Disruptive Tech: Innovations That Are Reshaping Industry

Happy Trails to Robin Dyke, Gustavson’s Master Mentor

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Message From the Dean

Survival of the adaptable

ACCORDING TO DARWIN’S THEORY of evolution, it is not the most intelligent of the species that survives, nor is it the strongest. The species that survives is the one that is best able to adapt and adjust to the changing environment in which it finds itself. Thanks to the rapid pace of technological development, change is an ever-present constant in our lives. In this issue we discuss ways to adapt, and feature several of our alumni who are thriving in the digital era, turning “disruption” into opportunity.

I’d like to think we are doing the same at Gustavson as a whole. One example is the introduction of our Master of Global Business (MGB) program (see facing page), which now has four paths and has grown by an amazing 444 per cent. Likewise, our MBA program is adapting to change. We began by revising our full-time model last year and also introduced a new corporate format. In fall 2016 we launch our new UVic Weekend MBA (see facing page).

One weekend each month, students will convene on campus for face-to-face discussion with professors and classmates; standard lectures and coursework will take place online. If you know of someone who is interested, please send our MBA team a referral. Program details are on our website.

In this issue we also introduce some of our change makers. Dr. Reveendra Chittoor joined us as an associate professor of strategy and international business last year and as our first Canada Research Chair. Dr. Matthew Murphy, assistant professor of sustainability and strategy, is changing our understanding of economic development in First Nations communities. Working with the Toquaht Nation, he has developed new methods for how they consider projects in their territory. He focuses on the socio-cultural fit of projects, not just their economics, and his work has potential to be implemented for any First Nations government.

In closing, I’d like to wish farewell to some amazing faculty members who are leaving the School: Robin Dyke and Drs. David Boag, Ana Maria Peredo and Ali Dastmalchian. I thank them all for their many contributions over the years and wish them well in their future endeavours. As well, congratulations go to Dr. Monika Winn on receiving a President’s Distinguished Service Award for Excellence in Leadership. Dr. Brent Maclntyre for winning UVic’s Harry Hickman Alumni Award for Excellence in Teaching, and to Mark Bridge for winning UVic’s Gillian Shervin Alumni Award for Excellence in Teaching.

Disruption can be a catalyst for change and growth in all of us, and our alumni are well positioned to make Darwin proud. I look forward to hearing from all of you about your life adventures, disrupted or not. Please feel free to e-mail me at deansaul@uvic.ca.

Dr. Saul Klein
Dean & Lansdowne Professor of International Business

A Davos Nyons

MBA STUDENTS RECENTLY repeated their first place performance in an international sustainability business competition. Competing in the Corporate Knights’ Business for a Better World Case Competition is not for the faint of heart. Teams are pitted against fellow MBA students from universities across the globe for the opportunity to present their green business plan to a panel of elite judges in Davos, Switzerland, during the World Economic Forum.

But Laurent Sevigny, Mukesh Dhatwalia, Bhupinder Dulku and Dorothy Pan made it look easy, handily defending the school’s championship title at the competition. This is the second consecutive year that a team from the Gill Graduate School, coached by Assistant Professor Dr. Matthew Murphy, has won the contest. The team won the top prize of $6,000 and claimed victory over fellow competitors from the Schulich School of Business and Deake University.

The Business for a Better World Case Competition is a partnership between Corporate Knights, the company for clean capitalism, and the Schulich School of Business and Deake University.

From left to right: Faculty adviser Murpy and students Dubli, Dhatwalia, Pan and Sevangy.

THE NEWEST BUSINESS PROGRAM to hit campus this September is the UVic Weekend MBA. Designed to fit into busy lives, this new program blends on-campus classes with online learning. Participants may choose a Friday night, Saturday, and Sunday once a month for an incredible, intensive, in-class experience with an extended MBA “family” of 20-25 professionals.

Offered by the Sauder S. Gill Graduate School, students will engage in issues that directly affect the BC economy—sustainability, innovation and globalization—and that hold important lessons no matter which participants work. Themes bundle together the course work, applied projects and professional development opportunities into one complete package with the same quality, academic rigour, faculty and immediate application to a professional life as existing programs.

From left to right: Faculty adviser Murpy and students Dubli, Dhatwalia, Pan and Sevangy.

From left to right: Faculty adviser Murpy and students Dubli, Dhatwalia, Pan and Sevangy.

THE MASTHER OF GLOBAL BUSINESS (MGB) Program reached a milestone this year with the launch of Path 4, which includes four paths, eight partners in eight different countries and an annual enrollment of more than 80 students. This figure does not include the students from the partner universities, with whom the UVic MGB students study alongside. The program has clearly tapped into a desire among young, globally-minded students who want to See Things Differently!
2015 Co-op Student of the Year
Contributes to Community

CONGRATULATIONS to Karley Skaret (at left), named Co-op Student of the Year at the Peter B. Gustavson School of Business Co-op Program in 2015. Skaret, a fourth-year BCom student, worked at Rio Gold for her summer 2015 co-op work term. In addition to her contribution to Rio Gold, she was an active volunteer with the University of Victoria’s UVic United Way and the Leukemia and Lymphoma Society. Skaret also served as vice-president for the Young Women in Business UVic Chapter, and was a cohort representative for the Commerce Student Society.

75,000 students and counting
UVIC IS HOME to one of Canada’s largest co-operative education programs and the largest in western Canada. The program enrolls all UVic faculties, with more than 3,500 students per year participating in 13 co-op program areas from 47 academic departments and schools. One in three UVic students complete co-operative education work terms as part of their degrees (an estimated 30,000 students in total since 1976).

Gustavson Co-op Fast Facts
- Business students have worked in 79 countries since the Business Co-op Program was launched. International placements have made up 14% of total placements over the past 21 years.
- Business students have earned more than $7 million in combined salary (based on the average salary averaged over the past 15 years).
- Since 1995-96, 30% of placements have been in the public sector and 70% in the private sector (including 3% with non-profit organizations).

Moving On
DR. DAVID BOAG is retiring from academia. His last teaching term took place over the fall/winter of 2015. “David was the founding dean of the then-UVic Faculty of Business and played an important role in its evolution,” says Dean Dr. Saul Klein. “I thank him for his many contributions.”

Business Class Fondly Remembers

Dr. William Brien Pattison
BSc (Cornell), MBA (Harvard) (1932-2015)

DR. WILLIAM BRIEN PATTISON wAS PASSIONATE about his extraordinary career in the hospitality industry. His colleagues and friends remember him as one of the key figures in shaping the hotel and tourism industry in Canada and around the world. He was a true visionary who had a profound impact on the development of hospitality education.

Bill Pattison Endowment in Hospitality Management
- The Bill Pattison Endowment in Hospitality Management was established in 1999 in recognition of Bill Pattison’s contributions to the industry.
- The endowment supports scholarships and bursaries for students pursuing hospitality studies.
- It is one of the largest endowed funds at UVic and one of the most significant donations in the history of the Peter B. Gustavson School of Business.

Dr. Aegean Leung
PhD (National University of Singapore) (1964-2015)

DR. AEGEAN LEUNG IS SADLY mISSED by all who knew her. Leung was remembered as a passionate scholar and gentle soul. She joined the Gustavson School of Business in 2006 to teach in the entrepreneurship program and went on to be part of the Centre for Asia Pacific Initiatives as a Japan Program Visitor during the 2009–10 academic year. At the time of her passing in October 2015, she was serving as a lecturer at the University of Sidney Business School.

In an interview with Business Class, Leung said she chose UVic Business as it was known at the time, because she could bring her industry experience into the classroom. She was “attracted to the sharing and learning process as a professor,” and especially liked the co-op aspect of the program.

Her colleague and friend, Dr. Ana Maria Peredo said Aegean fought hard to be a scholar and always put her best face forward in times of adversity. “It was a pleasure to work with her as a co-author. She always worked hard, brought treats to our meetings and was ready to laugh. We had fun and learned a great deal together.”

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From Dream to Reality

SkyBox Labs co-founder Derek MacNeil takes the lead on one of the most disruptive technologies of the decade

by Natalie Bruckner-Menchelli

Virtual reality (VR) has been touted as the most disruptive technology of our decade, with the latest figures by data research firm SuperData predicting that mobile VR is on track to generate $861 million in revenues this year alone.

Derek MacNeil, BCom ‘98, co-founder of SkyBox Labs—a Vancouver-based software-development studio that makes virtual games for console, desktop, and mobile platforms—agrees. “VR is extremely cutting edge, but currently it’s not commercially viable. It’s in that stage where all the major platforms from Microsoft, Facebook, Valve and Sony are exploring the options: it’s a land grab right now everyone is trying to build a dominant platform for VR because everyone knows it’s going to happen—it’s just a matter of when.”

And this Nova Scotia-born tech whiz should know. MacNeil is a 15-year veteran of the BC technology space and has witnessed, and been a part of, some of the biggest disruptive technologies—including the mobile Internet revolution, one of the most impactful technologies of our time, which saw the explosion in the gaming industry. After completing his B.Com, MacNeil decided to branch out, starting his own business development department, before joining Electronic Arts (EA) in Vancouver. “The BCom exposed me to the numerous career options that were available and that was more valuable than anything,” he says.

In 2010, MacNeil decided to launch SkyBox Labs, which he became involved in the world of VR. “Myself and my two business partners were all on the same team so we jumped together. There were eight of us at the start and we’re almost 65 people now,” he explains.

With SkyBox Labs working on its own titles, they also work with publishing partners, where they are seeing increasing demand for developers with VR expertise. “There are a lot of technical challenges in building experiences for VR, because it’s not a mature technology yet and no one really has the ‘magic formula.’ We’ve been lucky in that we worked on, and learned from, a lot of precursors to VR, like augmented reality and motion gaming.” MacNeil explains that SkyBox Labs built a game for the Samsung Gear VR platform a few years ago, called Protocol Zero (published by DeNA), that was one of the first and most critically acclaimed immersive first-person “shooters” (a game the player experiences virtually, through an on-screen avatar) to be released on VR. “That built a resume for us and as a result we have seen a lot of follow-on opportunities in VR.”

MacNeil believes that within three to five years, increased install bases (that is, the adoption of the VR platform) will make VR commercially viable for mainstream developers. “To build a studio expertise, you need to have leadership that is spending a lot of time getting familiar with the tech . . . Sometimes we take on projects not because they are big revenue opportunities but because they present promising tech opportunities and we want to have expertise in that area. Most developers pick a niche, but we try to have a broad expertise.”
Robin Dyke is one of the business school’s “unsung heroes.” You know the type, those wonderful individuals who toil away making magic happen without fuss or fanfare, but who have a huge impact on the lives of those who are lucky enough to cross their paths. “Robin has been the guiding light of our mentorship program, building it into the tour de force that it is today,” says Dr. Saul Klein, dean of Gustavson. “He’s made an enormous contribution to the business school building its reputation as one that has deep connections with the business community. We wish him well on the next phase of his journey.”

Dyke himself says: “Mentors help students see themselves in new light, re-examine imposed expectations, shape and reform their inner spirit, become bold in their aspirations, to reach for their star.” It is this visionary and poetic inspiration that Dyke has brought to the program—and it works. In the 10-plus years he’s led the program, he’s built it into one of the largest underway in any business school in Canada, with more than 300 active or retired business leaders on its mentor roster. Under Dyke’s leadership about 1,500 graduate and undergraduate students have benefited from the expertise gained from someone else’s career journey.

“Connecting students and mentors has brought him much joy and satisfaction,” says Dianne George. “I’ve always tried to follow my heart,” he says. “I believe engaging our core interests is the secret. The mentor program let me engage my creative side—I like working with the students, helping them to see their own light, see it shine, connecting them to mentors.” He credits the vision and commitment of others from the Victoria business community in helping to shape the program. “I do want to mention my mentors on the mentor program, Bill Anderson, Dave Schneider and Hilary Smith, all who have been tireless program advocates from the outset of my involvement.

“I have had a lot of fun meeting and engaging with the community and mentors. There is an amazing willingness within our business community to mentor students. You can’t buy that kind of assistance, wisdom and connections.” Helping people explore their potential, connecting people to people, linking words to action is the major theme in his life. Getting on with becoming a better poet is motivating his move from Gustavson.

“Perhaps that’s why I see poetry as a logical extension of my path,” says Dyke, who saw his first volume, Lasting, Leaving, Left published in 2015, with his second underway. “I like the idea of second acts, to never stop growing.” Indeed, and we hope he continues to grow and follow his dream of becoming an accomplished poet.

Best Wishes

“A huge thank you to Robin Dyke for the value he added to my undergraduate experience! The Executive Mentor Program was a highlight of my degree and Robin’s support throughout the program was invaluable. Best wishes for the next chapter!”

– Ellie Rock

“Robin Dyke is a man who is truly one of a kind. With the kindest of hearts, and the sharpest of minds. He is brave, bold and brilliant, he never ceases to amaze. He has brightened the halls of Gustavson in so many ways. He lends his time to others, and he gives his kindness too. He is supportive and creative, and he cares through and through. He mentors through his words, his actions and his smile. And he makes the world a better place with grace and with style.

Thank you for making the student experience such a great one.”

– Connor Bildfell

Robin Dyke at Woodland Pond in the UVic Finnerty Gardens.
Heading into the unknown is nothing new for Sherry Kerr, who has a string of firsts behind her name. She served as general counsel for two of Canada’s fastest-growing and disruptive technology firms: SiriusXM Satellite Radio and Rakuten Kobo (a global provider of e-books). She was also the first graduate of the UVic LLB/MBA program in 2002. Kerr changed course in 2015 and is now among an expanding wave of “distributed” legal service providers. As a freelancer, she provides in-house counsel on a fractional basis for companies that require strategic and technical/executional legal advice, and she is also a Principal at Avōkka, a “virtual” firm that provides an outsourced in-house law department for mid-sized public and privately-held companies.

“The legal business is evolving,” says Kerr. Typically lawyers work in legal firms with specialized areas of practice, or are full time in-house counsel with a company. “Now, given advances in technology, the fact that many lawyers want a different work-life balance, and that companies are on a constant lookout for increased value from their legal service providers, there are expanding opportunities for lawyers to deliver innovative service and pricing models to their clients.

“I’m excited by those new opportunities; for me personally the magic happens where I get to work with start-up companies who have no in-house legal department but can really use experienced, practical support and advice that straddles both the key legal and business issues they are facing. I think the market is underserved in this area, since while those clients can’t afford, and don’t yet need, full-time in-house legal, they can really use the help.”

She points out that technology advances have led to an array of cost-effective legal service offerings for any size of business, such as incorporation or shareholder packages and applications to support things like document review and due diligence for mergers and acquisitions. Being able to utilize these tools directly or point her clients to firms using such technologies means Kerr can focus on what is new, strategic and more challenging (and therefore riskier) for her client, such as supporting negotiations and drafting contracts for the client’s new product launch, or developing and/or licensing complex technology.

As a student, Kerr (who also completed a BCom at UVic) foresaw the status quo changing. “I did my final MBA project on the topic of providing a new style of legal service. My idea was to service companies in the first seven years of their existence. With new firms, particularly if they are gazelles [fast-growing young firms], they spend a lot of time on the day-to-day, putting out fires, and it would be helpful to them if they could rely on part-time counsel to draw on when they need it most.”

Given Kerr’s experience with two innovative tech firms, she’s not afraid to venture into new territory. One of her former bosses used to say that until e-books came along, the book business hadn’t changed meaningfully in hundreds of years, so a lot of thinking had to go into writing agreements with publishers that respected existing copyright laws and publisher/author relationships, while recognizing that the “product” was now virtual and not physical—for example, considering whether someone can include e-books in a will, or re-sell their e-books. “A lot of it is making it up as you go along because there are no existing models, and your team is making decisions under pressure to get a deal done.”

She credits her business education and entrepreneurship specialization as a key to her success and advises others to follow a similar path. Studying commerce and entrepreneurship gives you the skill set to analyze opportunities and hones your critical thinking abilities.” — Sherry Kerr

“We all work in some form of business. Entrepreneurship training gives you the skill set to analyze opportunities and hones your critical thinking abilities.” — Sherry Kerr

Disruption creates new opportunities in the legal business by Dianne George

“Where the Magic Happens”
How disruptive technologies are affecting the way we work

by Jenelle Murray

Disruptive technologies, as well as disruptive innovations and business models, affect previously established technologies and industries. Computers, smartphones and the Internet—things that most of us use without thinking twice about—are some of the biggest disruptive technologies we utilize every day. Computers quickly replaced typewriters and, with the introduction of the Internet, have entirely changed our society and culture.

With the world of work changing rapidly, both those seeking employment and those already employed need to remain aware of advancements and changes coming to their industries. For those in the workforce, this means being actively involved in your industry—by attending workshops, watching webinars or joining relevant associations—to ensure you are aware of upcoming changes. Jobs will evolve as technology changes, so it is important for employers to keep their skills up to date in order to “future-proof” their jobs. Bev Stevens, a co-op and career educator with the Gustavson School of Business, notes that some jobs will start to disappear with the introduction of more technology and artificial intelligence; however, she believes that many jobs will simply start to look very different, so employees should educate themselves on new technologies before they affect their professions.

Stevens says, “If you go to work every day and just do your job, and you don’t really look outside your immediate environment, then the chances are high you’re going to be hit by disruptive technology or something else that dramatically impacts your career path. Successful careers these days require you to watch for emerging trends and adapt quickly.”

While employees try to keep up with new innovation in the workplace, they also have the opportunity to make the most of new technologies. Many new technologies offer the freedom for employees to work anywhere at anytime, no longer constraining them to a traditional Monday to Friday, nine to five job. Dr. Rick Cotton, a human resource management assistant professor at Gustavson, feels it’s “important to think of technology as an enabler more than anything else.”

Technology removes barriers for both businesses, as well as their employees. If businesses automate routine, repetitive tasks as well as administrative activities, they can free up their employees’ time to work on things they are better suited to. It opens the workplace up to more creativity and a use without friction—albeit a combination. Businesses also need to identify the knowledge and skills they require from their employees, and hire individuals, not only based on current criteria, but also based on each employee’s ability to grow and evolve with the job as it changes.

Like their employees, organizations need to be able to adapt and change with the industry and, ideally, try to be aware of potential disruptive technologies they are affected. Cotton points out that “it’s important to look, not just in your own industry, but outside. A lot of disruptive innovation comes from outside.”

We’ve recently seen Uber cause this kind of disruption in the taxi industry. However, Uber is more of a disruptive business model than a technology, because Uber provides the same service as a taxi, just in a different way. Like the taxi industry, many other industries have remained stagnant in recent years and, as Dr. Rebecca Grant, associate professor of information systems, notes, “[the taxi industry] was ripe for the picking.” Organizations need to look both within their industry and outside it to remain aware of technologies and innovations that could disrupt their business.

As organizations bring in new technology, they will have to retrain current employees and change hiring practices. However, Cotton suggests that if too much changes too quickly it can lead to “underperformance, lack of engagement, or lack of employee satisfaction.” Businesses face a fine line between implementing enabling technology in a timely fashion, while effectively bringing employees along with them on this changing journey.

While businesses have to consider how changes in technology will affect their employees, they also have to consider the impact it will have on their customers.

The aim of new technology is to give customers more flexibility and control while reducing their effort. It also allows consumers to experience things that they previously couldn’t; from virtually visiting other locations to apps that allow you to virtually try out hairstyles or clothes, consumers have more power than ever. Consumers also have more choices. They can shop where they want, when they want, and in any way that is convenient for them.

They’re able to compare various retailers until they find the best price on a product they want. This puts pressure on businesses, especially smaller companies, to offer something different and novel to consumers. Dr. Steve Tax, a marketing professor at Gustavson, says, “Smaller companies are looking more at the experience side of things . . . [and] might be the ones who are doing things that are more innovative.” While smaller companies may not be able to compete with larger businesses in terms of pricing, they can offer their customer a unique experience.

Ultimately, businesses, employers, employees and consumers have more choices than ever before, but they need to make effective use of emerging technologies to benefit from its positive impact. We often pay more attention to groundbreaking and innovative technologies than simple technologies; however, we need to watch out for day-to-day disruptive technologies, of any size, that have the potential to change the way we work.
Five years ago, Garett Senez was amongst the legions of young talent being turned down for junior career positions due to lack of experience. Today he is enjoying his “dream job” as trade marketing manager for the world’s second largest brewer, SABMiller Canada.

While his success is due to many factors, including a ferocious capacity for hard work, he credits the Sardul S. Gill Graduate School Master of Global Business (MGB) program for getting his foot in the door and leading him into the ever-evolving and sometimes volatile brewing industry. “There’s no other program like it in Canada,” he enthuses.

Since its launch in 2010, the MGB has grown from 18 enrollees and two partners to 80 students annually and eight partners, which has enabled UVic students to study financial management, marketing, logistics, and other business matters in far-off places such as Korea, Peru, and Turkey.

Senez, 29, had long wanted to pursue a career in marketing. “But despite taking courses at four different universities, I was turned down for every junior position I applied for,” he says. “They all required three to five years of practical experience.”

By 2010, Senez was desperate for an “in.” He says, “That’s when I heard about the new MGB program. Back then it offered one path of studies in Taiwan and Austria as well as at UVic. This appealed to my passion for travel, so I applied.”

Senez summarizes his stint at the National Sun Yat-sen and Johannes Kepler universities as “unforgettable: the people were gracious and open, and I especially loved Taiwan, whose 27 million people inhabit an area the size of Vancouver Island. Being immersed in radically different lifestyles gave me a wonderful sense of a ‘bigger picture.’”

At the end of his term, Senez interned at the L’Oréal Management Development Program, which obliged him to provide customer sales support and other marketing services to over 30 big brand accounts. “Finally, I had my ‘in,’” he says. “The hours were long, but from there I got a job as junior brand manager for Garnier Haircolour in Montreal.” For four years, Senez assisted in the management of a $54-million business and helped bring to market Garnier Olia, which proved to be the most successful hair colour launch in the history of L’Oréal Canada.

Returning to BC in late 2014, Senez approached major breweries (an industry that requires especially creative marketing) and was snapped up by SABMiller Canada. Immediately, he was applying his skills to a sector that is rife with consolidation amongst the larger brewers and where “you either make money as a smaller niche player, or you scale out your margins as industry leader.”

Thanks to his schooling and natural aptitude, Senez felt entirely at home amidst the dynamism that characterizes the beer industry, including the enormous growth of craft breweries.

Today, Senez is responsible for the development of national and regional promotional strategies for Miller Genuine Draft, Miller Lite, Fosters and other well-known brands. “I feel like this is what I was born to do,” he says, adding that the big brewers overall find the craft movement beneficial to them: “Much akin to wine a decade ago, craft beer is doing wonders to educate the Canadian public on new types of beer styles and taste profiles.”

John Oldale, associate director for the MGB program, hoped that success stories such as Senez’s would result from the MGB program he helped launch five years ago. “Garett is passionate, culturally savvy and incredibly engaging, and he’s also too humble to mention it, but during his time with L’Oréal he helped other MGB students get their foot in the door.”

Despite his love for working long hours, Senez is looking forward to another “win” on a more personal level next year: marrying his girlfriend Christina, a fellow Vancouverite who he met in Montreal.

For those seeking career advice, he says, “It’s not enough to have a dream: you have to make it happen, even if you have to spend 14 hours a day hunting for a job. Also, travel breeds curiosity, which is crucial in having a fulfilling career—and life. That’s one of the many benefits to be had from the MGB program, which as far as I’m concerned is better than dynamic: it’s on hyper drive.”

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“IT’S NOT ENOUGH TO HAVE A DREAM: YOU HAVE TO MAKE IT HAPPEN, EVEN IF YOU HAVE TO SPEND 14 HOURS A DAY HUNTING FOR A JOB. ALSO, TRAVEL BREEDS CURIOUSITY, WHICH IS CRUCIAL IN HAVING A FULFILLING CAREER—and life. THAT’S ONE OF THE MANY BENEFITS TO BE HAD FROM THE MGB PROGRAM, WHICH AS FAR AS I’M CONCERNED IS BETTER THAN DYNAMIC: IT’S ON HYPER DRIVE.”
A Global Economy Chair for a Global World

Dr. Raveendra Chittoor

by Sue Bengtson

“The FIRST COMPANY I worked for was Canadian!” remarks Dr. Raveendra (Ravee) Chittoor after being asked about his journey from India to Victoria. It seems that Canada has been somewhat involved in all stages of his successful career both professionally and in the academic arena.

In July 2015, Chittoor was appointed as the Gustavson School of Business’ first Canada Research Chair (CRC) in Global Economy and associate professor of strategy and international business. The CRC Program is a $265-million federal program designed to “attract and retain some of the world’s most accomplished and promising minds” to achieve continued research excellence in their discipline. Dean Saul Klein recognizes the milestone: “We are delighted to have our first CRC at the Gustavson School. It is both an indication of the successes we have had to date in carving out a differentiated research positioning, and of our ambitions for the future. Ravee will make a tremendous contribution in pushing our research impact forward in one of our priority areas.”

Chittoor’s research is focused on emerging markets and their home-grown multinational companies which are often a part of family-owned business groups. “Western international companies, whether they are from Canada, the USA or Europe, do not have a choice but to focus on emerging economies as they already constitute nearly 50 per cent or more of the world market in most products and services. This is where my research becomes useful,” says Chittoor. After 12-plus years of industry experience in senior corporate finance roles, his interest in pursuing an academic career had only intensified, and he obtained a Fellow in Program Management (PhD) from the Indian Institute of Management Calcutta (IIM Calcutta). Outstanding scholarship and publications in premier management journals resulted in him being offered faculty positions in strategy, first at IIM Calcutta and later at the Indian School of Business (ISB) in Hyderabad.

The ISB is a top-ranked, research-driven school that was founded in collaboration with the Wharton School and the Kellogg School of Management. It has been almost one year since Chittoor arrived in Victoria with his wife and two young daughters and for the most part they are feeling settled. Cricket is a passion for Chittoor, as both a player and a spectator. Bollywood (though he prefers the term “Indian cinema”) is a family pleasure. It has not all gone smoothly for Chittoor, as it took nearly a year to get his driver’s licence and he is still on the search for food that evokes home. In the meantime, he is driving forward with a strong research and teaching agenda. Welcome, Ravee!
How can we assess economic development’s impact on culture and community? That’s the question Dr. Matthew Murphy was asked by the Toquaht Nation three years ago. Murphy, then a new member of the Gustavson faculty, was looking for a way to connect his research to BC. He has done extensive work related to indigenous peoples in Latin America—specifically, focusing on indigenous self-determination and relations with extractive industries. Murphy soon came into contact with Johnny Mack, a UVic PhD student and member of the Toquaht Nation, along with Dr. Judith Sayers, UVic professor and former chief of the Hupacasath First Nation. The team met with Toquaht Chief Anne Mack, who wanted to encourage development with Toquaht Chief Anne Mack, who wanted to encourage development with Toquaht Chief Anne Mack, who wanted to encourage development with Toquaht Chief Anne Mack, who wanted to encourage development with Toquaht Chief Anne Mack, who wanted to encourage development with Toquaht Chief Anne Mack, who wanted to encourage development with Toquaht Chief Anne Mack, who wanted to encourage development with Toquaht Chief Anne Mack, who wanted to encourage development with Toquaht Chief Anne Mack, who wanted to encourage development with Toquaht Chief Anne Mack, who wanted to encourage development.

The UVic group formed a research team that spent nine months preparing a successful grant proposal for the Social Sciences and Humanities Research Council (SSHRC). The question it asked—was posed by the community. In fact, our project team included the community. They helped create the solution and will directly benefit. A system like this could be implemented for any government. “Before signing a modern treaty, the Toquaht people didn’t have the ability to choose their economic destiny,” he says. “Our goal was to develop a system to evaluate potential projects and measure their outcomes.” The system evaluates projects based on four dimensions: community, culture, economy and the environment. All Toquaht lands are zoned for specific uses like forestry, alternative energy projects and eco-tourism. Each dimension is given a weighting based on the community’s own worldview. Indicators are selected for each dimension and rated for the expected effects from a given project—both good and bad. “This gives the government a way to see where they’re going, but also what they’ve accomplished and why.” The research team spent countless hours interviewing residents and participating in social gatherings. “These meetings were a catalyst—a way to get people discussing the links between economic development, community and culture.” Not only does this project contribute to the well-being of the Toquaht Nation, but to the students and faculty at UVic as well. “The unique approach of the research makes it excellent to draw from for courses taught on sustainability. We’re also working on articles and a book chapter,” says Murphy. “The project has provided opportunities for indigenous scholars to support Toquaht culture through academic work, but it also provides any student a glimpse into a new way of thinking.” Murphy hopes these methods highlight the power of diversity and inclusion, and as a result show a different side of economic development. “The purpose of the project—the question it asked—was posed by the community. In fact, our project team included the community. They helped create the solution and will directly benefit. A system like this could be implemented for any government.” The Toquaht territory lies along the north side of the Barkley Sound, on the west side of Vancouver Island, where the Nuu-chah-nulth people have lived for over 10,000 years. In 2013, the Nuu-chah-nulth Final Agreement was implemented, which gives their government sovereignty through the British Columbia Treaty Process. The project will continue through 2017 with the SSHRC grant.
Xin Wei  
**MBA ’05**

**Current Position**
As assistant director of alumni engagement, Asia, I support the New York University alumni clubs all over Asia. I work with volunteer leaders on planning events to help alumni stay connected after graduation, and develop professional and social network opportunities. I also oversee the annual fund programs in Asia, where alumni, parents, students and friends can join and support the educational goals of New York University.

**First Job After Graduation**
I was assistant to a vice president at Siemens Mobile in Beijing. It was there that I developed planning, organizational and project-management skills as it was a booming time for the mobile communications industry in China. We were moving from 2G to 3G mobile technology and I witnessed the fast growth of business and resulting opportunities.

**Best Gustavson Experience**
I think my best MBA experience was taking the finance class taught by Professor Don Rowlatt. His passion to the subject and commitment to the students has enlightened my professional development.

**Biggest Professional Challenge**
I think Google has met some big challenges in China. Although the export business is booming, the domestic side is sliding both in revenue and reputation. We still are working on sending a strong message of existence in Mainland China.

**Biggest Personal Challenge**
My biggest personal challenge is worrying about my twin five-year-olds. It is quite competitive among the kids in our neighborhood and they need more room to grow by themselves, or should the parents introduce them to many classes to learn skills and knowledge?

**Alumni who have contributed to this issue:**
- Connor Billieff, BCom ’13 (page 11)  
- Anatolijus Fouracre, BCom ’00 (page 26)  
- Richard Frye, QC, MBA ’99 (page 28)

**Events**
- Ellie Rock BCom ’15 (page 11)  
- Garrett Sense, MGB ’11 (page 16)  
- Sherry Kari, BCom ’96, MBA/LLB ’02 (page 12)  
- Kent Wang, MBA ’05 (page 23)  
- Xin Wei, MBA ’05 (page 23)
On paper, David Miller’s CV looks good: studied economics at Harvard University and law at the University of Toronto, served as mayor of Toronto for eight years and chaired the C40 group of the world’s largest cities . . . You get the idea: he understands numbers, structure and policy.

Yet, in person, what Miller talks about is people—people, in relation to his other passion—the planet and all the creatures who share it. Engaging with people to make places on earth better is the thread that runs throughout his career. In a series of talks at the Gustavson School of Business in February 2016, the president and CEO of World Wildlife Fund-Canada (WWF) described his philosophy and how closely it aligns with Gustavson’s values.

“You can’t have lasting and sustainable solutions to protect nature unless people know their economic needs are met,” he explained. “When you do meet people’s economic needs and they’re involved in crafting the solutions, you can have really enduring protection for nature.”

He pointed to the recently signed Great Bear Rainforest agreement as an example of a long-term, multi-stakeholder strategy that balances nature with economic security and development. This is an example, he said, of the way that Gustavson and the WWF can work together because of shared ideals, namely: innovation, sustainability, social responsibility and a global mindset. The WWF integrates these with its Demonstrating the Possible projects like renewable energy to replace diesel generators in northern communities; Gustavson integrates these ideals throughout its educational programs.

“The next generation of business leaders has to incorporate sustainability in everything they do and think,” Miller said. “That’s what this school offers.”

“Sustainable solutions,” he continued, “are about the environment, the economy and people. There’s a role for business, there’s a role for government, and if we seize this moment, I think there’s a really significant opportunity to build a more modern economy that works around sustainability, that deals with climate change, and creates really great places to live.”

He points to the increasing frequency and severity of storms, with their huge costs to individuals, businesses, and governments, as just one example of the urgent need for people to act. “In addition to being the right thing to do,” he said, “there’s some real economic compulsion to deal with climate change.”

One of the things that struck him in the meetings, corridors and conversations at the international Conference of the Parties (COP21) climate change talks in December 2015 was the attitude. “It was remarkable in Paris,” he said. “[There was] the spirit that we must not fail. ‘There’s something there for everybody to act on. We need everyone. It’s not just governments. We need people to change. Businesses. Everybody.’”

Piecing the puzzle: David Miller connects people, planet and pandas

by Rachel Goldsworthy
For global citizen Anatolijus Fouracre, BCom ’00, it was a bit of a surprise to experience culture shock in his new home of Ho Chi Minh City, Vietnam. Fouracre, a seasoned international executive, had just completed a five-year stint in Spain as general manager of Iberalbión (Barclays Group) when he made the leap to CEO of Swiss Post Solutions (SPS) Vietnam. “It was the perfect opportunity for me,” says Fouracre. “Competition in the area is brisk, with local markets looking to China and India for their document management needs. SPS Vietnam is 1,200 employees strong and able to compete for a piece of that coveted market share.”

He anticipated that the networking skills he was expected to employ as the external face of the company would also be old hat, but he got a big surprise at his first CEO Forum. “I gave out 20 business cards in the first 15 minutes of the event; I ran out! Then, everyone I gave a card to followed up the next day to book meetings with me. It was my first big cultural lesson: business cards are just an appetizer in Vietnam. Once you’ve swapped cards, it’s only the beginning of the conversation.”

The city itself also offered up a few surprises for Fouracre. He’d adjusted from his 14 years in Victoria to the more lively Zaragosa, Spain, whose population is double that of BC’s capital city. But Ho Chi Minh City was a whole other ballgame. “It’s an incredible, dynamic city with lots of development and skyscrapers everywhere,” he enthuses, “but it was a huge change for me to be in such a big, noisy, bustling place with 10 million people—and five million scooters. The driving there can be crazy!”

The summer of 2016 marks Fouracre’s one-year anniversary in the role, and he sees long-term growth opportunities for both the company, and his career. “I’ve found that once you have one big international business experience, like I did with Barclays in Spain, it opens doors for you to have other international opportunities. Potential employers are keen to give you other roles because you’ve proven you can live and work in international environments.”

His global experience is also a bonus for the business school. Fouracre now sits as a member of the Gustavson School of Business international advisory board and will help strengthen relationships in his new corner of the world.

One of the demands of a global career is considering its impact on family and what is best for them. In his case, his family returned to Victoria while Fouracre carried on to Vietnam. “I plan to be back in Victoria several times a year through vacation and board meetings with Gustavson. Coupled with much Skype and nearly daily calls, we do stay very connected and up-to-date on each other’s happenings. All in all it was a joint choice and I am very lucky to have supportive family that participates in this adventure.”

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Richard Fyfe on Leadership and Teamwork

Dorothy sets out her vision singing “Somewhere Over the Rainbow.” Then, she develops her mission statement: she plans to ask the Wizard of Oz to help her get home and her action plan is to “Follow the Yellow Brick Road.”

Along the way she builds her project team (Scarecrow, Tin Man and Cowardly Lion) and together they take on a major project (obtaining the broom of the Wicked Witch of the West). But more seriously, watching that play made me think about how rewarding it can be to challenge ourselves in different ways, whether intellectual, physical or even just in taking on projects when we have some hesitation about our own abilities.

Sometimes I have been right in that self-assessment—I have had more confidence than capability, and when that happens, I hope to learn from my failures. But even the process of failure can teach us something; sometimes, we learn that with a little help from someone else, we can achieve what happens, even a failure is not a loss. Sometimes, we learn from our failures.

What I learned was that effective leadership and teamwork are inseparable. In some teams I have been the lead, while in others it was someone else whose expertise or experience put them into the leadership role. But in every project that I have been involved with, it has been my experience that every member of the team brought their best to the task and in that way, every member was a leader.

To me, leadership is nothing more than finding a way to excel at your goals by giving your best and bringing out the best in every team member.

And over the years since graduating in 1999, I have been very fortunate to have been part of some wonderful teams, whether working on infrastructure projects like the Lions Gate Bridge, Sea-to-Sky Highway or Port Mann Bridge replacement, or whether in my roles as assistant deputy attorney general and now deputy attorney general, trying to bring about some meaningful changes to a very complex justice system.

Leadership and teamwork are, to me, inseparable. I have been fortunate to experience both, and I am grateful to UVic for both.

THE UVic business program emphasized teamwork, presentation skills, sound analysis and strong academics. But it was the teamwork that particularly stayed with me.

As heads of a family with big dreams, Jama’s parents understood how important education was to him and did their utmost to send him to the only school in the camp. “Those who proceeded to high school were referred to as the lucky ones.” Jama counts himself among the lucky and is grateful for this first “gift” of his life. He was a bright kid, excelling in academics and giving back to the community by teaching other kids in the camp.

Because of the limited opportunities for post-secondary education at the camp, Jama almost believed his dream of attending university was unreachable. That is until he learned about the World University Service of Canada (WUSC), a non-profit organization that focuses on international development and provides education and employment opportunities to millions of disadvantaged youth worldwide.

Through a scholarship, WUSC brought Jama another life-changing “gift”—the opportunity to study at the University of Victoria. After his first year, Jama knew he wanted to stay. He took out a student loan, studied hard and worked even harder. He is honoured to have received the Lee Hayes Scholarship before his last academic semester, which further fueled his pursuits. It is truly through these generous supports that Jama made his way to the destination.

“As making new friends, turning into someone with a global mindset, working part-time to support my family while studying, completing my co-op work terms and after all those struggles, finally here I am completing my BCom degree!”

To Jama, the scholarships go beyond just financial support. They bolstered his determination to use his education to make his own life better, as well as to contribute to bettering lives for many other people. When asked about his next goal, he says he wants to get some more work experience in Canada and then do either an MPA or MBA. “After that, I want to go back to the refugee camp to give back to refugee kids in the camp.”

“The journey from Kenya to Canada is still ongoing, and there’s so much more I expect from myself that I have to start working on them.” Given his achievements so far, we know it is going to be an amazing journey.

THE STORY OF Siyad Jama, a soon-to-graduate BCom student, is one of hope and endurance. It has been a long journey from the Dadaab refugee camp in Kenya to his current co-op job at the Multicultural Association of Wood Buffalo. Looking back, Jama considers that his life experiences made him stronger.

“My story starts in a refugee camp where I lived after my family fled Somalia in 1992.” Jama does not dwell on the difficulties he faced and prefers to look at the positive side. Despite insufficient food, shelter and limited educational opportunities, Jama never stopped fighting for his dream of a life outside the refugee camp. “My mind was all over the world.”

As a bright kid, excelling in academics and giving back to the community by teaching other kids in the camp, Jama was referred to as the lucky ones. He was so grateful for this first “gift” of his life. He was an excellent kid, excelling in academics and giving back to the community by teaching other kids in the camp.

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--> Information about the Lee Hayes and other scholarships, bursary and award information is online at https://www.uvic.ca/registrar/sads/entrance-scholarships/dept/business.php
A new path, a new journey: the Tokyo update

by Kyla Humphreys, MGB student

Japan is unlike any place I have ever been. The island nation that spent a great deal of its past isolated from the rest of the world has developed customs and cultural norms uniquely its own. They allow Tokyo, the largest city in the world in terms of population, to operate as efficiently as the highly acclaimed Toyota Production Systems we are learning about in our classes.

Studying at Rikkyo University in Tokyo provides an exceptional perspective on the uniquely Japanese way of conducting business. Our schedule is broken up into 10 different modules focused on business in Japan, entrepreneurship and business sustainability, affording us the opportunity to learn from a multitude of leading Japanese business experts and the opportunity to visit the Tokyo Stock Exchange and a Nissan production plant.

Beyond the formal education, travelling the country and having the opportunity to truly observe the Japanese way of life is mesmerizing. In all honesty, the first few days in Tokyo were overwhelming: the metro system is a mishmash of different companies operating different lines zigzagging throughout the city. My first transfer was at Shinjuku station—the busiest transit hub in the world. It was amazing how many people there were, but even more amazing was all the different directions everyone was headed: it was as if everyone was headed toward their own private transit line. Shinjuku is a station that serves over three million people a day, close to the entire population of Greater Vancouver.

Exploring the city is fun, but our in-depth educational schedule doesn’t leave much time for the typical tourist experience. Thus, I have been doing my best to combine my schoolwork with the items on my “Tokyo bucket list.” One of the most beautiful days I have had so far was the Saturday I spent tackling my readings in Shinjuku Gyoen National Park. As our program began at the start of the cherry-blossom season, I was able to wander around the park completing my readings and snapping photos of the beautiful blossoms along the way.

As this is the first time the MGB program has been to Japan and we are only two weeks into this part of the program, it is hard to predict exactly how the next eight weeks are going to go. However, if the schedule delivers on its promise, this portion is going to provide us an unparalleled perspective on how Japan has come to be a world leader in the business realm.

I feel like the country and I are on this new path together.

➔ Visit our blog for more of Kyla’s adventures: onlineacademiccommunity.uvic.ca/gustavson/
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