sailing
Jessica took this tranquil photo while studying abroad at ESCA Ecole de Management in Casablanca, Morocco.
25 Alumni to watch.

Celebrating grads who show the world looks different from here.

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

In 2015, we’re highlighting 25 of them. Are you one of the 25 alumni to watch?

Share your story with us.

Nomination deadline: December 31, 2014
uvic.ca/gustavson/faculty/alumni