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See things differently
You’ll be surprised what happens when you expand your vision. The Gill Graduate School at Gustavson prepares you to see opportunities others overlook.

Look into our MBA programs and see how you can advance your career by gaining real-world business knowledge in a program that fits your lifestyle.

Expand your world-view and build your international skill-set with our one-year Master of Global Business program. You’ll spend one year living and studying in three countries and completing a global internship.

See more: uvic.ca/gustavson/gill

THE FOODIE ISSUE

On the cover: Paul Chaddock  Photo by UVic Photo Services
How do we capture the essence of Gustavson? What makes us authentically unique? We’ve always had a strong sense of who we are, and in October 2013 we unveiled our brand to the world. The Gustavson School of Business has long believed in our tagline, The world looks different from here, and our brand launch has allowed us to share how we see things differently with not only our current stakeholders, but prospective students as well.

I am proud to say that our brand is homegrown. It was developed with the participation, dedication and creativity of our faculty, staff, students and alumni. The process to review and refresh the brand kicked off in September 2012. Through research exercises, debates and conversations, we collaboratively identified our competition, defined the target audience and clarified our brand proposition.

As alumni, it should come as no surprise to you that we celebrate stepping outside our comfort zone, active classroom participation, a global mindset and our close-knit faculty who regularly collaborate with each other and make student success a top priority. We share your passion for exploring new ideas and looking at ways to change the way the world does business. Our grads are not afraid to forge new paths and envision innovative ways to tackle the challenges faced in the business world. This is what our brand celebrates; your ability to see things differently.

In our “foodie” themed issue, we take a look at how grads are shaking up the culinary world. From Derek Juno and Andrew Hall’s plan to get the most out of your restaurant meal (Page 12) and Ted Gaudet and Andrew Frost’s adventures in marketing new food products (page 22), to Jason Adams and Blair Kennedy’s work in recycling food waste (Page 24), we’re showcasing how Gustavson grads are using their creativity and business acumen to change the world of food.

I am always inspired by how our grads see the world differently and strive to improve it. It is a pleasure to be a part of your recipe for success.
Beale has helped to pave a new road toward better health care. And that’s good business all the way.

**MGB Program Expansion Announced**

The Master of Global Business program is growing. Currently, students can choose between two entry points. Students choosing Path 1 begin their study at UVic before going to National Sun Yat-sen University in Taiwan and Johannes Kepler University in Austria. Students choosing Path 2 begin their study at UVic, before going to NEOMA Business School in France and Sungkyunkwan University in Korea.

We are very excited to be introducing Path 3 of the MGB program in January 2015. Students joining Path 3 will begin their study at UVic before going to Maastricht University in the Netherlands and Centrum Católica Graduate Business School in Peru.

**MBA ‘99 alumna Marilyn Copes is our 2014 Distinguished Alumna of the Year recipient.**

Copes is executive director of acute interventional services and site administrator for the Royal Jubilee campus at Island Health, and is currently on a one-year secondment to the BC Ministry of Health. Copes has dedicated her career to the planning and delivery of health care services and to leadership through mentorship.

On accepting her award, Copes remarked that completing her MBA was a life- and career-altering experience, one that she is proud of and that has positively shaped her journey. “For instance, setting goals that stretch me in many dimensions also serves to challenge those around me to reach farther.” She added that working as part of a team was an integral part of her study, and one that mirrors her experience with Island Health. “My career in health care involves leading teams to expertly care for our patients, clients and each other—serving people when they may be vulnerable, maintaining the trust in their care and celebrating rewards that come from being in service to others.”

David Black, President of Black Press, will be awarded an honorary degree from UVic at the June convocation ceremonies.

Black launched his publishing empire in 1975 when he bought his father’s weekly newspaper in Williams Lake, B.C. His company is now the largest privately owned newspaper company in Canada.

Named Distinguished Entrepreneur of the Year by the Business School in 2007, Black is an avid supporter of the school, establishing the Black Press Scholarships program that provides funding for undergraduate commerce students.

Congratulations, David, on this well deserved honour!

**Going the Extra Mile**

by Rachel Goldsworthy

The Centre for Social and Sustainable Innovation (CSSI) welcomed BA ’87 (Econ) alumnus, John Beale, to campus last fall to speak about his work with VillageReach; a non-profit organization that aims to save lives by increasing access to quality health care for the most underserved communities in the developing world.

Beale is director of strategic development and group lead of social business at VillageReach’s Seattle base. In his role, Beale seeks to improve the economics of global health delivery. “If I can help three people, that motivates me to seek ways to scale that support to assist 10, a thousand, a million people.”

VillageReach’s public health, software engineering and business professionals work together to assess the root causes limiting health system capacity and then look to develop innovations for long-term improvement. The organization produces technologies to track which items are needed and where, and leverages the private sector to improve core infrastructure that is essential to the communities they serve.

For example, in Mozambique, VillageReach created a for-profit company to supply rural off-grid health centres with propane to power the fridges that keep vaccines at their required temperature. By applying his expertise to re-route traditional thinking, Beale has helped to pave a new road toward better health care. And that’s good business all the way.

**JDC West comes to Gustavson**

Next year celebrates the 10th anniversary of the annual Jeux du Commerce West; a business competition that welcomes teams from 12 business schools in Western Canada. Participants will compete in case presentations, debates, sporting events and social activities. The theme for the 2015 games will be World of Opportunities and Gustavson organizers are currently in the planning stages for this big event.

2015 also marks the 25th anniversary of the Gustavson School of Business. Hosting the games will be the first of many events held throughout the year to celebrate this milestone.

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**Marilyn Copes named Distinguished Alumna**

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On accepting her award, Copes remarked that completing her MBA was a life- and career-altering experience, one that she is proud of and that has positively shaped her journey. “For instance, setting goals that stretch me in many dimensions also serves to challenge those around me to reach farther.” She added that working as part of a team was an integral part of her study, and one that mirrors her experience with Island Health. “My career in health care involves leading teams to expertly care for our patients, clients and each other—serving people when they may be vulnerable, maintaining the trust in their care and celebrating rewards that come from being in service to others.”
Photos courtesy Mantry

Reggie Milligan (BCom ‘11) has always been fascinated by food. Before he studied at UVic, he apprenticed at the three-Michelin-star restaurant The French Laundry in California. After UVic, he jumped straight into the food-based entrepreneurial world and hasn’t looked back since.

“After I graduated, I launched a startup called The Social Feed,” Milligan explains over the phone from New York, where he lives now. “The idea was to create long tables of about 20 people in restaurants [who would] sit down over a communal dinner and chat about different subjects—whether that’s entrepreneurship or golf.”

After The Social Feed was bought out in the summer of 2012 by US-based social dining startup Grubwithus, Milligan toyed with the idea of launching a guy’s food magazine, as he believed this was an untapped market. But he saw print media as “drying up” and was unsure of whether it would be a safe gamble. So instead of writing “the top six food items to try in Nashville,” Milligan decided he would just sell the foods listed instead and started Mantry—a mail-order gourmet food-of-the-month club geared towards men.

Every month a box of artisanal foods, which have been specially chosen from across the US by Milligan and his team, gets delivered to Mantry customers. “The majority of customers are recently married couples, and a lot are 30-plus new dads,” says Milligan.

So how does he source his food? “A lot of travel,” he says. “A lot of the foods we source are through different makers in each city. If we find a great maker we’ll just ask them, ‘Who do you like in the area?’” The food is then paired with other US artisan foods, packaged with a delicious recipe, packed in a wooden crate and shipped right to your doorstep.

Milligan, who admits he can’t live without hot sauce, chocolate and a good maple syrup, says his time at UVic helped put the wheels in motion for Mantry. “When I went to university I lived with your average guys and I saw how they cooked and how they lived. That’s where the wheels really started turning. I realized there was a real opportunity—there aren’t many people out there who are offering the average guy decent advice about food or arming them with cool products to get them inspired to get in the kitchen.”

Modern Man’s Pantry
Reggie Milligan brings artisanal food to your door
by Greg Pratt
There’s an App for That
Mobile gaming engages young donors
by Krista Boehnert

How do you engage millennials in philanthropy using technology? That’s the question Dr. Rebecca Grant posed to Gustavson BCom students in her fall semester Business and the Internet course. Student groups were tasked with finding a digital strategy for local charity United Way of Greater Victoria (UWGV) to engage a younger donor base.

The class presented its solutions at a trade show attended by representatives from United Way and members of the local business community. The winning team—comprised of Talina Barsalou, Shantelle Bilach, Denis Luchyshyn and Daniel Thiry—paired philanthropic lessons with the power of mobile gaming.

“We wanted to create interaction instead of just providing content,” says Thirty of his team’s decision to develop a game to engage potential donors. “In class, we learned that people spend most of their time on their mobile devices having ‘me time,’ which includes seeking relaxation or entertainment through things like gaming. Reaching people during this time seemed like the most promising way to engage with them,” adds Bilach.

The students brainstormed about possible game scenarios and settled on a city model where the player experiences different campaigns (game levels) that showcase social improvement initiatives that United Way supports. The game simultaneously educates the player about the important work the charity does for the community, while providing an entertaining context in which to experience the lessons.

“The game is based on a freemium model,” explains Luchyshyn, “where the user gets it for free and can make in-game purchases to progress their play. The purchased content helps the player move through the game easier, allowing them to unlock new game levels.”

There is also a social media component with the game app that allows players to track their donations, as well as compare their game scores with others. “Social media sharing will increase word-of-mouth about the game and will help increase the number of users,” Bilach says.

“The competition between players keeps them engaged,” Luchyshyn adds. “They want to get to the next level before anyone else, increase their score and share it online.”

In addition to purchasing game enhancements, the player can set up a monthly donation, charged to their credit card. The amount is millennial friendly—as low as one dollar a month—with the option to increase it at any time.

“You learn all the aspects of the business: operations, sales and marketing. Having a broad background in business really helps.”

The competition isn’t just limited to 20-somethings. “The beauty of the game is that it appeals to a much broader audience than just millennials,” says Barsalou. “It’s something the whole family can play and get involved in.”

In addition to purchasing game enhancements, the player can set up a monthly donation, charged to their phone bill, to support the UWGV in funding the projects showcased. The amount is millennial friendly—as low as one dollar a month—with the option to increase it when they are economically in a position to do so.

And has the project changed the students’ attitude towards UWGV?

“I always knew United Way’s logo, but I wasn’t aware of what they did,” Barsalou says. “Now that I know how they improve our community, they’ve got me. I’m hooked.” And if the team’s game app completes development, you will be too.

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What’s That Rumble?
A protein drink that is shaking up the beverage industry
by Tiffany Sloan

Ever heard of Rumble? If not, you will. It’s a business idea so promising that when it was presented to five of Canada’s savviest investors on TV’s Dragon’s Den, all five jumped at the opportunity to get in on the ground floor.

The tasty, fortified protein drink began as a blender concoction in the Victoria kitchen of Paul Underhill, whose cystic fibrosis required him to drink meal replacement drinks to stay healthy. “He was drinking Boost and Ensure, and he saw a gap in the market for a higher-quality, better-tasting, more natural protein drink,” says James McQueen (BCom ’01). Rumble co-founder. “So he went to work in his kitchen, fired up his blender and made his own supershake at home.”

What differentiates Rumble from other health drinks is that it actually tastes good, naturally sweetened with agave and maple syrup, says McQueen. It took nearly six months to create the initial recipe, then more tinkering with the help of nutrition path Dr. Kim McQueen—James McQueen’s sister-in-law, who in turn, got involved to help develop the business model. It took a year and the help of a food scientist in Vancouver to develop a commercially scalable prototype, then another 18 months of research and development, and 20 rounds of sampling to perfect it. “There are some pretty big challenges in terms of the food technology that go into achieving 12-month shelf stability while maintaining the taste and nutritional elements,” explains McQueen.

For someone so passionate about spearheading a startup like Rumble, it’s surprising to learn that McQueen is something of an accidental entrepreneur. In fact, his BCom focused on international business, preparing him to work for Deutsche Bank in London, England, and RBC Capital Markets in Toronto and New York. But the financial crisis in 2008 drove him back to Victoria in search of something new.

In Rumble, he found an opportunity to put both his finance expertise and his degree to good use. “As you go, you learn all the aspects of the business: operations, sales and marketing. Having a broad background in business really helped.”

Today, after just a year on the market, Rumble’s two flavours—Dutch Cocoa and Vanilla Maple—are on the shelves by the end of 2014. The plan is to expand the Canadian market through other channels—drug stores, gyms and fitness studios—and launch in the US this spring, beginning in the Pacific Northwest and working its way down the coast. The Rumble team also aims to have a third, as-yet-undecided flavour, on the shelves by the end of 2015.
The Meal Deal
A new social enterprise is providing innovative hunger relief
by Carol Crenna

Taking their parents’ dictum “Don’t waste food on your plate; there is someone less fortunate” to heart, Derek Juno (BCom ’11), Jeremy Bryant and Andrew Hall (BCom ’11) left their lucrative jobs to launch Mealshare, a social enterprise that partners with restaurants to help feed the homeless.

“At age 24, we considered whether we wanted to continue our current careers for the next 20 years or try something unique that’s in keeping with our values,” says Hall. “We considered opening a restaurant and giving away unused perishable food, but our expertise is in creating partnerships, not running a restaurant.”

Mealshare makes it easy for the public: give not just spare change to a homeless person for food, but a hot, nourishing meal. When dining at a restaurant, you simply choose a Mealshare-branded menu item and the restaurant then provides a meal to someone in need. The innovative concept, which combines corporate social responsibility with the “buy-one-get-one-free” model, has Mealshare covering the food costs of the charities’ donated meals.

As part of the partnership agreement with its restaurants, Mealshare completes all marketing including designing, printing and delivering collateral material, event promotions, and traditional and social media campaigns. The resulting promotion and community relations can translate into financial and community profile gains for the restaurant.

Three years ago, Hall, formerly a tech strategy consultant, and Juno, a retail development manager, completed their BCom specializing in Entrepreneurship from UVic and now share these tasks in BC and Alberta.

Mealshare currently works with 40 restaurants: 15 in Victoria, 12 in Calgary, eight in Vancouver and five in Edmonton. The non-profit organization chooses non-demoninational, solution-oriented charity partners. “Someone comes in the door for a meal, but then has the opportunity to get job training, counselling or just a shower to help get their life back on a better track,” explains Hall. “If we help support meal costs, charities can spend more time and money on these initiatives.”

For example, The Calgary Drop-In & Rehab Centre found that after only seven months, Mealshare’s donation covers a day’s worth of meals and made a significant difference in its fundraising budget. “Approximately one-million Canadians get food support each month and eight-million Canadians dine out each day. If we can turn some of that dining out into helping out, there is an incredible opportunity ahead of us.”

The secret to a successful restaurant lies in the trash, according to Bao Fang, the owner of Erito Sushi in Victoria, BC. “All my staff laugh at me, I really like to check the garbage bins. They tell you everything about the customer experience, whether they eat the entire meal or always throw it out. From that, I can tell if our preparation and cooking is correct.”

Fang’s fascination with what’s left behind has served him well. Erito Sushi is thriving, routinely serving 150 to 200 sushi orders a day. Fang graduated from the UVic Masters of Global Business program in 2011. He bought an existing sushi restaurant in Langford and immediately began learning all the positions, including spending time as a dishwasher. “My peers couldn’t understand why I was doing that after an MGB program,” says Fang. His dedication quickly paid off. In May 2013, he opened Erito Sushi in Uptown Shopping Centre. “That was a big learning curve,” he says.

In contrast to his first restaurant, nothing was established. Fang worked with an architect, a contractor and a consultant to design the perfect space. “We have under 800 square feet and we want to serve as much as we can. I thought, how do we design the kitchen and front space to utilize the area? Once you decide on a design, there’s no going back.”

The added bonus of a high-traffic area helped launch Erito Sushi. “It’s a perfect location” says Fang, adding that he didn’t have to do any advertising. “All the retailers in Uptown are a big family. I really appreciate the environment. I’ve never experienced this before.”

Fang credits his UVic professors for instilling a mindset always focused on the big picture, which helps when planning a restaurant in an ever-expanding shopping mall.

“You have to account for growth. In five years, Uptown will look very different. For example, this year Shaw Communications opened its call centre bringing 500 people here every day.”

With Fang’s big-picture mindset comes global goals. In five years, he hopes to own five sushi restaurants in the Victoria area—plans are currently underway for the third restaurant—and his long-term strategy includes locations in Europe. For now, Fang is focused on creating the best customer experience at Erito Sushi. He spends at least one day a week in both locations. The remainder of his time is divided between accounting, marketing and staff planning. He refers to his position as “a professional on-call,” available for any task any time of the day.

Of course, he always finds time to check the trash. “If one dish always gets thrown out, then it is time for change.”
UVic’s MBA program is designed for people with no formal business education... but a cellist?

Paul Chaddock (MBA ’07) started his business career when he was in his early teens, playing the cello at weddings in a family quartet with his three older sisters. In 2002, after completing his degree in music performance, Chaddock was visiting family in Victoria when he landed a temporary gig filleting fish for Bob Fraumeni’s company, Finest At Sea Ocean Products Ltd.

Having grown up in Nova Scotia and seen for himself the challenges the fishing industry was facing, Chaddock was impressed with Fraumeni’s sustainable approach. So, when he was offered a job in sales, Chaddock gladly accepted; he realized that working for a fast-growing company like Finest At Sea would bring exciting opportunities.

Chaddock quickly learned a vast range of skills in his role—from cutting fish in the tiny James Bay processing plant to driving trucks full of halibut, albacore tuna, wild salmon, sablefish and fresh rockfish to restaurants in Victoria, Vancouver and Whistler.

The position led to more responsibility, increased compensation and endless variety, and Chaddock was quickly promoted to sales manager. His new role involved meeting with local chefs to find out how Finest At Sea could help them serve even more sustainably caught wild seafood. His dedication led to increased business by co-branding products with Thrifty Foods and partnering with Sysco Canada.

“Bob kept asking me to take on more and more,” Chaddock says. “Obviously I was learning a lot working with Bob, but I felt I’d be more confident if I had more business background.” So he decided to go back to school.

UVic’s evening MBA program was appealing because of its faculty and the limited amount of time he’d have to take off work. “I loved the opportunity to be in a class with other part-time students who were in the same boat,” he says. “I learned so much from the roundtable scenarios, talking about real-world problems. Bob was my biggest supporter. He trusted that I was doing [my MBA] for the betterment of his company.”

Fraumeni and Chaddock make a formidable team. Fraumeni started his career as a commercial fisherman in the 1970s, at a time when the industry was going through significant change. One step at a time, he built a business that is vertically integrated from the seabed to dinner plates on both sides of the Pacific Ocean.

“Bob is always foreseeing changes in the market,” explains Chaddock, who is now vice-president of Finest At Sea and a partner in the firm’s Vancouver operations. “He’s been very smart about diversifying. We don’t buy the fish, we catch the fish. We own the boats, the licenses, the quotas, the processing plants, the trucks, the retail stores.”

The supply chain is sustainable. The company’s fishers use traps, long lines and hooks—no dragging or nets. They freeze the catch at sea or get it to the docks in Port Edward, Vancouver or Victoria quickly so it arrives at the restaurants as fresh as possible. Each shipment is labelled so chefs can tell customers that captain Art Davidson and the crew of fishing vessel Hanna Lio, for example, caught the fresh halibut off Haida Gwaii yesterday.

In Victoria and the Lower Mainland, Finest At Sea processes its catches to meet national and international standards. The staff smoke the salmon, tuna and sablefish, fillet halibut, make herring rollmops and crab-stuffed mushrooms. Customers line up for fish and chips or salmon pot pie made right in the food carts in James Bay and Robson Street.

Most recently, Chaddock and Fraumeni purchased and rebuilt a commercial dock in Ucluelet. The new site is large enough for the entire commercial fleet of a dozen boats to be tied up for repairs and maintenance, which can be done by the trades people who work at their fabrication plant near Victoria.

And Finest At Sea’s philosophy of providing a diverse value chain starts from within. “We try not to be too seasonal [in our hiring],” says Chaddock. “We’d rather have a solid staff throughout the year.”

Staff train for a variety of jobs—from filleting, running the smoker, delivering to restaurants and serving customers in the retail shop to helping to make fish and chips in the food cart on a busy Friday night. “We look for people who are going to be able to fit into different roles,” Chaddock says. “There’s no monotony here!”

This makes for a resilient organization and a contented workforce. Chaddock and Fraumeni can measure their success on the triple bottom line: healthy revenue streams, healthy oceans and a healthy workplace for happier people.

“One of the great reasons I’m still working for this company is our sustainability,” Chaddock says. “I couldn’t sleep at night if it were any other way.”

Photos: UVic Photo Services by Rachel Goldsworthy

Fresh from the oceans to your table

by Rachel Goldsworthy
In 2008, Dr. Matt Murphy, Gustavson professor of corporate social entrepreneurship and sustainability, co-founded Value Added in Africa (VAA)—an Ireland-based non-profit organization that acts as a trade facilitator between African shelf-ready products and European retailers. Murphy, who is VAA’s board of directors chair, expresses the need for his organization’s work: “We want to move the concept of ‘fair trade’ up the value chain, [while] keeping that value chain as close to the original producers of the commodities. If tea [for example] can be packaged in Ireland, then they are going to keep much more of the revenue in Africa. And if that can be done in a factory that is ethically managed and has sound environmental practices, then, it is for the better.”

VAA has grown exponentially over the past six years. Irish Aid—Ireland’s official overseas development organisation offers products across multiple categories: garments and textiles; snacks; beverages; natural foods; jams and sauces; and beauty and health.

One challenge facing VAA is that with limited sales resources, finding buyers can be tough. In Ireland, sales staff approach local stores or supermarkets to promote African products. In the UK, however, a new marketing strategy is being used. “We are taking an approach where we are getting to know some of the big supermarkets and big brands, and trying to understand what their interests are in terms of developing a sustainable supply chain, particularly in Africa,” explains Murphy. “Once we understand what they are looking for, we go find it.”

VAA selects African companies making export-ready products (with certifications) to ensure consistent quality. VAA has a core value of making sure African producers are ethically sourcing their materials, paying fair wages to their workers, supporting the community and driving sustainable business. Although currently focused in the EU, VAA has a whole world of potential market opportunities to tap into.

To learn more about the company’s products, visit proudlymadeinafrica.org or “Like” the VAA Facebook page.

### Canadian wine packs a punch in China

**by Spencer Pickles**

When Allison Boulton (BCom ’98) went to Indonesia on a UVic study exchange, she fell in love with the country. “On the plane back I thought, ‘I have to come back to Asia for longer than a tourist visa,’” explains Boulton. It took fifteen years, but she made good on her promise.

Boulton had been working for Paradise Ranch Wines Corp., based in Vancouver, for 10 years as senior sales manager and then director of operations, when she was offered the opportunity to go to Beijing to promote the company’s wine. That was back in 2010, and less than a year later she had moved to the country to study for an MBA at Hult International Business School.

For Boulton, living in China is a rewarding challenge: “The food is different, the homes are different, the people are different,” says Boulton, “but the language is the number one thing that’s different.” Boulton spoke almost no Mandarin when she arrived, but a friend taught her the numbers and some basic phrases.

When she travels for work as the marketing and trade sales director for Sichuan Jincheng Yihe Industrial Co. Ltd., her business is conducted mostly in Mandarin. There are times, Boulton says, when she has to rely on wit, smiles and the occasional translator.

Boulton is primarily in charge of marketing the brand across China and placing Canadian wine into Chinese shops. Selling wine in Shanghai is an uphill battle as drinking domestic wine is a practice that is very much entrenched in the culture and imported wine remains relatively rare.

As a result, imported wine makes up only around 20 per cent of the Chinese market. “That means the potential is huge, which also means that any country in the world that makes wine is in China trying to sell it,” says Boulton, who describes Shanghai as the most competitive wine market she’s ever experienced.

Sichuan Jincheng gets its competitive edge by promoting not just wine, but North American culture. “We’ve set up a platform for people to not just drink wine, but to learn about wine culture and to enjoy the North American lifestyle,” says Boulton.

The company accomplishes this by holding tastings and teaching customers about food pairings and wine appreciation. The chain of North American Premiere Wine Shops showcases photos of Canadian vineyards between their slate floors and exposed wood beams. “Our customers understand that it’s our clean air, water and soil that produces the wine that they’re drinking,” says Boulton.

There are big challenges that come with her life in China, but Boulton says she is exactly where she wants to be. “I’m doing what I love: I’m promoting Canadian products and living in China.”
The Vision:
Up until 2013, pie around Victoria was an afterthought, a small add-on to businesses like bakeries and cafes. There was a pie-hole in this city and we intended to fill it. Now we are the only commercial pie shop in Victoria where you can purchase a whole, fresh, homemade pie.

Claim to Fame:
We regularly bake up some wicked savoury vegan and vegetarian pot pies, vegetarian quiches, pie crust without lard or butter, and even a gluten-free line for those with wheat sensitivities. We're dedicated to corporate responsibility: our packaging is entirely compostable and we know the sources of all our ingredients. What we can't source locally, we source ethically.

Customers Rave About:
Everything! But most popular are our savoury pot pies (the Classic Chicken Pot Pie is a big seller) and our sweet and savoury hand pies (pie on the go).

Future Goals:
This summer we will be going mobile with a Victoria Pie Co. mobile pie trailer, hitting Victoria festivals, farmers markets and other community events, and even being available for on-site catering.

Business Class speaks with four alumni whose tasty confections will tempt your senses
by Kaitlin Oriecuia

Shawcolat
Ian Shaw, BCom ’01
shawcolat.ca | facebook.com/Shawcolat

The Vision:
I started exploring Shawcolat 10 years ago after envisioning a world with wholesome chocolate. This idea evolved into chocolate sweetened with coconut palm sugar, a low glycemic index sweetener naturally high in trace minerals. It adds an earthy flavour to my chocolate that you just don't get in other products.

Claim to Fame:
Shawcolat is the world’s only producer of a coconut butter-filled truffle. Our product is certified organic, dairy-free, gluten-free and cane sugar free. It boasts a myriad of healthful properties. Some of the comments I hear are “divine” and “sinful.”

Customers Rave About:
Our coconut butter truffle. It’s amongst the top-selling chocolate in every store that carries it.

Future Goals:
I am targeting coverage in 500 stores over the next year; an aggressive but realistic target considering my production.

Mexi Pops
Cayleigh Rees, BCom ’11
mexipops.com | facebook.com/mexipops | @mexipops

The Vision:
Mexi Pops is a Vancouver Island business that provides festivals, markets and events with unique gourmet frozen treats with a Mexican twist.

Claim to Fame:
Mexi Pops frozen treats are creative, fun and great-tasting products. Having organic, fair-trade, gluten-free and dairy-free options are also a huge bonus for a lot of our customers.

Customers Rave About:
My favourite product and the most popular with our customers is the Mango on a Stick. I love the great reactions I get from customers when they are trying the treat for the first time! We often hear, “It’s a healthy treat to give to my kids” and “super refreshing.”

Future Goals:
This summer we will be selling at several events, including the Victoria Food Truck Up. In the future we hope to expand the wholesale side of business, creating packaged and boxed options that will be available through local grocers and retail outlets.

Miss Fruits H.K. Dessert
Maggie Chen, BCom student
facebook.com/missfruitshkdessert

The Vision:
To provide authentic, healthy, real fruits-based Chinese and Hong Kong desserts.

Claim to Fame:
We use real fruits, fresh ingredients and less sugar to make our desserts. We also have a series of desserts and drinks that are dairy and gluten free. Miss Fruits H.K. Dessert is the only specialty dessert shop in Victoria that provides traditional Chinese and Hong Kong style dessert.

Customers Rave About:
The most popular item of the store is the Potted Plant Cake, a delicious and adventurous dessert that appeals to both adults and children.

Future Goals:
In the summer, we would like to add new dessert lines to attract new customers. Currently, we are developing a website and planning future event vending opportunities. We are also planning to open other dessert shops in either Langford or Vancouver.

Victoria Pie Co.
Robyn Larocque, MBA student
victoriapieco.com | facebook.com/VictoriaPieCo | @victoriapieco

The Vision:
Up until 2013, pie around Victoria was an afterthought, a small add-on to businesses like bakeries and cafes. There was a pie-hole in this city and we intended to fill it. Now we are the only commercial pie shop in Victoria where you can purchase a whole, fresh, homemade pie.

Claim to Fame:
We regularly bake up some wicked savoury vegan and vegetarian pot pies, vegetarian quiches, pie crust without lard or butter, and even a gluten-free line for those with wheat sensitivities. We’re dedicated to corporate responsibility: our packaging is entirely compostable and we know the sources of all our ingredients. What we can’t source locally, we source ethically.

Customers Rave About:
Everything! But most popular are our savoury pot pies (the Classic Chicken Pot Pie is a big seller) and our sweet and savoury hand pies (pie on the go).

Future Goals:
This summer we will be going mobile with a Victoria Pie Co. mobile pie trailer, hitting Victoria festivals, farmers markets and other community events, and even being available for on-site catering.

Photos courtesy Rheanna Labossiere, Ian Shaw, Maggie Chen, Cayleigh Rees
Greg Hazlewood and Kristen Suess work for global companies that understand how hiring the right people is integral to maintaining a reputation of service excellence in the food and beverage sector.

At Your Service.
The #1 golden rule of customer care by Robin Brunet

Greg Hazlewood (BCom ’98), director, conference services and catering, The Fairmont Hotel Vancouver.

As director of conference services and catering, Greg Hazlewood’s team is responsible for up to 50 catering events and 10 conferences per month. His guests can be as few as five people and as many as 1,200 per event, with 500 being the happy medium.

Scheduling, welcoming, feeding and serving this tide of humanity is a staggering challenge. If so much as one person is displeased, it could spell trouble for the iconic hospitality venue. Conversely, satisfied guests mean the hotel’s 45,000 square feet of function space will be more in demand than ever.

So how did the 38-year-old UVic graduate wind up in such an important position? “I was willing to start at the very bottom and learn the ropes, and that’s the advice I would give to anyone curious about pursuing my line of work,” says Hazlewood.

He quickly regarded Fairmont as an ideal employer, so he returned to the Empress for four more years and then became a director at The Fairmont Jasper Park Lodge, for the next seven years of his career.

And it’s one of the reasons why Kristen Suess joined the firm in 2011. “Starbucks is unlike any employer I’ve experienced in that everyone is incredibly engaging and positive,” she says. “Starbucks is genuinely where they support that type of person to the degree we do, they become incredibly motivated to deliver great customer service.”

Suess was attracted to Starbucks because she wanted to be part of a human resources team; and she quickly discovered that teamwork is the key to the company’s phenomenal success. “There’s a healthy balance between internal growth and new people brought in to keep things fresh,” she says.

To those curious about joining Starbucks, Suess says, “The retail sector can be an appealing career, and with each Starbucks venue you get a chance to run a multi-million dollar company—and move upward. I’ve never learned so much in so short a time. It’s been a real thrill ride.”

“Starbucks doesn’t have employees: it has partners. That may sound like a pretense, but it’s the coffee giant’s sincere way of demonstrating that it values each and every person within the organization, from fledgling baristas all the way to upper management. Every member of the company is not only an employee, but a shareholder; this further underscores the partnership between employees and the business.

To what extent can entry-level partners make a difference at Starbucks? “They have tremendous opportunities,” says Suess, adding that products, such as Starbucks’ famous Frappuccino, were invented by baristas, not management.

The engagement and positive mindset that initially struck Suess about Starbucks partners is also what strikes most customers when they walk through the door. “We look for people who are ambitious because it implies several things, including a commitment to the company and an outgoing personality,” says Suess. “If you support that type of person to the degree we do, they become incredibly motivated to deliver great customer service.”

Suess’s job is to support the regional directors and vice-president, business teams and partners of an estimated 300 stores. “Even though Starbucks is global, we’ve given a good deal of latitude to develop initiatives that are relevant to our neck of the woods, all with the aim of empowering our people,” she says.

To those curious about joining Starbucks, Suess says, “The retail sector can be an appealing career, and while every Starbucks venue you get a chance to run a multi-million dollar company—and move upward. I’ve never learned so much in so short a time. It’s been a real thrill ride.”
Whether you’re walking down the grocery store aisle or searching online for a restaurant, the options in food and beverage are more diverse than ever. Our cosmopolitan cities are also inspiring new tastes. “People are starting to really try different things, like Indian or Iranian cuisine,” he says.

According to Gaudet, we can also thank millennials, who grew up under an Internet-sized world of options for choice-driven product launches. Wanting to stay relevant to the millennial consumer, McCafé launched frappés and smoothies, in addition to cappuccinos, lattes and mochas, Gaudet explains. “It’s not just that we’re suckers for new flavours, however; today’s consumers are also looking for products that fit into their diverse lives. Consumers are increasingly difficult to pigeonhole and the same company needs to market different products in different ways, depending on the ‘occasion’—a concept that’s ‘becoming more and more important, and really changes how you market the product,’” says Frost. In his world, ‘occasion’ describes “when people are drinking alcohol, who they’re with and what the occasion is like.”

Because it fits so well into various occasions—from having a backyard drink with the neighbours to sipping a sweet, but still classy, post-work beverage with colleagues—cider is a rising star. Though it only represents four per cent of the alcohol category, the cider segment grew at almost 30 per cent in the last year in Canada, says Frost, in part because it’s gluten-free. “Cider offers something that a lot of other beverages can’t: it’s a long drink, very refreshing and sparkling,” he adds.

Meanwhile, when McDonald’s launched McCafé, the team wanted to create “a new occasion,” says Gaudet. When people think about having that first cup of the day, or meeting up with a friend for an afternoon latte, the company wants McCafé to be thought of. “We’re getting people coming to the restaurant who haven’t come to us before, or customers are coming to us more frequently because coffee is one of those things you have every day,” says Gaudet.

The launch of McCafé was a big step for a corporation known for being kid friendly. After all, the café is traditionally thought of as “an adult occasion,” Gaudet explains. So how did they make the sell? They invested in high-grade Arabica beans and the Swiss-made “Ferrari of espresso machines,” Gaudet explains, with the goal of making a product “you’d expect from a specialty coffee house at the value and convenience of McDonald’s.” McCafé has exceeded expectations in Canada, helping to more than double its coffee market share since 2008, notes Gaudet. It helped that Canada’s launch of McCafé coincided with McDonald’s $1-billion restaurant re-design that brought plasma TV screens and fireplaces into the dining rooms for a cozier feel.

Authenticity and quality matter more now thanks to savvier consumers, who often seek out expert opinion before consuming products—food channels and beverage reviews in free urban papers feed into this trend. “As you learn more, you change your habits,” says Frost.

As consumers realize locally-sourced products are often fresher and tastier, Molson Coors also saw an untapped opportunity to market a product that takes advantage of a homegrown staple. “We have quite a few apple growing regions, in Quebec, Niagara and the Okanagan,” says Frost. “It was a great way to stand out from the competition because we create premium ciders from the land.” Despite consumers’ interest in choice, launching a new product isn’t easy, especially when, as with McCafé products or Molson’s cider, you’re venturing into new territory for the brand. Frost credits his entrepreneurial courses at UVic for his success at Mark Anthony Group, Treasury Wine Estates and new Molson Coors. “We really learned how to sell our ideas, create profitable business ideas and manage our products through a stage-gate model,” he explains. “I use those three things every day.”

For Gaudet, it was the people he met that allowed him to switch careers, from the automotive sector to the food industry. The person who hired him in his previous position at KPMG Consulting was also a UVic MBA graduate, for example, and he thanks his fellow students for helping him adapt to various management styles and for introducing him to new career opportunities. “There were people from all over the country and all over the world,” says Gaudet. “I think that is important as business becomes more global.”

Innovative marketing strategies help launch new products

by Wendy Glauser

Ted Gaudet, project manager at McDonald’s Restaurants of Canada.
Waste Not Want Not

Fair trade. Free range. Locally sourced. As educated consumers, we pay a lot of attention to where our food comes from, but what about where it ends up?

From pop cans and soup containers to carrot peelings and those leftovers that never got eaten, we generate a lot of food waste that, without the efforts of Blair Kennedy (BCom ’98) and Jason Adams (BCom ’99), may otherwise end up in the landfill.

Much of modern recycling is actually “downcycling,” which converts used materials and products into new materials of lesser quality. “Upcycling,” on the other hand, converts used materials into new products of equal or greater quality than the original. Upcycling is the key to achieving zero waste, and this is Encorp Pacific’s goal.

Better known as Return-It, the not-for-profit organization recovers used packaging and end-of-life products (primarily beverage containers) from consumers and ensures they are properly recycled. Encorp manages the deposit system as well as the logistics of collecting materials from 172 independent depots around the province and transports them to end processors.

Encorp collects and upcycles close to one billion containers a year. Glass bottles are processed into either new glass bottles or fiberglass; plastic bottles are broken down into pallets, which are then used to create new plastic bottles; and all of Encorp’s aluminum is repurposed into new pop cans.

Encorp is widely recognized as one of the most successful models of its kind, emulated around the world. Its operations have been featured in the New York Times, CNN, and Business Week among many other outlets.

Kennedy, who left the restaurant industry two years ago to join Encorp as VP of operations, but in his quest to achieve zero waste, there’s always room for improvement.

While nine out of 10 British Columbians know how to recycle them, only eight out of 10 beverage containers are being returned. The disparity between awareness and action often lies in convenience, says Kennedy, and so Encorp’s newest initiatives are all about making it easier for British Columbians to recycle.

One such pilot program is Return-It Express. Customers can sign up online, then drop off their containers in labelled bags to be sorted later by depot employees. Customers’ deposit refunds are credited to their accounts, and they can use the money to purchase gift certificates or make charitable donations.

So far the program is a hit, with more than 500 active users.

Despite the low drop-off rate, Kennedy is optimistic. “We want friends telling friends that it’s really, really easy to recycle,” says Kennedy.

Adams, too, makes it his aim to encourage people to recycle by making it easier, and cheaper.

His eyes were first opened to the world of waste when he found a posting on the UVic job board for The Rubbish Boys (now known as 1-800-GOT-JUNK?). It was there that he learned the value of waste removal as a service, and of waste itself as a resource and a commodity. “But I felt guilty that I was putting myself through university by filling the landfill, and I wanted to make a difference,” says Adams. So he decided to take on waste removal in his own way.

In 2002, he started reFUSE Resource Recovery—the first full-service organics recycling service in Victoria. ReFUSE collects a total of four-million kilograms of food waste each year from more than 1,600 clients, including government offices, businesses, schools, restaurants and homes. That waste is then composted and sold to local farms where the moist, nutrient-rich reSOIL offsets the need for pesticides and water. It’s the perfect example of upcycling—using discarded food products to grow more food. Moreover, reFUSE’s reCYCLISTS program avoids producing vehicle exhaust emissions by collecting much of the food waste by bicycle.

Other materials collected by reFUSE—plastic, glass and metal containers; pallets; commercial lighting fixtures; and cooking oil—are also recycled locally.

Adams describes Vancouver Island as a community strongly in favour of supporting local businesses. And as shipping recyclable materials off the Island can be costly, there’s extra incentive to close the loop locally by selling recyclable materials back to Island businesses.

Over the past 12 years of business, Adams has watched public awareness of composting and recycling grow. However he observes that, aside from learning good habits from a young age (as students do at more than 60 local schools that have partnered with reFUSE), “the majority of people will only change when it affects them economically . . . And we’ve been able to make it economical for businesses to throw food in a different bin.”

Above: Jason Adams, founder of reFUSE Resource Recovery. Photo courtesy Peter Walters. Top right: Encorp Pacific recovers end-of-life products and ensures they are properly recycled.

Above: Jason Adams, founder of reFUSE Resource Recovery. Photo courtesy Peter Walters. Top right: Encorp Pacific recovers end-of-life products and ensures they are properly recycled.
Mayank Chauhan, MBA, has a passion for nature and health food that inspired him to develop nutTea during his MBA at UVic. Nutfia (nutfiafood.com) is a delicious energy bar that is 100 percent organic, GMO-free, vegan and raw. Each bar contains 10 essential vitamins and minerals drawn from three to four organic ingredients including dates, cashews, tea and cocoa. NutTea’s matcha flavour contains 34 mg of natural caffeine—equivalent to a cup of green tea—while flavour contains 15,000 consultants across Canada. As an event planner he is responsible for various tasks including marketing events, management of the registration systems and accompanying event websites, working backstage and with the rest of the event team to ensure successful execution of each event.

Mayank Chauhan, MBA

Dora Jessen and Elyse Norgaard MBA

Elise Norgaard and Dora Jessen, BCom 2013, founded Strait to Plate, a B2C seafood distribution business that lets consumers know where their product is sourced from and offers safe, sustainable seafood delivery options. Norgaard and Jessen came up with their business concept while completing their co-op terms. They were looking for a sustainable business model that could benefit consumers, fishermen and the environment. Strait to Plate focuses on fair-trade practices and competitive prices. The subscription-based delivery service will be launched this summer, and orders can be placed at StraittoPlate.com

Mayank Chauhan, MBA

Dora Jessen and Elyse Norgaard, MBA

2014

Rajen Shakya, MBA, was born and raised in Kathmandu, Nepal, moved to Canada in 2001. He opened The Mint restaurant in downtown Victoria in 2003. The Mint has enjoyed over a decade of success as Victoria’s first restaurant specializing in Nepali cuisine, with an emphasis on late night music and a lounge atmosphere. The Mint for Lunch was opened in 2011 offering a casual counter service for the lunch crowd as well as catering for lunch events, fresh and frozen deli items and house-made desserts. Shakya currently lives in Victoria with his wife and two daughters.

Rajen Shakya, MBA

2012

Craig Lansley, BCom, works at Epicure Selections (epicureselections.com), with whom he completed his final co-op as an event planner and now has four conferences (one of 850 people, another of 700 people and two of 150 people) under his belt. Epicure Selections and started a position selling and marketing civil engineering software for a small development firm. At Softree Technical Systems I wear several hats, from social media, to developing marketing strategies and identifying key target markets. However, the majority of my duties are cold calling and business development in anticipation of the release of our latest technology; Softree Optimal. This latest technology determines the lowest cost vertical alignment based on design speed, cross section configuration, and horizontal alignment.*

Craig Lansley, BCom

2009

Kate Graham, BCom, received her MBA from Dalhousie University in 2013. Graham worked as the marketing manager for a restaurant in downtown Victoria before moving to Toronto to pursue a career in CPG marketing. Graham first gained experience managing the toothbrush portfolio with Colgate-Palmolive, before moving to The J.M. Smucker Company (jmsmucker.com) to work on the jam, ice cream toppings, and peanut butter portfolios. In her role, she leads the development of the annual brand plan, champions innovation projects and supports the execution and development of key elements of the brand’s marketing and communications plan, including media (print, TV, digital), consumer promotions and public relations.

Kate Graham, BCom

2006

Jeff Kendrew, BCom, has been living his passion in the craft beer industry for five years now. He is a territory manager with Vancouver Island Brewery (vancouverislandbrewery.com) and also manages the social media. Recently, Kendrew became one of 27 Certified Cicicones in Canada (think Sommeliers but for beer). He also just co-produced the first annual Victoria Beer Week. Kendrew and his wife Jolene Kendrew (née Boehm), BCom 06, are excited to welcome their first child this spring!

Jeff Kendrew, BCom

2003

Paul Monger, MBA, has a background in owning and operating franchise businesses. After graduating, he led business development for Quizno’s and Domino’s before acquiring Clancy’s Meat Co. in 2008 (clancysmeatco.com). Clancy’s is a specialty grocery store that offers value-added proteins and vegetables for restaurant quality home dining. From hand-cut marinated steaks and chicken to beef wellington and crab cakes, Clancy’s has established itself as a modern day butcher shop. Clancy’s has franchised locations across Canada and was featured in March of this year on W Network’s “Becoming a Reality Television Show.” Monger and his wife are celebrating their 10th wedding anniversary this year and had a new baby boy this past October. The couple now have three children.

Paul Monger, MBA

Photos courtesy alumni, UVic Photo Services
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In October 2013, the School of Business launched its new brand. We’ve highlighted five compelling ways Gustavson dares to be different from other business schools, offering a truly unique educational experience to its students.
**Sowing The Seeds Of Success**

Agricultural projects help sustain Kenyan farmers by Angela Adamson, MGB’13

My agricultural microfinance internship in Kisii, Kenya, was an unforgettable experience that gave me new insights. All of the women’s groups’ income-generating projects focused on sustainable development. Specifically, the agricultural project that I participated in put emphasis on soil management, which helps farmers out of poverty through the achievement of more profitable production of milk.

During my time in Kisii, I gained a Kenyan perspective on sustainable development that is environmentally friendly. Seeds were given to the local women’s groups that showed great promise in agriculture. Over time the seeds grew into plants that absorbed nitrogen from the air, which not only prevented erosion, but also added nutrients back into the soil. Therefore, soil management is an important part of sustainability, but was viewed as insubstantial unless managed effectively in order to ensure productivity in the long term. Specific plants and grass were then fed to cows (or other livestock) in order to nourish them and keep them healthy. Heavier cows now produce more milk and live longer, while their manure helps further maintain soil fertility. Not only do cows allow for more household consumption of milk, but also the local people can gain economic benefits by selling the unprocessed milk to the village. One litre of milk in Kenya goes for about 80 Kenyan shillings (KES), which is about 1.02 Canadian dollars (CAD). However, raw milk sells at a lower price in rural areas and is a more desirable commodity for the lower income households. Sadly, regardless of the cost of milk, I noticed that it was often used for tea purposes only and not so much for the children and pregnant women that needed milk for their development. Yet, even though there is a strong understanding of sustainability in Kenya, there continues to be a lack of information regarding the benefits of milk to health. Nutrition education is an area that future programs could focus on to help improve health for the people of Kenya.

**Microcredit For Women In Kenya**

Due to the high poverty levels in rural Kenya, it was difficult for farmers, especially female-headed households, to obtain microloans. Gaining access to microcredit was highly problematic for women because of the cultural norms. Gender-based discrimination has provided women with fewer and smaller microloans compared to men, which in turn contributes to greater poverty among women. That being said, the non-governmental organization that I worked for focused on alternative ways to ensure the success of women. Though there was little to no financial support from donors and banks, one previous volunteer from the US assisted by occasionally providing seeds to the NGO in order to help these women’s groups make a living.
The world looks different from here.

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uvic.ca/gustavson