World Ready
MGB program reaches new heights

DEYA celebrates a milestone
Notes from Afghanistan
Lili Xu talks MGB
Contents

Features

Business Savvy
MGB grad Lili Xu’s successes, from finance in Hong Kong to pageant runways in Alberta.

The Year of Living Daringly
Master of Business Program wins prestigious national honour.

A Canadian MBA in Afghanistan
UVic grad Toni Edmonds develops a pay system for the Afghan National Army.

Spotlights

9 Seizing Opportunities
BCom graduate George Fu parlays his way to success.

11 Reinventing the Workspace
Joanne Macdonald goes global from her home office.

12 Making Business Magic
Brandt Louie named 10th DEYA recipient.

13 Thought Leaders
DEYA recognizes those making a difference.

17 The Right Fit
BCom grad Kendall Barber finds startup success.

24 On the Case
BCom students compete in the RBC Internal Case Competition.

25 View From the Podium
Zac White’s take on the RBC Internal Case Competition.

29 Making the Grade
Greenshifters place second with prize-fetching business idea.

Departments

5 Message from the Dean
The depth and breadth of Gustavson School of Business.

6 Biz Bites
New Advisory Boards and Gustavson is re-accredited.

10 Giving Back
Goldcorp Inc. makes a generous donation.

21 Faculty Research
Dr. Wade Dans researches foreign multinationals.

26 Class Notes
Fresh starts, promotions and new enterprises.

30 The World Looks Different
Youth and the future of emerging markets in Bangalore.

31 View from Exchange
BCom Laura Cowin captures laundry day in India.

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On the cover: Lili Xu  Photo by J.A. Rueda

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Message from the Dean

Witnessing the depth and breadth of our organization

In a few short weeks it will be one year since I began my term as Dean of Gustavson. Over the past year, I have had the pleasure of meeting with alumni, students, the business community and academic partners. As someone who saw the strengths of the school as a professor, it is even more energizing as Dean to see the depth and breadth of our organization, and to receive the positive feedback as I share our story with the larger community. With the growth of the school and the increasing complexity of our operations, we remain committed to delivering the excellence in service and programs that our stakeholders have become accustomed to receiving. I am very happy to share some of our recent achievements with you.

We were recently re-accredited by the European Foundation for Management Development for meeting the EQUIS standards. While we were very pleased to be re-accredited, we were doubly proud that we were awarded a five-year re-accreditation. Gustavson has been EQUIS accredited since 2006; however, this year marks the first time we have received a five-year, rather than a three-year, accreditation term. This is a wonderful honour for us as there are 142 business schools worldwide that are EQUIS accredited, but only 63 that have a five-year accreditation; now we count amongst them!

Our Centre for Social and Sustainable Innovation (CSSI) has received the generous funding provided by Goldcorp Inc. This donation will support the efforts of the centre to advance both academic research and classroom curricula in the areas of social responsibility and sustainability. The generous funding provided by Goldcorp will allow us to continue and grow. We are very thankful for their support. The Gustavson International Advisory Board met for the first time early this year. Helmed by executive-in-residence Matt Hall, the board is composed of a dynamic group of business people from around the world. They are key advisers to the School, who will assist us in achieving our strategic goals by offering their insights and expertise on projects we are pursuing.

This edition of Business Class also marks a first—the first time we have had a Master of Global Business (MGB) graduate on the cover, Lili Xu (page 14). The MGB program at the Sauder S. Gill Graduate School is continuing to grow and flourish, and in this issue we give you a snapshot of the program. From the story of its inception (page 18) to chatting with current students (page 19) to learning about how you can hire MGB interns (page 14), you’ll become better acquainted with our award-winning program.

The world looks different from here.

Dr. Saul Klein
Dean & Lansdowne Professor of International Business
deansaul@uvic.ca
In February, the inaugural meeting of the Peter B. Gustavson School of Business’ International Advisory Board (IAB) was held in Victoria. In order to serve the needs of the Business School more closely, the original Board of Advisers was disbanded and two separate, but complementary Advisory Boards were created—the International Advisory Board (IAB), with an international focus, and the Gustavson Advisory Boards, with a provincial and local focus. The role of the IAB will be to help Gustavson achieve the goal of raising the School’s international profile. Matthew Hall is the chair of the IAB and is joined by 13 other board members from six different countries. Allan Gilchrist, as chair of the Gustavson Associates, represents the group on the IAB. Prior to joining Gustavson as an executive-in-residence, Hall was managing director and CEO of the food, coffee and beverages division of Nestlé UK and remains an associate of GoodBrand, an international sustainability and social responsibility consultancy firm focused on creating shared value for the food and beverage industry. Hall recently sat down with us to chat about his role on the new board.

MH: How did you become involved with the school?

BC: My father, Robin Hall (president and CEO of Bristol Myers) was on the original Board of Advisers in the 1990s and he introduced me to Ali Dastmalchian. I was running the Western Canada division of Nestlé in Calgary and we took on some UVic business co-op students. My involvement grew after moving back to Vancouver and meeting with Pat Elements and Ali in 2010.

MH: Why did you agree to chair the IAB?

BC: The school has amazing potential and I like the fact that it is rooted in future trends—entrepreneurship, sustainability and international business. It offers leading-edge teaching combined with an emphasis on experiential learning that prepares the graduates to be “world ready” from the get-go.

My international business experience combined with my strong understanding of the Canadian market is ideal in helping the school reach its potential. I’m a French speaker and having lived in Switzerland, the USA and U.K., as well as across many of the Canadian provinces.

I like to make an impact and I live and breathe to make things happen. I want to help bring the school to the position it deserves.

You talked, We listened

This past winter we conducted our first ever readership survey. Thank you to readers who participated! We’ve tried to incorporate some of your feedback in this issue, including more stories about students and longer articles, and we plan to address more of your ideas in our fall issue.

But in order to respond to the one comment almost every respondent had, we need your help! The majority of you read Business Class for the Class Notes section at the back of the magazine. This is where you get quick updates on what is happening in the lives of your former classmates. Are they getting married? Starting a family? Have they landed that dream job?

Please consider helping us to build this section by sending us your life updates:

• Bio/Update: 150 words max.
• High Res. Digital image: 300 dpi or 1MB or higher (optional)
• Fall Deadline: Sept. 1
• Send to: businfo@uvic.ca

A surprising result from the survey was that many of you weren’t interested in reading the magazine on your smartphones or tablets. Do you agree? Tweet @GustavsonUVic or email businfo@uvic.ca and let us know. We’re currently assessing our paper and digital options for future issues.

Congrats to Elizabeth, BCom ’99, winner of our survey response prize of a $200 gift certificate to a retailer of her choice.

UVic Honours Elangovan

UVic has appointed Dr. A. R. Elango Elangovan, as a University of Victoria Distinguished Professor—the highest academic honour UVic can bestow on a faculty member. The designation was created to highlight the remarkable achievement by a faculty member in both teaching and scholarly research.

Fellow faculty member and student comments are taken into consideration when assessing the teaching abilities of distinguished professors. Research must be recognized in the international academic community as being of exceptionally high calibre.

“Elango fits this description perfectly,” says Dean Saul Klein. “This latest accolade is a wonderful tribute to the extraordinary contributions he has made to UVic.”

Elangovan will receive the honour at the fall convocation in November 2013, and will give a lecture highlighting his research as part of the University’s Distinguished Lecture Series.

He will also participate with fellow distinguished professors on an advisory council, where he will offer advice to the university on ways in which teaching and research can be further integrated and enriched.

Elangovan has bestowed this honour on only 12 faculty members since the creation of the designation in 2002. Recipients are chosen by the VP Academic Provost, the VP Research and a faculty member who has already been bestowed the title.
Gustavson School of Business has once again received worldwide recognition. The school is proud to have been awarded a five-year re-accreditation by the European Foundation for Management Development (EFMD) through its European Quality Improvement System (EQUIS). The EQUIS process involves a rigorous self-assessment and peer review visit from academics and business professionals around the globe. Over 75 Gustavson faculty members, staff, students, alumni and community representatives directly participated in the process over the past year. Accreditation is highly regarded in the business school world. “We are delighted to have received a five-year EQUIS re-accreditation,” says Gustavson Dean, Dr. Saul Klein. “It provides strong external recognition for the great work that we do at the Gustavson School. It also firmly positions us among the top business schools in the world.” EQUIS principles focus on internationalization and corporate connection, while maintaining high ideals for program quality and research output. Accreditation is essential for enhancing our reputation. Students and prospective faculty members are selecting Gustavson based on endorsement by EQUIS or AACSB (the Association to Advance Collegiate Schools of Business). Accreditation by EQUIS is vital to arranging agreements with international partners, particularly in Europe.

Gustavson was first accredited by EQUIS in 2006. Additionally, the school was accredited by AACSB International in 2010 and has been an active participant in the United Nations’ Principles for Responsible Management Education (PRME) standards since 2009. A five year re-accreditation is significant as only 142 business schools in 39 countries have EQUIS accreditation (10 in Canada), and only 45 per cent of those have five-year accreditations. Less than one per cent of business schools in the world are accredited by both EQUIS and AACSB—and Gustavson School is proud to be one of them.

## Seizing Opportunities

**BCom graduate George Fu parlays his way to success**

By Krista Boehnert

George Fu is one exam away from finishing his BCom degree. He’s excited about this milestone and his enthusiasm is contagious. An international student from Guangzhou, China, Fu is taking part in the school’s dual degree program. He began his academic career at his home university of Sun Yat Sen where he studied for two years before moving to Victoria to complete his degrees.

As with many international students, there was the language barrier issue. “People have different personalities in their second language. The second language kills it to some extent, you can’t show your full personality, because you can’t explain yourself. It’s a challenge that you have to deal with,” he explains.

As a student in China, Fu co-founded the Toastmasters speaking club at his university. “I practised a lot, but language was still a barrier. And then I came here and practised for two years. It definitely helped me with the job interview process,” he adds. And the interview process has gone well for Fu. Even before he’s inked that last exam, he’s secured a financial analyst position with Shell in Calgary where he will be starting in July.

Fu couldn’t be more happy and is thankful that UVic gave him such a varied skill set. The interview with Shell was a multi-step process including a one-day recruitment session in Calgary, where he was asked to present a business case analysis. While Fu’s diligent interview preparation was all it took to secure his first post-grad job, it was the last step in a series of challenges he set for himself to pursue his dream.

In an effort to push outside his own comfort zone, Fu also joined the ‘BC West 2012’ supply chain case competition offered the chance to compete against business students across the country. Fu was the only international student on Gustavson’s roster to participate with the international business team. Fu encourages his fellow international students to capitalize on all the opportunities made available to them. “Don’t be shy. Be more active, get involved and take yourself outside of your comfort zone.”

Fu’s two co-op work terms helped to further enhance his skills. Spending eight months at Toronto’s Hydro One, the largest electricity provider in Ontario, and four months at Calgary’s Mark’s Work Wearhouse apparel company, gave him the chance to try out different potential jobs to see what might be a good fit. Although both were supply chain positions, they couldn’t have been more different. As a commercial contract specialist for Hydro One, Fu was the first reader of all contracts coming in to Hydro One. “The first couple of weeks it was really hard. Even in Chinese I wouldn’t necessarily know what all the jargon meant. But it’s in English. So I studied, summarized all the terms and memorized them.”

While at Mark’s Work Wearhouse managing a $50 million inventory, Fu compiled and analyzed data. This gave him the chance to practise his strategic thinking. Fu says that he thrives on a balance of analysis and communication. “You can be a really good presenter but without knowing anything about business, it’s useless.” Fu explains. “Being purely analytical is also useless because you can’t elaborate on your findings. You have to get a thorough business understanding and then take the inherent knowledge and understanding you know you have, and communicate it to others.”

Fu is looking forward to starting his career and reflecting on his time at Gustavson. “Two years ago I was a Chinese student who knew nothing about Canada or Western culture, my English wasn’t good. Gustavson was a steep learning curve, but the university gives you the resources and the room to progress. I still have a long journey to go, in terms of my personal goals for working in international business, but UVic helped me a lot on the way.”

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**Fast Facts** → **Dual Degree Programs By the Numbers**

2007: Dual degree agreements begin

21: BCom students study for 2-3 years at their home institution and 2-3 years at UVic

76: Number of students that have participated in the program since it started

5: dual degree university partners (University of International Business and Economics (Beijing), Beijing University (Beijing), Lingnan (University) College (Guangzhou), International Business School (Zhuhai) and East China Normal University (Shanghai))

Our longstanding relationship with our partner institutions helps make our school a truly international experience. Our students travel to these institutions on exchange, and we welcome our partner schools’ students into our UVic classrooms for a multicultural learning environment.

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**HIRE AN MGB INTERN**

Do you have a defined project of eight to 16 weeks? Does your company strive to connect with the world and work in the regions of Europe, Asia and North America? Are you looking for an intern who can bring a global perspective, language skills and significantly contribute to your business? Ready to “test drive” a possible future employee with an internship at the end of their program?

All interns complete a comprehensive, award-winning internship preparation course, take language courses (Mandarin, German, French) and are fully prepared to work in a multicultural, global environment in the fields of international marketing, global strategy, logistics, supply chain management, financial management, global leadership and consulting.

If you would like to hire an intern, contact Marguerite Casey-Wolnicki, Internship Coordinator at mcaseyw@uvic.ca, 250.851.3202 ©

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**Oh the places MGBs go!**

**MGB STUDENTS GO GLOBAL**

- 29% of our interns did their internships in Europe (Germany, Austria, U.K. and the Netherlands)
- 29% of our interns completed their internships in Asia (Hong Kong, China and Qatar)
- 42% of our interns completed their internships in North America (Canada and USA)
- 63% of our interns were offered permanent positions after completion of the program

**SAMPLE INTERNSHIP COMPANIES:**

1. Canadian Chamber of Commerce – Hong Kong
2. Vantage Communications – Toronto, London
3. Optimum Media Direction (OMD) – London
4. Adidas – Germany
5. Prime Lands Real Estate Development LLC – Qatar

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By Shari Wierenga and Shannon Perdigao

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**EQUIS**

**ACCRREDITED**

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**BC BITES**

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**SPOTLIGHT**
Game Changer
Goldcorp Inc. makes a generous donation to the Centre for Social and Sustainable Innovation

by Angelica Pass

On February 19, 2013, Vancouver-based gold producer Goldcorp Inc. announced its donation of $2 million to support the Centre for Social and Sustainable Innovation (CSSI) housed within the Peter B. Gustavson School of Business. “Goldcorp is committed to making a positive difference in the communities where we are located,” says Chuck Jeannes, president and CEO of Goldcorp. “Our investment in the CSSI aligns with our commitment to operate sustainably, to become agents of change and role models for adopting sustainable and responsible approaches to business, including minimizing impact on the global environment, transparent and consultative decision-making and responsible stakeholder relations. The Goldcorp donation will allow the CSSI, which has already launched several research and education initiatives with a small annual budget, to significantly increase activities and opportunities for students and faculty to participate in networks of organizations and individuals sharing similar goals and interests, such as conferences and student research summits.”

The funds will support the implementation of the school’s commitment to sustainability and corporate responsibility through the education of its students, as well as deepen support for research in this area. Furthermore, the number of employees in the review and improvement of the school’s internal operations will increase. We’re grateful that Goldcorp saw the potential in the research capabilities of CSSI,” says UVic president David Turpin. “The centre and the Gustavson School of Business are helping today’s students of Business are helping today’s students to understand and become agents of change and role models for adopting sustainable and responsible approaches to business, including minimizing impact on the global environment, transparent and consultative decision-making and responsible stakeholder relations. The Goldcorp donation will allow the CSSI, which has already launched several research and education initiatives with a small annual budget, to significantly increase activities and opportunities for students and faculty to participate in networks of organizations and individuals sharing similar goals and interests, such as conferences and student research summits.”

This donation is important support for the centre, which has already helped us examine our own practices and connected Gustavson students, faculty and staff—as well as the entire UVic campus—with sustainable business expertise and scholarship,” says Dr. Saul Klein, dean of the Gustavson School of Business. The fund will support the implementation of the school’s commitment to sustainability and corporate responsibility through the education of its students, as well as deepen support for research in this area. Furthermore, the number of employees in the review and improvement of the school’s internal operations will increase. We’re grateful that Goldcorp saw the potential in the research capabilities of CSSI,” says UVic president David Turpin. “The centre and the Gustavson School of Business are helping today’s students of Business are helping today’s students to understand and become agents of change and role models for adopting sustainable and responsible approaches to business, including minimizing impact on the global environment, transparent and consultative decision-making and responsible stakeholder relations. The Goldcorp donation will allow the CSSI, which has already launched several research and education initiatives with a small annual budget, to significantly increase activities and opportunities for students and faculty to participate in networks of organizations and individuals sharing similar goals and interests, such as conferences and student research summits.”

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DONATION BREAKDOWN
The funds from Goldcorp will be used to:
• Fund faculty research directed at improving sustainability and corporate social responsibility;
• Support costs of visiting experts (business and academic) to conduct lectures for students on sustainability and corporate social responsibility;
• Bring in visiting scholars and post-doctoral fellows to support curriculum and research development in the areas of sustainability and corporate social responsibility;
• Support teaching seminars and research in sustainability and corporate social responsibility;
• Support research and knowledge mobilization of the best practices in sustainability and corporate responsibility;
• Support faculty and students to participate in networks of organizations and individuals sharing similar goals and interests, such as conferences and student research summits.

Joanne Macdonald goes global from her home office
by Nicole Rutherford

Joanne Macdonald balances many diverse roles. She is a worldwide marketing manager for IBM, a mother of two, a half-marathon runner, a parent council co-chair and the author of a blog on multi-tasking through motherhood. Macdonald is a UVic graduate, having earned a bachelor of arts degree in geography and environmental studies in 1992, and her masters of business from the Gustavson School of Business in 1999. She has worked in sales and marketing for environmental monitoring technology company AXYS Technologies and in marketing and public relations for ACS Systems, a Victoria-based digital imaging software company. Macdonald was then hired as manager of marketing and communications for PureEdge Systems where she managed public relations, analyst relations and a wide range of marketing activities until the company was acquired by IBM in 2005. “Victoria is quite a hive of technology, and there are a lot of small-to-medium sized companies here,” says Macdonald. “But it was quite a transition going from one of the smaller companies to one of the biggest companies in the world.”

Macdonald took a role among more than 400,000 other employees at IBM and eight years later manages a global marketing team that is focused on promoting IBM’s mobile offerings, leading peers from all over the U.S., Europe, India and Brazil. Macdonald and her team are responsible for product marketing and go-to-market functions that see the team delivering content to large corporate events around the world. IBM is also one of 12,000 other IBM employees who follow the growing trend of working from a home office—something that has developed over the years to accommodate the geographical distance between international teams, as well as to shrink companies’ ecological footprints by limiting the need for the employee commute and office buildings.

This trend has reinvented the workspace and the idea of the working mom. “People have preconceived notions about moms working from home,” says Macdonald. “People think that you’re just working off of the kitchen counter.” But Macdonald’s days are packed, often starting at 5 a.m. in her home office to accommodate meetings in Eastern time zones and consisting of as many as 20 back-to-back conferences calls a day. “Some days I have to plan ahead and bring some snacks down with me because I won’t have time to dash upstairs to eat,” she laughs. “I don’t have time to go watch Oprah!”

While these teleconferences are highly productive, Macdonald admits that certain projects require face-to-face interactions. She travels three or four times a year to accommodate this. Most recently Macdonald travelled to the Mobile World Congress 2013 conference in Barcelona to run a half-day session on the importance of building a mobile strategy. Her team also ran a series of hands-on demonstrations highlighting IBM’s newest mobile technology, and unveiled the new IBM MobileFirst brand—an aggregation of its mobile capabilities across the company.

In taking on this fast-paced career, Macdonald also plays a very active role in the lives of her two young daughters and is co-chair of the school’s parent council. In addition, Macdonald recently launched a new blog, themomcape.com, to cultivate a sense of community between mothers: working, not working, single or otherwise. “There can be some competition between mothers, unfortunately,” Macdonald admits, “but for me it seems there’s a big opportunity to support each other.”

She hopes that the website will be a platform for moms to offer tips and stories, as well as a space where mothers can gain a sense of self-acceptance with the “mom cape” they wear. “Super-mom’ is a common term, but it’s common to what I want to get across. No mom is more super than another mom. Here I am challenging moms to own their cape, whatever it may look like, and feel proud,” says Macdonald. Macdonald invites multi-tasking moms out there to join the conversation on her blog themomcape.com. "
Making Business Magic

Brandt Louie named 10th Distinguished Entrepreneur of the Year recipient

Brandt Louie, chairman and CEO of H.Y. Louie Co. Ltd. and chairman of the board of London Drugs, was named the Gustavson School of Business Distinguished Entrepreneur of the Year 2013.

Louie grew up in Vancouver in an entrepreneurial family that is still influenced by his grandfather, Hok Yat Louie. In 1972, Louie started his career with H.Y. Louie Co. Ltd. under the guidance of his father, Tong Louie, and rose through the company ranks before being named president in 1987. He became chairman and CEO of London Drugs in 1998.

"Brandt Louie has carried on the entrepreneurial spirit of his father and grandfather. He believes in treating employees like family, providing exceptional customer service and adhering to core values," says Peter B. Gustavson, founder and chair of the DEYA committee.

"No other company in Canada has reached the age of 100 and remains in the hands of the same family. Brandt has succeeded in carrying on the family tradition," says Dr. Saul Klein, dean of the business school. "Brandt is an excellent role model—his family’s entrepreneurial spirit are catalysts that drive the ongoing success of the H.Y. Louie group of companies. He has a passionate belief in customer service, fairness in all employee and vendor-partner relationships, and actively encourages creativity and innovation. Under his leadership, the group of companies has grown and become more diverse, and now includes the charter airline LAS and Sonora Resort, a Relais and Châteaux award-winning resort and conference centre.

The H.Y. Louie group of companies is also a leader in corporate and civic sustainability, reflecting Louie’s core value of serving his industry, his community and his country. London Drugs retail chain, for example, is an industry leader in diverting recyclables from landfills. Offering in-store recycling to customers, in addition to its company recycling program, the company diverts 18,000 kilograms of plastic on a monthly basis. In 2011, over 218,000 kilograms of plastic was diverted from landfills. In addition to this, four million kilograms of paper waste is recycled annually by the company and by December 2015 all stores will have a 95 per cent waste diversion rate in order to operate as sustainably as possible. Louie leads an active life of service in addition to his work with H.Y. Louie and London Drugs. He is a director, Royal Bank of Canada; chair, Grosvenor Americas; national trustee, Brain Canada; director, Food Marketing Institute; director, Gairdner Foundation; director, Duke Heart Center; member, Board of Visitors, Duke University Medical Center, and member of the Dean’s Council, John F. Kennedy School of Government.

Louie earned his Bachelor of Commerce degree from the University of British Columbia in 1969 and his designation as a chartered accountant in 1969. He was elected a Fellow of the Institute of Chartered Accountants of B.C. in 1997. Louie’s business philosophy and entrepreneurial spirit are catalysts that drive the ongoing success of the H.Y. Louie group of companies. He has a passionate belief in customer service, fairness in all employee and vendor-partner relationships, and actively encourages creativity and innovation. Under his leadership, the group of companies has grown and become more diverse, and now includes the charter airline LAS and Sonora Resort, a Relais and Châteaux award-winning resort and conference centre.

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Louie’s vision and entrepreneurial accomplishments have had an enormous impact on British Columbia and Western Canada. The Gustavson School of Business is proud to honour him as our tenth Distinguished Entrepreneur of the Year. 


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The most interesting thing about MGB ’12 grad and CMA candidate Lili Xu isn’t that she sold items on a Moscow-bound train when she was four; it’s not that she has business experience in Mexico, Lithuania, the Ukraine, Russia, Poland, China, Estonia and Sweden; it’s not even that she’s a Miss Universe Canada contestant. The most interesting thing about Xu is that she has a certificate in elephant training! “I learned how to ride an elephant, how to wash it and how to come down the trunk,” laughs Xu, when we meet over coffee during a visit to Victoria. “It was just fun. I love animals so, for me, that was a cool thing to do.”

This breezy, laid-back attitude sums up what Xu is like in person, but don’t let it fool you—she’s all business when it’s time to get serious. This is a trait she learned early on, when she was selling random goods—especially video games—on the train to Russia.

“It was quite an interesting journey,” says Xu, who recently moved to Calgary from Hong Kong. “At the time there was, and maybe there still is, a train from Beijing to Moscow. It takes seven days, so we’d go there, load up with stuff, and on the way to Moscow, we’d be selling it. There was still communism in Russia then, and there really was a scarcity of goods so it was easy. At every stop, we’d be selling through the windows. Now it’s the opposite: people try to sell to you at the station.”

Xu and her family first moved to Estonia, and then to Lithuania, where they opened up shops selling goods from China. This mixture of globe-trotting and entrepreneurship set the tone for where she would end up today. “It was a business world at home,” says Xu. “During dinner conversations we’d be talking about issues at the retail stores. During the holidays I’d go with my mom on her purchasing trips, to meetings, to markets to find goods. It was interesting. It was definitely different.”
The MGB program combines study with practical, hands-on learning in a way that worked well for Xu. “It’s not as purchase-based as many programs are, and the fact that you travel around the world with your class, that’s a really amazing experience,” she says. “I think we went to 13 countries in nine months.”

And it goes both ways. UVic thinks Xu was the perfect fit for the program. “Lili epitomizes the ideal graduate from our MGB program,” says Saul Klein, dean and lansdowne professor of international business at the Gustavson School of Business.

“She brings a truly global mindset and it was a pleasure to have her in the classroom. She is insightful, self-assured and articulate, and has great interpersonal skills.”

After finishing her coursework, Xu took an internship at the Canadian Chamber of Commerce in Hong Kong, and was later offered a job as assistant finance and operations manager. As if all this weren’t enough to keep her busy, there are more. She worked for an international business at the Norwegian School of Economics and Business Administration in Bergen, then landed a summer internship at the Gustavson School of Business.

Xu adds that as Miss Calgary she hopes to represent the future of Calgary to the world. “I believe that I can speak on behalf of multinational, hard-working, nature-loving and friendly Calgarians, and contribute to our generation.” As Miss Calgary, she plans to devote her time to fundraising work for SOS Children’s Villages and Mercy Ships charities, as well as speaking engagements at local schools.

When asked if her business background comes in handy during pageants, Xu says that it depends on where the event is being held. “In Asia, the amount that having a masters and a business background adds to the whole package is not as great, but I think in Canada they value brains, wisdom and answers.”

She also says that supply the U.S. are based in León, Mexico. The sisters decided it was time for some first-hand research. “We ultimately decided to make buy plane tickets, go there and figure it out,” says Kendall. “We were two girls from Canada with an idea, looking for a partner who believed in us enough to commit to making some samples.”

Xu adds that as Miss Calgary she hopes to represent the city at charity and fundraising events. “I love the program. It was the best year of my life.”

she was crowned Miss Calgary 2013, and this spring, she will compete in Miss Universe Canada. But from being a way to unwind, finds this new hobby a lot of work. “The pageant schedule is crazy,” she says with a laugh. "I thought it was going to be easy just walking down the stage, but, no, it’s a lot of training and practice too.”

Xu adds that as Miss Calgary she hopes to represent the future of Calgary to the world. “I believe that I can speak on behalf of multinational, hard-working, nature-loving and friendly Calgarians, and contribute to our generation.” As Miss Calgary, plans to devote her time to fundraising work for SOS Children’s Villages and Mercy Ships charities, as well as speaking engagements at local schools.

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Xu says that being in pageants is something new and challenging for her, which is partly why she likes it so much. “It’s definitely a different experience. I really love it because it puts me on the edge of my confidence level, and then you get comfortable with that. You feel how you are growing.”

And what is next for this multi-talented grad? Xu plans to start her own online business selling fashion apparel. She already has a great team in Hong Kong working on the project. “It brings together a lot of things for me—my fashion sense, the pageants and my business experience,” says about this foray into entrepreneurship. “It’ll be my own business, something I’m really passionate about.” When will she be up and running? “After the pageants,” she laughs.
The Master of Global Business (MGB) program at the Sauder School of Business at The University of British Columbia offers students a full-immersion, cross-cultural experience. The program provides students with the opportunity to apply what is taught over the course of a year, three countries and a global internship. UVic students— including both Canadian and fee-paying international students—study and work in up to four countries over the course of a year: three months in Canada; three months at the partner school in Asia (National Sun Yat-sen University in Taiwan or Sungkyunkwan University in Korea); three months at the partner school in Europe (Rouen Business School in France or Johannes Kepler University in Austria); and, finally, three months at an internship in any country in the world other than the student’s home country.

Students learn the particular business context of each region while progressing through modules on Global Business Fundamentals, Global Business Opportunities, Global Business in Action and the Global Business Experience. At the same time students undertake a language course in German, Mandarin or French, plus a course on global leadership and cultural intelligence. At the end of the 12 months, students have accumulated a vast set of skills that can be used in the corporate world.

Dr. Ng, MGB program director and one of its architects, says that the idea of the program was to create something that goes beyond teaching the fundamentals of global business. “We created a program where visiting and host students are interdependent, cultural skills are practiced and language skills are valued. The program provides students with the opportunity to apply what is taught over the course of the program,” explains Dr. Ng.

First-hand Experiences from MGB Students

ALEasha FORBES
Path One
University of Victoria, Canada
National Sun Yat-sen University, Taiwan
Johannes Kepler University, Austria

What has been the biggest culture shock? The biggest culture shock was definitely in Taiwan. One of the biggest differences was the assault of new smells—most specifically stinky tofu at the night markets and the food-to-go at any convenience store!

What were the differences and similarities between your three study schools? Our three study schools are vastly different in almost every way. The biggest similarity is that all the universities are full of students who are usually interested in how you ended up there and what you are doing next.

What has been your biggest challenge? Learning Mandarin! It’s a really difficult language, and one where you have to try and completely erase your usual tones. One word, said with a certain tone, can mean something completely different when said in a different tone. It can get really confusing!

How did you find your language classes? I guess I already let you know how difficult I think Mandarin is! But seriously, it’s so hard. Just when I think I have it right, as soon as I try and say it to the Taiwanese I end up messing up a word and then I don’t make any sense at all.

Have your goals changed? With the world rapidly changing, I didn’t really want to give myself extremely high expectations. My original hope was that I would be able to work for a global company. This hasn’t changed. Once I finish the program I will have the necessary credentials to ensure I can obtain a position I want.

What is your favourite moment so far? I am grateful for being accepted into this program. It has changed my life for the better. I really enjoyed getting to know Vancouver and Vancouver Island. I miss going to the night markets in Taiwan and the food. I wish I could go back to Hong Kong and experience the hustle and bustle of a true international business city. I loved arriving in Austria. I’ve had way too many amazing memories—I just wish I could live them all again!

What have you learned about yourself? I am terrible at karaoke! There’s nothing like the realization of your shower voice is a lie. On a serious note, I found that I am much more adaptable than I first thought. I expected to feel the culture shock like a bolt of lightning, but it didn’t even amount to a spark.

What are you most homesick for? Just my family. I miss being able to hug my parents and my little sister, especially when one of us is having a bad day. I really miss being able to go on walks with my mom, as that is the best time to get advice. I also miss playing catch with my dad and wish he could have helped me practise for my Taiwanese slow pitch career. And finally, I really miss my sister, who is also my best friend.

Anything else you’d like to add about your MGB experience? This program has allowed me to have some of the greatest moments of my life. It will always have a huge place in my heart!

JACK DASHWOOD
Path Two
University of Victoria, Canada
Rouen Business School, France
Sungkyunkwan University, Korea

What has been the biggest culture shock? The speed at which things are conducted in France. You have to keep your cool and hope that something is done or delivered before it’s too late! It certainly appears as if having things prepared ahead of time was frowned upon at our French university!

What were the differences and similarities between your three study schools? UVic was very much the standard affair that Canadian students have to expect—regular classes in two- to three-hour chunks spaced evenly throughout the week and taught by full-time professors. Rouen Business School seems to prefer putting an entire 10-credit course into three days of lecturing by a guest instructor—the feeling was much more like seminars rather than classes.
**An Anthropologist in Disguise**

Research champion Dr. Wade Danis investigates the business practices of foreign multinational startups

by Sam Coll

**Dr. Wade Danis**

Dr. Wade Danis is on a mission. For years, the Gustavson associate professor of international business has been leading research in international business practices, exciting both business people and social scientists. “I don’t necessarily see myself as just a business person,” says Danis. “Sometimes I feel more like an anthropologist in disguise.”

Danis’s research explores emerging economies in countries like China, Russia and India. These economies exist in the areas where politics and economics meet, and must be analyzed on both a social and economic level.

“Entrepreneurs are one of the driving forces of any economy, and we’re seeing entrepreneurship spring up in most of the emerging economies worldwide,” he says. “But where the term ‘entrepreneur’ means something positive in a Western context, it might have a negative connotation in a place like Russia, where it might be associated with corruption.”

Emerging markets are shaped by what Danis calls an “institutional context,” which influences the different values and practices used by organizations around the world. When it comes to employee satisfaction, for example, managers in California would have very different techniques than their counterparts in Fujian, China. Understanding contextual differences is essential to understanding what drives markets in native economies.

“Most of what we know about management and entrepreneurship is based on developed market economies,” he says. “In the past, the majority of multinational enterprises were based in America, Japan or the Netherlands. As we see more multinationals and international entrepreneurs emerging from the developing markets, the need to understand those markets becomes urgent.”

As more research is conducted, opportunities for Western firms emerge, likely facilitated by the concept of competitive advantage. “Strategy is all about establishing and maintaining competitive advantage,” says Danis. “Some firms are taking notice of the success of emerging market entrepreneurs. Often they even end up partnering with firms and institutions in those markets.”

Danis is encouraged by the resources and attitudes of Gustavson. He is committed to ensuring that departments communicate with each other. “In my role as research champion I’m always looking to encourage more cross-disciplinary work with other departments in the university.”

Danis notes that UVic’s surrounding resources are also a boon to his research. “I think there are others out there— in anthropology, political science, sociology—who are doing similar work in a non-business context. I think there are lots of opportunities for collaboration, and I see UVic moving more and more in that direction.”

Danis’s research is driven by the knowledge that he is contributing to a global economy, where people in developing nations are afforded the same opportunities as entrepreneurs in more developed countries.

“By focusing on people as potential entrepreneurs, we’re looking at a powerful way to lift them out of poverty,” he says. While it may not be possible to predict how markets in transitional economies will respond to the ever-shifting demands of international business, it is certain that dedicated leaders like Dr. Wade Danis will be there to examine the results.

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**Gustavson Leader in Excellence**

The Gustavson Leader in Excellence designation recognizes the highest research performer among faculty members for a given year. Starting in 2012, with the inaugural recipient Wade Danis, the School will name one Gustavson Leader per year for a three-year cycle. As such, at any given time, there will be three Gustavson Leaders in the School.

The award includes an annual stipend and a one-course teaching reduction for each of the three years they carry the title. The Gustavson Leader in Excellence recognition is one of the ways the faculty celebrates, supports and retains its academic scholars.
A Canadian MBA in Afghanistan

UVic grad Toni Bri Edmonds (MBA ‘11) spends eight-and-a-half months in Afghanistan developing a pay system for the Afghan National Army

By Toni Bri Edmonds

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Travelling from Gagetown, New Brunswick to Kabul, Afghanistan is something I’ll never forget. Every detail is ingrained in my memory, from my last snowy steps in Canada to my first steps in the sand in Afghanistan. I spent eight-and-a-half months in Kabul working with a multinational military organization called NATO Training Mission Afghanistan (NTM-A)/Combined Security Transition Command-Afghanistan (CSTC-A), in the finance unit CB8. In layman’s terms, I worked in the pay department of the Afghan National Army (ANA).

There are common misconceptions in Afghanistan about how Afghan soldiers are paid. Many coalition personnel, and sometimes even the ANA themselves, believe that there is an individual who rides around Afghanistan on a donkey with a bag of cash! In actual fact, 97 to 98 per cent of ANA soldiers are now paid via electronic funds transfer (EFT). Soldiers are now paid via electronic funds transfer (EFT). and encouraging communications between different regions (previously everything was done by hand for 195,000 soldiers). This involved implementing the electronic pay system and improving its pay system, specifically its resolution process.

The pay is processed electronically and transferred from the army to a bank account. The ANA and the New Kabul Bank in regards to banking services for military ANA members, but also the civilian sector Afghans who had not been paid. In many cases, the bank had either run out of cash, or the cash run was stuck due to security problems. It was a diverse and fascinating job, involving not only military ANA members, but also the civilian sector Afghans in Kabul who worked for the New Kabul Bank, as well as Afghans from the Ministry of Finance. During my first month in the country, for example, I coordinated the move of two ATM machines from Kabul to Kandahar in support of banking operations. Despite the arduous task, the ensuing good relations with the New Kabul Bank employees made it well worth the effort.

My second task was to facilitate communications between the ANA and the New Kabul Bank in regards to banking services for the army. I continuously dealt with questions from ANA soldiers who had not been paid. In many cases, the bank had either run out of cash, or the cash run was stuck due to security problems. It was a diverse and fascinating job, involving not only military ANA members, but also the civilian sector Afghans in Kabul who worked for the New Kabul Bank, as well as Afghans from the Ministry of Finance. During my first month in the country, for example, I coordinated the move of two ATM machines from Kabul to Kandahar in support of banking operations. Despite the arduous task, the ensuing good relations with the New Kabul Bank employees made it well worth the effort.

My third task was to implement a control system within the electronic funds transfer process, and to ensure that questions were answered about whether the ANA soldiers were being paid correctly. The layers were many, including potential corruption, trust issues and the challenging Afghan financial infrastructure. And did I mention that everyone spoke Dari? With only my interpreter to guide me, it was a daunting task.

One of the most important skills I learned at UVic was what I refer to as “seeing the clock pieces.” If a problem or a complex situation is the clock, then it is important to see how the pieces work within the clock, and consider their relationship to one another. Using this skill I built a pay oversight program that consisted of three levels. The first level determined if senior level financial managers within the ANA were all on the same page. The second level was an integrated verification system involving an extensive examination of records on file for a single unit. These records were then compared with the financial information on the hard-copy pay lists. The third level was a detailed verification that involved developing the ANA financial team’s capabilities to conduct single verifications.

Fortunately, my program yielded many successes. An audit cell was established with hopes that the Afghan National Police would incorporate some of the program details. Cross-coalition relationships drastically improved. Senior leaders also recognized various pay trends in terms of how much money was attributed to paying for incentives, and the costs of an individual Afghan soldier.

These successes, however, paled in comparison to the program’s strongest quality, its agility. Although the framework itself didn’t yet have performance measures, it was an organic guideline that could be used by different stakeholders to suit their needs.

The most important lesson I learned in Afghanistan came from building the audit program. I discovered that building agility into a program was often beneficial and appreciated. The people I worked with enjoyed contributing ideas and, as a result, became invested in the program.

While in Afghanistan I also learned about the culture of the country. When I commanded my first convoy through the city of Kabul, I was obsessed with the amount of garbage I saw in the streets. It almost seemed like Kabul had become the garbage dump of the Middle East. However, as I continued to travel through the city and spent time with both civilian and military Afghans, I saw past the garbage to discover Afghanistan’s rich cultural traditions and the qualities of its people.

In Kabul I recognized the importance of relationships. I once watched a large, intimidating and armed Afghan policeman leave his post to embrace an elderly gentleman walking down the street. I realized that when people have nothing and share everything, it is relationships that have the most value. This was even more evident in children. Also in Kabul I watched a group of boys between the ages of eight and 12 play in a dusty parking lot. So happy and animated, they fascinated me—it was a long time before I realized what they were playing with was an old toilet seat cover.

Unfortunately, life in Afghanistan can be a struggle; things can get pretty bad. However, when I immersed myself in my surroundings I saw more than struggle—there were also successes, business and otherwise. If there are successes in Afghanistan, there can be successes anywhere in the world. I feel privileged to have had the opportunity to build something positive in Kabul. It is an experience I’ll keep with me forever.
BCom students compete for bragging rights in the RBC Internal Case Competition

By Krista Boehnert

Every Friday for three months the halls of the Business and Economics building are packed with nervous BCom students. In the crowded hallway you can hear the students mumbling their presentations under their breath and nervously glancing at their watches, wishing time would just hurry up so they could face the judging panel and get it over with already. What brings them here week after week? The spotlight on the next round. There's a lot at stake. Did I mention this happens every Friday for three months?

2013 marks the 10th year that RBC has generously sponsored the School’s business case competition. RBC not only provides monetary support to run the competition and awards cash prizes to the finalists, but also many RBC staff also volunteer their time to the process gives students the valuable experience of presenting to, and receiving feedback from, people who are actively working in private industry. The structure of the case competition differs from other business schools in that every third year Gustavson BCom student participates in the tournament—at other institutions only a select few are chosen to compete. Fourteen teams from each of the four cohorts are whittled down over the weeks of competition until the four finalist teams emerge to compete for the winning title in front of an audience of friends, family, classmates, faculty and, of course, the judges.

As the key organizer of the competition, however, bragging rights in the rBC brings them here week after week? The structure of the case competition differs from other business schools in that every third year Gustavson BCom student participates in the tournament—at other institutions only a select few are chosen to compete. Fourteen teams from each of the four cohorts are whittled down over the weeks of competition until the four finalist teams emerge to compete for the winning title in front of an audience of friends, family, classmates, faculty and, of course, the judges.

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The competition is stronger, the judges more intimidating, and there is prize money on the line. The RBC Case Competition finals are upon us. We are put in a room for three hours, assigned to analyze a business case and forward a set of recommendations. After reading the case our group creates a list of relevant facts. Then we bring forward our ideas and formulate a strategy addressing the key issues. Two of us focus on the qualitative analysis, looking at the implications of each possible decision on the marketing and human resources aspects of the business, while two others work on the financials and operations management, tackling the quantitative analysis.

The progress of each team member is checked regularly and adjustments to strategy are made when new information arises. By combining the qualitative and quantitative analysis we come up with our best solution. I can feel the nervous energy in the room, but it is eased by the trust between group members.

Unity in this competition is critical. We know each other's strengths and weaknesses and use them to accomplish the team's goals. Unfortunately, no one in the group remembers to bring a watch, and as we grind out overhead slides, the effects of the coffee start to wear thin. I look out the window and see a clock—we are closing in on three hours. I find myself rechecking our notes, looking at the slides. I address the room instead. The time flashes by and I pass it to my teammate for the financials. My section is more to cover and not enough time. The first presenter opens effortlessly—the next slides help jog my memory, but I'm careful not to read off the slides. I address the room instead. The time elapses and I pass it to my teammate for the financials. My section is more to cover and not enough time. The first presenter opens effortlessly—the next slides help jog my memory, but I'm careful not to read off the slides. I address the room instead. The time elapses and I pass it to my teammate for the financials. My section is more to cover and not enough time. The first presenter opens effortlessly—the next slides help jog my memory, but I'm careful not to read off the slides. I address the room instead. The time elapses and I pass it to my teammate for the financials. My section is more to cover and not enough time. The first presenter opens effortlessly—the next slides help jog my memory, but I'm careful not to read off the slides. I address the room instead. The time elapses and I pass it to my teammate for the financials. My section is more to cover and not enough time. The first presenter opens effortlessly—the next slides help jog my memory, but I'm careful not to read off the slides. I address the room instead. The time elapses and I pass it to my teammate for the financials. My section is more to cover and not enough time. The first presenter opens effortlessly—the next slides help jog my memory, but I'm careful not to read off the slides. I address the room instead. The time elapses and I pass it to my teammate for the financials. My section is more to cover and not enough time. The first presenter opens effortlessly—the next slides help jog my memory, but I'm careful not to read off the slides. I address the room instead. The time elapses and I pass it to my teammate for the financials. My section is more to cover and not enough time.
Aquaculture Awareness
Ashley Roulston, BCom '10, has paired her passion for the planet and her savvy business acumen with Industrial Plankton Inc. (formerly Reef Safe Fish Inc.), which is dedicated to improving the sustainability of the aquaculture industry. Industrial Plankton is the brainchild of Ashley Roulston and her brother Robert Roulston, BENG '11. The business develops innovative technology to provide cost-effective solutions for the aquaculture sector. The siblings have recently finished development of their first product, a bioreactor that produces algae for shellfish hatcheries. In March 2013 the company hit a major milestone with its first sale. “Algae production accounts for 40 per cent of shellfish hatcheries’ operating costs, and is generally considered the most painful aspect of production,” says Roulston.

Industrial Plankton’s bioreactor spurns out of research on closed-loop waste recycling systems. The bioreactor reduces the cost shellfish farmers are currently facing, and increases the biosecurity of farming operations, resulting in less disease and mortality in the shellfish. “We first started thinking about this when growing algae for breeding aquarium fish,” Roulston explains. “We realized that algae production in aquaculture is a billion dollar market and what we were developing was clearly better than what was currently available, so we jumped straight into the market.”

It has taken a lot of research and dedication to refine the bioreactor technology. Developing the product has required Roulston and her team to challenge themselves, employ creative solutions and assume trailblazing roles in the industry. Her pride in creating something that is good for business, humanity and the environment is apparent. “We are still raising investment funds, but now that we’ve had our first sales, we couldn’t be more excited about the future,” she says. “Our long-term goal is to deploy a cost-effective shellfish production system. We help provide strategic direction and measurements for the support department.”

Class Notes
Fresh starts, promotions and new enterprises

2013
Wyle Baoween, MBA, is working in Vancouver at Seaspan ULC as project manager, Project Resource Centre. He worked at Seaspan as a co-op student and was awarded Co-op Student of the Year for Business in 2012.

Ramin Bayat, MBA, accepted a position as program coordinator, Indirect Supply Chain, at Cenovus Energy in Calgary as the BX Centre of Excellence analyst in their Business Excellence department.

Connor Edwards, BCom, recently relocated to Toronto to pursue a new opportunity as a management consultant at BLM’s Strategy and Transformation practice.

Lei Ge, BCom, is a client portfolio analyst at Scotiabank in Calgary.

Elaine Li, BCom, is working as an HR analyst at Shell in Calgary.

Murphy Tang, BCom, accepted a position as a business analyst at Mark’s Work Wearhouse in Calgary. She began in the summer of 2012.

2012
Navjot Singh Boparai, MBA, is working for Cenovus Energy in Calgary as the BX Centre of Excellence analyst in their Business Excellence department.

Yana Hemplier, BCom, will run 495 km in May—from Port Hardy to Victoria—to raise money for the BC SPCA, Recreation Integration Victoria and the Mustard Seed food bank. Hemplier is combining her passion for running with her commitment to help charities. You can follow her progress and support her cause on her fitness website: ybfat.com.

2011
Felix Chen, BCom, is working as a marketing coordinator at Health-Newton LLP based in San Francisco, California.

Nav Bassi, MBA, and Jas Bassi welcomed their first child, son Jakar, on January 1, 2013—Victoria and Vancouver Island’s first baby of the New Year! Jakar was born at 5:35 am, weighing 3348 grams, and measuring 51 centimetres in height. His parents adore the new addition to their family and love watching Jakar grow and explore the world around him.

Phil Knudtson, MBA, started working with Atlassian in September 2012 as a consultant. Atlassian develops collaborative tools for teams and enterprises. He helps provide strategic direction and measurements for the support department.

2010
Nav Bassi, MBA, and Jas Bassi welcomed their first child, son Jaikar, on January 1, 2013—Victoria and Vancouver Island’s first baby of the New Year! Jakar was born at 5:35 am, weighing 3348 grams, and measuring 51 centimetres in height. His parents adore the new addition to their family and love watching Jakar grow and explore the world around him.

Scott Sancton, MBA, is a solutions analyst with Master Merchant Systems (mmspos.com) in his hometown of Halifax, Nova Scotia. Master Merchant Systems is a global retail solutions company recognized as a premier retail management systems/point of sale software provider for the telecommunications industry and is represented globally in over 40 markets.

Sancton’s work includes consulting with market-leading mobile carriers and strategic partners to identify requirements and gaps. He also provides integrative solutions in order to deploy a best-in-class retail management system. Often conducting workshops with key stakeholders on site, this position has taken him to the U.S., the U.K., Chile, El Salvador and the Republic of Georgia over the past year.

Sancton is currently enjoying life on the East Coast and is looking forward to his upcoming wedding. “On May 19, 2013. He is also looking forward to returning to the West Coast on his honeymoon later this year.”

2009
Scott Sancton, MBA, is a solutions analyst with Master Merchant Systems (mmspos.com) in his hometown of Halifax, Nova Scotia. Master Merchant Systems is a global retail solutions company recognized as a premier retail management systems/point of sale software provider for the telecommunications industry and is represented globally in over 40 markets.

Sancton’s work includes consulting with market-leading mobile carriers and strategic partners to identify requirements and gaps. He also provides integrative solutions in order to deploy a best-in-class retail management system. Often conducting workshops with key stakeholders on site, this position has taken him to the U.S., the U.K., Chile, El Salvador and the Republic of Georgia over the past year.

Sancton is currently enjoying life on the East Coast and is looking forward to his upcoming wedding. “On May 19, 2013. He is also looking forward to returning to the West Coast on his honeymoon later this year.”

2007
Jean Nairn, MBA, joined Vancouver startup company, bazingat, in 2012 as VP of Customer Success. He is overseeing the implementation and customer support functions. bazingat is a revolutionary communications tool for condo owners allowing them to connect with neighbours, manage requests to building staff and allow easy access to building information. mybazinga.com

2005
Janet Bonaguro, MBA, started a new Vancouver-based business coaching and advisory firm called ThinkSpace Performance in 2012. ThinkSpace delivers Brian Tracy’s FocalPoint Coaching Program, conducts behavioural and work-style assessments and provides performance improvement advisory services to business owners and executives with the objective of improving revenues, profitability, productivity and teamwork. thinkspaceperformance.com, @bazingat

2003
Jeremy Walden, BCom, recently returned to Victoria and joined the law firm of Cox, Taylor Barristers & Solicitors, where he practices in business law, real estate and wills and estates. Walden was recently appointed to the board of the College of Pharmacists of British Columbia. The College is the regulatory body for pharmacy in the province and is responsible for registering pharmacists and licensing pharmacies throughout B.C.

Reaching New Heights
The highest achievement for Jeff Gaulin (MBA ’02) this year was not his recent promotion to vice-president at Tervita Corporation, but his climb to the summit of Mount Kilimanjaro—the tallest free-standing mountain in the world. “Ever since I read Ernest Hemingway’s short story ‘The Snows of Kilimanjaro, it was a life goal of mine to climb that mountain,” Gaulin says. “It’s incredible to think I’ve already made it to the top and back without so much as a blist.”

Gaulin trained for three months and grew a Hemingway-like beard for his first-ever trek to Africa. He is a marathoner and outdoorsman and had never made it to the summit of any mountain before. His training in the Canadian Rockies had never taken him above 10,000 feet, but the summit of Kilimanjaro is almost twice that height. He reached Uhuru Peak, Mt. Kilimanjaro, Tanzania.

“But by day two at the Shira Plateau I had climbed higher than I had ever been in my life, so it was all uncharted territory for me,” Gaulin says. Gaulin did not suffer from altitude sickness. He climbed the Machame Route alone with a guide and porter, not as part of a group.

“It was a great solitary journey for me, to mark what I’ve achieved to date in my life and to prepare for what still lies ahead.”
Hats Off To Alumni Who Made A Difference

To commemorate UVic’s 50th anniversary, the UVic Alumni Association has honoured 50 alumni who have contributed to the strength of UVic due to their involvement with their alma mater. Recognition was awarded to four Gustavson graduates and one donor. “Determining the list was not an easy task,” says UVic chancellor Murray Farmon. “There are many alumni who are deserving of this recognition.” UVic Alumni Association president, Peter Tanner, BA ’81, adds, “The alumni have helped UVic become internationally recognized for excellence and innovation. They are inspiring examples of the difference we can make to the life of our university.”

Lance Abercrombie, BCom ’94
Abercrombie has been a member of the Gustavson School of Business board of advisers and executive council for many years. Lance has contributed to the school’s branding, program reviews, accreditation, and been a part of the planning for building and program expansions. Lance has also served on the school’s DEYA planning committee.

Cathy Whitehead McIntyre, MBA ’98
During her seven years on the UVic Alumni Association board of directors, Cathy brought with her a great deal of wisdom and experience. She is currently a member of the UVic Senate and mentors Gustavson students. UVic has benefited from Whitehead McIntyre’s business and community service expertise.

Lesley Patten, BCom ’96
Patton was one of the founders of the Business Alumni Chapter in Victoria. She regularly holds talks with BCom and MBA students about their career planning and goals, as well as possible networking opportunities. She has been a dedicated UVic alumni association board member since 2008 and currently chairs the Communications Committee.

Tim Price, VC ’59, BA ’64 (English)
Price is an ardent supporter of UVic and enjoys interacting with students. He is a strong supporter of the Gustavson School of Business—offering support both financially, through entrepreneurship scholarships and awards in his name, and by donating his time at events. In 2004 he was the keynote speaker at the Commerce Students’ Society banquet.

Mike Sider, BCom ’08
The formation and success of the UVic Young Alumni program is largely due to Sider’s role in defining its strategic direction and branding. He helped create and plan many of the group’s events. After moving to Vancouver Sider remains involved with alumni activities through the Vancouver Alumni Branch.

Making the Grade

The Gustavson Greenshifters place second in Canada with prize-fetching business idea

BCom students Vinson Chon, Al Qin, Jennifer Sallows and Rebecca Staynor, otherwise known as the Gustavson Greenshifters, have enjoyed a record return on investment from a one-day school exercise in 2012. In less than six months, the assignment transformed into a viable business idea, a prize of $15,000 and face-time with six top Canadian CEOs.

At the beginning of the school year, Gustavson third-year core students complete the MIIISion Impossible assignment, an exercise building on Gustavson’s pillars: Innovative, International, Integrative and Sustainability—relatable to the group—Sustainable/Socially Responsible. Placed in groups of four or five (with one international or exchange student per group), the exercise starts with four hours to brainstorm and home innovative, sustainable or socially responsible business ideas for the international team member’s home country. The concepts are then presented to academic, community and business judges. “MIIISion Impossible was one of the best experiences I’ve had in university thus far,” says Staynor. “It threw us into a challenge that we couldn’t prepare for with people we didn’t know, and we truly had to work as a team.” Sallows adds. “As soon as we completed the challenge we knew we had an idea that could really transform our company.”

So when professor Monika Winn told COM 362 classes about Walmart Canada’s Green Student Challenge, it seemed natural for the Greenshifters to sign up with their MIIISion Impossible business idea. From 150 groups and individuals across the country, Walmart long-listed the Greenshifters along with 59 other teams, all of whom were asked to submit more detailed, eight-page business summaries.

The Greenshifters travelled to the Toronto finals where, with four other teams, they presented their ideas to a who’s who in Canadian business. Chen championed the concept to the judges. “Our idea is not only exciting and unique because we’re transforming old chopsticks into furniture,” he said, “we’re also creating value throughout multiple stakeholders.” Shenley Broader, president and CEO of Walmart Canada, expressed her appreciation to the Gustavson crew. “I thought you did a wonderful, well-coordinated presentation—it was fantastic.” The Greenshifters would go on to win second place—and $15,000.

Bay the Numbers

45 billion – pairs of disposable wooden chopsticks sent to landfill in China every year
100 – acres of trees felled every day to produce those chopsticks
16-25 million – number of trees felled each year to make chopsticks
$100,000 – start-up costs for the Greenshifters’ idea
$2.6 million – projected annual revenue

By Rachel Goldsworthy

2002
Shannon Ward (nee Gallaughter), BCom., was promoted to director, Recreation & Commercial Business Development at Burnaby-based Mustang Survival. She has been with Mustang Survival for over six years now.

1999
Catherine DeRozio, BCom, received the Business in Vancouver Forty Under 40 award in 2012.

1997
Isobel MacKenzie, MBA, and CEO of Beacon Community Services, was named by BIV and MacKay CEO Forums as B.C.’s 2012 CEO of the Year in recognition of the growth that Beacon Community Services has experienced during her 17-year tenure. ac

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By THE NUMBERS

28 UNIVERSITY OF VICTORIA | SPRING/SUMMER 2013

29 BUSINESS CLASS | PETER B. GUSTAVSON SCHOOL OF BUSINESS

Chop chop innovation with sustainability.
anyone in my commerce program or any of my MGB cohorts of 2011/2012 would tell you they’ve seen me carrying around books and articles that contain phrases in the title like “bottom of the pyramid,” “the next billion” and “BRIC countries.” It should be no surprise that when given the opportunity to start the next chapter of my career in India it was a no-brainer.

In August 2012, off I went.

Welcome to Bangalore, a city of nearly nine-million inhabitants, the who’s who of multinational technology companies and most importantly, endless opportunity. I can’t say that India was what I expected because I simply had no expectations. My first week was a bit of sensory overload: the noises were somehow noisier; the smells smellier; the colours more colourful; and the tastes tastier (and spicier!).

Nevertheless, I jumped right into my job with EADS, owners of well-known commercial aviation giant Airbus. I was employed to work as the corporate controller and assigned to support EADS’s fledgling business in India’s defence sector—no easy task. We submit bids starting at $50 million and range into the multi-billions! On average, it takes three years to successfully develop new business and the contracts are known to run 20-plus years!

When asking a customer to make such a substantial commitment, any success you have boils down to one thing... relationships. Indian people believe that informal relations are the underlying element to all prosperous business dealings. In the end, it is as much about how you communicate as it is about what you communicate. I learned some hard-and-fast rules through my own successes and failures; here are a few:

1. **There is an organization chart for a reason**: Indian people are very responsive to hierarchy and expect their superior to come to them with concrete demands on what, how and when something should be done.

2. **Save face**: There is simply nothing more important than saving face in Indian business circles. This translates into an overall risk aversion, which means convincing a partner or customer to join you in taking a well-calculated risk.

3. **Go big or go home**: While doing business in India is notoriously slow, it is also unimaginably lucrative if you have all your ducks in a row. There are 1.2-billion mouths to feed, eyes to catch and tastes to exploit. If you can offer a product or service that fits the notoriously price-conscious needs of the average Indian, you have it made.

After living in India for almost a year, I wouldn’t say I have a work-life balance. Nothing in this chaotic and culturally-rich subcontinent seems to balance as it is a predominantly Hindu culture—whatever isn’t balanced in this life can be balanced in the next. Nevertheless, the little free time I do have is spent passionately involved in the “enLIGHT” Corporate Citizenship Project I founded six months ago.

Along with EADS employees worldwide, we will be constructing an Integrated Energy Centre (IEC) in one of Bangalore’s urban slums. The centre will provide portable LED lights to over 150 households and host education programming for the most disadvantaged youth. With luck, we’ll be supporting these young Indians through their greatest challenge—gaining literacy and graduating from the public school system. After all, if the optimistic economic scenarios in the countless emerging market books I read are to come true for India, youth education will be the key driver.

For more details on the enLIGHT project visit enlight2013.wordpress.com. For a deeper look into my life in India stop by my blog: freelunching.wordpress.com.

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**Laundry Day**

Laura took this photo in India during a break from her classes at Mahidol University in Bangkok, Thailand.
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Our most sincere thanks to members of BC’s business community — and to our generous sponsors — for making the 10th annual Distinguished Entrepreneur of the Year Award gala such a memorable event.

We gathered to honour Brandt Louie, a man who expertly steers his family-owned business from success to triumph, maintaining a passionate corporate and personal commitment to fairness, sustainability and customer service.

The chairman and CEO of H.Y. Louie Co. Ltd. and chairman of the board of London Drugs deserves the accolades he’s been accorded. Congratulations Brandt Louie on receiving the Peter B. Gustavson School of Business Distinguished Entrepreneur of the Year Award.

And our grateful thanks again to our generous sponsors and honoured guests.

Sincerely,

Saul Klein, Dean
Gustavson School of Business

Peter Gustavson, Event Chair
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