At the Helm

MBA Mike Corrigan charts the course at BC Ferries

Coffee with Dean Klein

Severance and the Gender Gap

The World Looks Different from Spain
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Dr. Saul Klein
Dean & Lansdowne Professor of International Business
dknau@uvic.ca
I’ve been replacing my passwords gradually over the past months with new, improved versions. Unique passwords have been a concern of mine ever since I forgot my Verified by Visa online password and Visa wouldn’t let me use any password I’d used previously to replace it. Don’t laugh—I’d gone through three or four passwords with this service, and the more times I changed it, the more I realized that I was just setting up another password I was going to forget.

This is a situation we’re all facing now. Even if you can remember your Visa password, your LinkedIn password and the combination to your gym locker all at the same time, it’s still a house of cards given the number of websites and services we use daily. That, combined with the widespread security breaches that have recently hit LinkedIn, Facebook and the like, means it’s time to get serious about password security. Why? Because if you use the same password for LinkedIn and Gmail, someone with your LinkedIn password can log into your Gmail and manually reset other passwords. Like your bank PIN.

Start with a strong base—one you’ll always remember. For years, I got by with three passwords: one for low-security situations, one for medium-security and another for high-security uses. If you’re Canadian, you already have the makings of a high-security string implanted in your brain, in the form of our alphabet-soup postal codes. My first computer password at UVic was “M5W_1E6,” the postal code required for sending letters to CBC radio. During my first three months at UVic, I had to tell this password to my IT guy more than a few times, and every time he’d ask, “How do you remember that?” That’s one of the things that makes a strong password base: you can always remember it, but it’s absolutely inscrutable to others.

Release your inner geek, but don’t go overboard. There’s no reason to let an identifiable site-specific tag sit inside your password, of course. If you feel like being super-sneaky about it, you can use any number of methods to change easily identifiable names like “cbc” into “vnv” (one character to the right on the keyboard) or “yxy” (z=a, y=b, x=c). This is an opportunity to find out how much of a geek you are. If you know ASCII transcriptions by heart, spell out the first two or three letters of the site in that. Morse code? Absolutely! But be consistent, or someday you may find yourself wondering, “Was I in my ASCII phase or my semaphore-colour-string phase when I set this up?”

Use common sense. Not even the best password will protect you from a well-constructed phishing scam. Don’t give out your password to anyone online, ever. If you have to share a password with a family member or colleague, make it distinct, but easy to remember, and different than the ones you use for other purposes.

For more on passwords, visit lifehacker.com: bit.ly/TABLiT

Dr. Craig Pinder

Dr. Craig Pinder has been named a Fellow Certified Human Resources Professional by the BC Human Resources Management Association. This prestigious title recognizes the most exceptional members in Canada and honours them for their outstanding contributions to the human resources profession. Pinder was a founding member of the movement to bring the CHRP designation to BC and was instrumental in developing the criteria for professional certification. Twenty-five years ago, he responded to a call to establish standards for the role of a human resource professional, and he has remained a champion of the profession ever since. Congratulations, Craig!
Propst to the PhDs!

This fall we welcomed six new PhD students to the Sardul S. Gill Graduate School. The intake is truly global—six students representing six different nationalities. Students can specialize in one of three program streams: strategy and international management, organizational analysis and cross-cultural management or sustainability and environmental management. In its third year, the PhD program has already established itself as a research incubator. Just check out these achievements by current PhD students: best paper in the health care management division at the Administrative Sciences Association of Canada, an article accepted by the Academy of Management Learning and Education journal and honourable mention for the best paper award at the Canadian Council for Small Business and Entrepreneurship.

Tune in at: bit.ly/uvicresearchprofiles

The Innovator’s Cookbook: Essentials for Inventing What is Next
Steven Johnson (Editor)
Riverhead Books, 2011

This captivating anthology of nine essays addresses the wildly diverse recipe for innovation. In six conversations, field leaders discuss what innovation means to them and how they nurture, cajole and stimulate their own creativity. Writings include Clayton M. Christensen’s Traumatic Stress Disorder to Post-Traumatic Growth and honourable mention for the best paper award at the Administrative Sciences Association of Canada, an article accepted by the Academy of Management Learning and Education journal.

The Rise of the Creative Class
Walter Isaacson
Knopf, 2005

This biography examines a life as free-wheeling and functional as Apple’s products, from Steve Jobs’ early days scoring electronic parts with Apple co-founder Steve Wozniak to his final years punching more than a few “dents in the universe” with iTunes, the iPhone and the iPad. The chapters between recount Jobs’ triumphs and failures with technology and people. But it’s author Walter Isaacson’s ability to decipher the “software” of Jobs’ personality that makes this such an intriguing read. An inspiring biography and a business case study to boot.

—Brad Buie

Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics
Bill Franks
John Wiley & Sons, 2012

Steve Lohr of the New York Times recently wrote that 2012 is the year “big data” went from “the confines of technology circles into the mainstream.” But what is big data? And does it really have, in the words of Cornell computer scientist Jon Kleinberg, “the potential to transform everything”—even the way we do business? Author Bill Franks suggests that we are entering an era where massive amounts of data will drive innovation in business, government and academia. And according to the publisher: “By preparing and taking the initiative, organizations can ride the big data tidal wave to success rather than being pummelled underneath the crushing surf.” Everything you need to know to start analyzing and taming big data now.

—Corey Davis

Resonate: Present Visual Stories that Transform Audiences
Nancy Duarte
John Wiley & Sons, 2010

Last spring I attended the Canadian embassy fair in Kuala Lumpur, Malaysia. Afterward, I dropped by the Times bookstore and perused the latest business bestsellers. That’s when I discovered Resonate, Nancy Duarte’s 2010 take on presentations. The book draws on literary and cinematic analyses for strategies on how to create audience-tailored, “engaging journeys” through storytelling. As Ken Hamer of AT&T notes in the book: “Designing a presentation without an audience in mind is like writing a love letter and addressing it, ‘To whom it may concern.’” Read this and you’ll have them eating out of your hands.

—Brian Leacock, MBA ’99

Read More

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Bright Light in the City
A BCom grad puts her skills to work on Wall Street

By Sonu Purhar

By 6:30 a.m., every weekday, Robin Kooyman (BCom ’08) is settled at her desk at TD Securities. She scans the news, reads The Wall Street Journal and catches up on any developments that could have an impact on Canadian securities. After a morning meeting with her team, she has a quick breakfast while reviewing reports and handling requests. Then, for the rest of the day, she speaks with institutional clients about investments. Twelve hours after she’s arrived at the office, Kooyman’s weekday is over and she heads out for a well-deserved evening of relaxation.

TD Securities provides a range of capital market products and services to corporate, government and institutional clients—a different world from the hospital corridors and scrubs that were part of Kooyman’s original career plan. “I went to UVic fully intending to be a leader and how he runs his business and dance relate would be in creativity,” she says. “Having a taste of everything. I really loved being a dancer by trade. It was really interesting to talk to this choreographer’s eye and a businesswoman’s tenacity, she’s pursuing her dream of one day owning her own company and living in the city. Fresh out of third year, she spoke enthusiastically about her courses: “In the core, you get to experience accounting, finance, marketing and operations management classes, so you get a little taste of everything. I really loved being able to get a feel for the business world.”

One of those courses—organizational behaviour—brought Delorme face-to-face with the man who helped alleviate her financial pressures. Professor Virvon Corwin asked students to interview business people about leadership. Delorme’s group chose David Black, president of Black Press and creator of the Black Press Scholarship program. “It was really interesting to talk to this very influential man in our community and get his perspective on what it takes to be a leader and how he runs his business and works with his team,” she says. “To hear his thoughts about why he chose to run his business in a certain way and where he thought his business would be going was a great opportunity.”

Delorme is quick to acknowledge how the scholarship helped her achieve her goals: “I would like to thank him, not only for myself, but for all the other recipients who benefit from the Black Press Scholarship,” she says. “Receiving support when you’re working toward a degree is really invaluable, especially for students who might not be able to do it without this additional financial aid.”

Hailing from Canal Flats, a small town in BC’s interior, Delorme studied dance from a young age. Her dance career included competitions, as well as teaching and choreographing routines for younger dancers. “The closest way that business and dance relate would be in creativity,” she says. “Having a choreographer’s eye is invaluable, especially for students who want to be in creativity.”

Upon completing her co-op term in December, Delorme will embark on an exchange before she graduates in 2013. Then, armed with several business ideas, she’ll spend some time researching and planning for the transition to entrepreneurship. With her dancer’s poise and hands-on business savvy, it shouldn’t be much of a leap.

The man himself: David Black, president of Black Press

Black Press Scholarship recipient choreographs academic success

By Krista Boehnert

A dancer by trade and an entrepreneur in training, BCom student and 2012 recipient of a Black Press Scholarship Olivia Delorme has a unique mix of skills. With a choreographer’s eye and a businesswoman’s tenacity, she’s pursuing her dream of one day owning her own company and living in the city. Fresh out of third year, she spoke enthusiastically about her courses: “In the core, you get to experience accounting, finance, marketing and operations management classes, so you get a little taste of everything. I really loved being able to get a feel for the business world.”

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Delorme is currently completing a co-op term as a staff trainer at the Department of National Defence fleet maintenance facility in Esquimalt. Instead of young dancers, she’s now instructing engineers on best practices for the department’s systems applications and products (SAP) system.

“Working with an adult audience, you will be challenged more” she says. “There will be more specific questions, a bit of resistance to change. It’s my role to introduce users to some of the more complicated, less well-known functions of the SAP system to increase the productivity of the engineering department.”

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BLACK PRESS SCHOLARSHIPS

Established in 2008 by David Black and his family, Black Press Scholarships provide financial support to business students. Thirty-seven annual scholarships of $5,000 are available to Gustavson students from regions where Black Press operates—the idea being that some of the recipients will eventually return home and build enterprises that create employment and wealth throughout BC. The scholarships are awarded based on outstanding academic achievement, community or campus involvement, goal setting and ethical behaviour.
Uncommon Threads
Founder of lululemon named Distinguished Entrepreneur of the Year

Chip Wilson, lululemon athletica founder and board of directors chair, received the Gustavson School of Business Distinguished Entrepreneur of the Year award June 7, 2012 in Victoria. Assistant dean Pat Elemans introduced Wilson at the ceremony, with a speech about the three “threads” that have shaped Wilson into who he is today: sewing machines, sports and family. Below, an excerpt from her remarks:

Thread 1: the Sewing Machine
The sewing machine was a central component of Chip’s home while he was growing up. Chip’s mom liked to sew, and he would help her make clothing, from laying the patterns to cutting the fabric and sewing.

Thread 2: Family
Chip’s mother and father had a significant impact on his values and mindset. His father taught him the importance of living in the moment—to truly live and experience life; his mother taught him that anything is possible. To lululemon Chip brought these values, and the belief that there is no separation of family, health and work.

Thread 3: Athletics
Chip’s entire family was athletic. His father was the Provincial Athlete of the Year when he graduated from high school. His mother was a gymnast and a lifeguard. All of the children were involved in competitive sports. Chip held many national swim records and swam for two Canadian teams. He played football and squash, wrestled, completed an Ironman, was an avid surfer and has snowboarded all over the world.

“Spotlight on the World”
In a decade where the only consistent part of planning a career is change, the new millennial’s task of figuring out the answer to the age-old question, “What are you going to do after graduation?” is increasingly complex. Rapidly changing job markets, diversification in the standard workday, the rise of perpetual career changers, rapid technology advances and, somewhere in all of this, the need to find the right balance of challenge and job satisfaction—this is the new graduate reality. To properly equip future goals, the Gustavson BCom program has developed a new capstone course.

COM 405 has been designed to encourage and give shape to, student co-curricular activities. The course is currently being delivered to a small pilot student group, but as of July 2013, nearly 250 students will participate.

Building on the employment-readiness skills of earlier co-op prep and professional skills training courses, the 12-month, mandatory, self-directed course also allows students to seek career guidance and mentorship from a range of business professionals and course instructors. Course content is tailored to complement each student’s career goals and may include: skills training, portfolio development, career assessment and networking events. What does that entail, specifically? For the pilot program, one COM 405 student will be volunteering with FreshLook Student Consultants to offer free consulting advice for start-ups and small businesses in Victoria, gaining valuable experience in management consulting—he his ultimate career goal. Another will be sharing his business expertise, on a volunteer basis, with animal welfare organizations in Thailand. Several COM 405 students are brushing up on their professional public speaking skills through groups such as Toastmasters, and by competing in the IBC West business case competition. Among other opportunities, the pilot group will get to work through the LifePilot program this November. During this full-day seminar led by certified coach Margie Schamuhn, students will learn how to make life decisions with confidence and better organize their time.

Since 75 to 80 per cent of the students eligible for the course are on exchange, social media and other technologies are key. Students living abroad can participate in workshops and hour live speakers through the COM 405 YouTube Channel and take part in discussion groups through the E³ Facebook page. They can even participate in advising appointments with their course instructors via Skype.

The answer to the age-old question, “What are you going to do after graduation?” is increasingly complex.

By Jennifer Gill

New BCom capstone course nets students real-world experience

Career in Focus

Uncommon Threads
Founder of lululemon named Distinguished Entrepreneur of the Year

Chip Wilson at the Gustavson DEYA dinner June 7, the event’s yoga-themed decor.
Growing up in northern Ontario, Mike Corrigan (MBA ’00) learned a valuable lesson from his father, Jack, who was a hard-rock miner. “He took me into the mines a few times just to make me realize what the world would be like if you didn’t have an education,” says Corrigan, who is now president and CEO of BC Ferry Services Inc. Nonetheless, at first, when Corrigan was a teenager, in the late 1970s, his education took a backseat to hockey. In school, he scraped by; on the ice, he excelled. He won a Memorial Cup in 1980 with the Cornwall Royals, where he skated on a line with future NHL superstar Dale Hawerchuk and future NHL player and coach Marc Crawford.

Corrigan never did play in the NHL himself. However, he spent four years in the Detroit Red Wings’ farm system and played one season with the legendary Pete Mahovlich in the American Hockey League. Like Mahovlich, Corrigan had been born in the hockey nursery of Timmins, Ont., which was where he first laced on skates before moving with his family to Sudbury when he was 11.

Shortly after turning pro, Corrigan realized his chances of NHL fame were “slim to none.” But he continued to play in the minors in Kalamazoo, Michigan, where, perhaps recalling his father’s advice about education, he also enrolled in the local community college and took his first steps toward a bachelor’s degree. In 1985, he took a job with the Michigan Power Company, launching the career that would ultimately bring him to Victoria. “I started out in the mail room,” he recalls. Meanwhile, Corrigan finished off his undergraduate degree in accounting and economics at Western Michigan University.

Fast-forward about a decade and Corrigan, now married with two daughters, was back in Ontario and working for Centra Gas, when he received an offer to head up Centra’s business development department in BC. “When I moved out here, my boss at the time made me promise I’d finish my MBA,” says Corrigan (he’d already taken a few courses at Laurentian University in Sudbury). So, in 1997, he enrolled at UVic. He took twice-weekly evening classes for about two-and-a-half years until he completed his coursework.

“He was an older student, so he came perhaps a bit more focused than many of them in terms of what he wanted to accomplish and why he was there,” says then professor Eric Morse, who taught Corrigan strategic management. Morse was a key influence during Corrigan’s time at UVic, as was A.R. Elangovan, professor and director of international programs at the Gustavson School.

“We’ve brought [Elangovan] back many times to our company to talk about trust, team-building and things like that,” Corrigan says. “He’s just a down-to-earth guy who can get his message across very succinctly.”

By Keith Norbury
Elangovan recalls that, like many of the students in his Managing People and Organizations course, Corrigan already had a lot of work experience. “But he was one of those people who was very good at taking ideas and concepts and models from the classroom and applying them to the issues, problems and challenges he has in the workplace,” Elangovan says. An example of this occurred shortly after the tragic sinking of BC Ferries’ Queen of the North in March 2006, when Corrigan had to put what he’d learned about trust building to the test. “I took over operations nine days after that, and my sole focus pretty much since then has been the safe operation of BC Ferries,” says Corrigan.

Corrigan’s belief in the importance of safety is another legacy of his father, Jack, who went to work in the mines at age 14 after his own father’s untimely death. Jack passed away in 2004 at age 67—Corrigan says he has no doubt that the poor safety and ventilation of mines in the 1950s caused the respiratory and circulatory ailments that cut his dad’s life short. “Which is the reason I focus so much on safety in making sure our employees are taken care of at BC Ferries, as well as our passengers,” he says. His goal became to make BC Ferries the safest maritime transportation company in the world. Achieving that, however, would require getting the employees and their union on board. And, as Corrigan admits, “management-union relations at BC Ferries, especially in the workplace,” Elangovan says. “There’s more to life than money,” he says. “When you invest time, you often lose money. But you gain something else in return.”

It’s amazing he finds time. On Jan. 1, 2012, Corrigan officially took over as CEO of BC Ferries from David Hahn, who had been CEO since May 2003. Hahn’s $3 million annual salary at the time of his departure caused such a stir that BC's Liberal government imposed a cap on the CEO’s salary of around $544,000. Which means that Corrigan stands to make less than he made in 2011 as COO, a job he also scrapped. “There’s more to life than money,” he says. “When you invest so much into a business, you get so close to the employees. It’s hard to walk away from that.”

Recent Gustavson research shows that outgoing female executives get fewer severance dollars than men, especially when women negotiate their “handshakes” themselves. Dr. Ken Thornicroft, professor of business law and employment relations at Gustavson, came to this conclusion after analyzing 11 years of provincial and territorial appeal-court decisions on severance payouts, as well as a student negotiation exercise. The outcomes of the court cases clearly showed that gender was a significant factor in the size of senior executives’ severance payouts. “I wasn’t really expecting anything, and I was a little bit surprised, but I double-checked everything and there’s no doubt about it—it’s a significant predictor,” he says. (Just cause wasn’t at play in the cases examined—only dollar figures.)

Thornicroft also considered the results of his own students’ mock settlement negotiations over the course of seven years. The class was divided into those representing the employer and those representing the employee. There was a significant difference in the extent students chose to award men versus women. “That difference,” he says, “was pretty close to what the courts were doing, which was quite interesting.”

Another finding from both contexts: the bias against female claimants is present whether their representing negotiators are male or female. “The worst scenario was when women were representing women, against a male representing the employer, which does get us into the whole area of gender influences and negotiating behaviour,” he says.

His findings are consistent with the literature in this field. “When it comes to a distributive negotiation, where ‘whatever I gain is at your expense,’” he says, “women don’t do as well as men.”

Why? “For me, the most compelling explanation,” says Thornicroft, “would be that, over their developmental years, boys are socialized to be more competitive … and they’re a little bit more comfortable with it than women. Whether this reflects some kind of inherent biological attribute is yet to be determined.” But no matter what the explanation, the result is the same: “In a distributive bargaining scenario, women aren’t going to push as hard.”

In light of his findings, Thornicroft has suggested a legislated formula for determining appropriate notches, and its dollar value, as one fix. “A lot of court time and trouble is expended dealing with these notice questions. The courts have traditionally taken the position that it has to be an individualized assessment; each case is unique unto itself. The idea that you could create a formula—just plug in the numbers and come out with an answer—is anathema to the court system.” But Thornicroft sees it differently. “My research shows that you can come up with a pretty sound mathematical formula and it very closely replicates what the courts are doing. I can predict with a very high degree of confidence what a court is likely to do in a particular case.”

Such a formula would save a lot of time, money, and angst, he argues. “If we could build this formula, within a legislative framework, so parties would know what their entitlements are, and their obligations are, there’d be no reason to go to court,” he says.

He adds that while it may not be a current legislative priority, it’s reasonable to assume that it will happen eventually. “There already is some basis for a statutory formula based strictly on [years of service]. I’m suggesting perhaps we could add a few more factors into that to reflect what the courts are doing, based on my research.”
This past summer I worked in the BCom office organizing the Workplace Skills Conference for incoming students. It was great getting to know the staff and faculty. One of my favourite moments was interviewing Gustavson’s new dean, Dr. Saul Klein. I knew he was passionate about how companies navigate change, transitions and growth, so what better time to nab him when he was going through a big change and transition himself? We talked about what makes our school special, how we learn, and a few of his favourite things.

**SK:** What about Gustavson enticed you to come here?

**LM:** I’ve been here 11 years. I moved here after spending five years in South Africa and two in Singapore. My background is inherently international, and finding a school that put that front and centre was great.

**LM:** What has been your favourite experience with the school to date?

**SK:** One of the things I take a lot of pride in is the work we’ve managed to do in Executive Programs. Most people know what we do on the degree side, but there’s a whole non-degree side of the Gustavson School that we’ve grown dramatically over the last seven or eight years. We were able to create something that continues to grow. It’s kind of like running a business within the business school, because Executive Programs’ focus is generating revenue for the school.

**LM:** What advice do you wish you were given while you were doing your undergraduate degree?

**SK:** It would’ve been nice if someone had said, “Buy Microsoft shares,” or something like that. But seriously, I think it’s difficult to generate change purely on a cognitive level. As you experience the necessity for change and build your own repertoire of experiences, that’s where the learning comes in.

**LM:** What is your favourite of the places that you’ve visited?

**LM:** My favourites is Nando’s, a chicken company. They’re in Victoria and they do a lot of different things to thinking about how to enrich people’s lives and do so in a way that surpasses others in service delivery. I don’t know how surprising it would be, but certainly in terms of my life, it’s really international. I was born in Zimbabwe, my wife was born in the States, we met in Spain and our son was born in Singapore. I have visited more than 60 countries. So the whole international thing is really core to how I see the world and try to put all the pieces together.
Tegan Woo (BCom ’04, MGB ’11)

Cool things about my job: I’m a tea drinker, so I have to say tasting tea from all over the world. I’m continually learning about tea and discovering new teas and blends. I get to go out and talk about tea all the time. Plus, I get to share what I’m learning with our monthly subscribers and in our social media conversations.

Business idol: Ingvar Kamprad, founder of IKEA.

Cool things about my job: The Samwer brothers. I admire their ability to take an existing idea and rapidly execute it internationally.

When I’m not working, I’m: Usually outside or playing hockey.

Mobile Tile by Madico

What sets us apart: Our service. Traditional tile companies spend a great deal on creating and maintaining static showrooms that highlight only a few products. With us, designers, homeowners and contractors can shop in the space where the tiles will actually be installed, or wherever is most convenient. But the mobile store is only part of what makes that possible. Most of our costs are related to maintaining a highly experienced and skilled team. We consult with the client beforehand to narrow down a customized tile selection for their project. An experienced expert, able to answer any questions relating to design, installation and procedure, attends every mobile appointment.

Backyard BC

Elevator pitch: Featuring a variety of hotels and resorts throughout the province, Backyard BC gives British Columbians free access to exclusive, resident-only discounts on accommodation.

What sets us apart: Aside from lower rates on accommodation, our service connects customers directly to hotels, meaning they don’t need to pay until check-out, can cancel easily and can take advantage of hotel loyalty programs.

Owner: Brian Friesen (MBA ’10)

Cool things about my job: I can implement new ideas immediately and have full control over all aspects of the business. There are some nice hotel perks, too.

Business idol: Eric Ries, entrepreneur and author of The Lean Startup.

When I’m not working: I’m flying fish or playing golf.

Compassion for Life Foundation, Victoria

Elevator pitch: Many hearts, one goal: to reach out and demonstrate compassion in our community.

What sets us apart: We have a niche target audience. We focus on setting up volunteers, new immigrants and refugees, and the homeless for success. We are nimble, which makes it easier for us to stay relevant for our target audience through workshops, outreach and other engagement activities. We serve as a connector for our target audience, making them aware of other services they can reach out to.

Owner: Keri Greenidge (MBA ’09)

Cool things about my job: It’s a volunteer role that’s very flexible and inspiring. I have the opportunity to make a difference, leverage my personal strengths and learn new skills.

Business idol: Oprah and Nelson Mandela (he’s not a business person, but I admire him!).

When I’m not working I’m: At the gym, writing, blogging, baking or watching the Food Network.

Amoda Tea

Elevator pitch: With so many choices and an endless list of tea companies worldwide, selecting your daily cup can be an overwhelming experience. Amoda Tea’s Monthly Tasting Box allows tea connoisseurs and newbies alike to discover amazing new teas. Each month, subscribers receive, right at their doorstep, three delicious teas from three different companies. We take the guesswork out of buying tea and expand your tea horizons.

What sets us apart: Simplifying the tea discovery, revolutionizing the tea-buying experience and making international artisan teas and blends available at your door.

Owners: Tegan Woo (BCom ’04, MGB ’11)

Julian Legazpi (MGB ’11)

Cool things about my job: The brainstorm and the blank canvas. As with many entrepreneurs, the chance to shape a vision has always been something I’ve wanted to try. With Amoda Tea, there’s no shortage of new challenges. It’s an incredibly unique industry.

Business idol: Li Ka-shing—one of Asia’s foremost businessmen. He started with nothing and now runs a business dynasty with a commitment to philanthropy throughout Asia and the world.

Cool things about my job: Travelling and staying active.

When I’m not working, I’m: Exercising, playing tennis or volleyball or watching TV shows and documentaries.

Backyard BC

Backyard BC

Owner: Darryl McIvor (BCom ’10, MGB ’11)

Mobile Tile by Madico

What sets us apart: With an individualized approach to service delivery, Mobile Tile by Madico puts innovative tile solutions in motion. A single on-site appointment lets you select your tile and receive an accurate installation estimate from an experienced professional. Every mobile appointment includes a selection of over 500 samples personalized to your needs from our selection of thousands.

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Even as he worked through his degree, Craig Lansley (BCom ’12) made his love of golf, snowboarding, soccer—well, all kinds of sports—work for him. The kind of forththought, action and evaluation that go into a good game, of golf, for example, are also key to career planning.

“He’s strategic,” says Marguerite Casey-Wolnicki, Lansley’s co-op coordinator. “He thought about building his skills and competencies.”

As the 22-year-old, who came to Victoria straight after graduating from high school in the Lower Mainland, points out: “The whole point of co-op is to experience things you wouldn’t otherwise do.” In fact, the mandatory co-op terms and Gustavson’s exchange program were deciding factors in his choice to attend Gustavson.

Being open to doglegs that might lead to interesting fairways is the mindset that took him to Brno, Czech Republic, for his exchange term, and also led him to consider diverging from his early dream of a career in sports management or tourism and recreation. He specialized in service management, instead, with a view to the long game.

“I chose [service management] because it’s applicable to everything,” he says. “He definitely helped the event reach its goal, which was to engage, motivate and train the independent salespeople,” Charbonneau says. “He was willing to take on new challenges.”

For his part, Lansley welcomed the chance to try new things. “If you come up with an idea and it makes sense,” he says, “they’ll let you run with it.”

To help pull together the conference, and a staff barbecue in September, plus other events he worked on during his term, Lansley created seating charts, sourced music, worked with a graphics team and researched suppliers. “I met a lot of people in different industries, like catering and entertainment,” he says. “[Epicure Selections] has given me a lot of opportunity to learn.”

As it turned out, she needn’t have worried. Lansley helped plan a national conference for 1,000 attendees this past August, complete with seminars, awards and recognitions, and a gala to celebrate the company’s 15th anniversary.

“He definitely helped the event reach its goal, which was to engage, motivate and train the independent salespeople,” Charbonneau says. “He was willing to take on new challenges.”

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In turn, he’s provided stellar service—“and as a bonus, he’s given co-operative education a good name,” says “[Epicure Selections] has given me a lot of opportunity to learn.”

In turn, he’s provided stellar service—“and as a bonus, he’s given co-operative education a good name,” says “But his quiet, confident demeanor stood out.”

His performance on the job more than measured up to her expectations—Charbonneau was so pleased with Lansley’s work that she offered him a permanent job. He was happy to accept. “I’d recommend [co-op] to other companies,” Charbonneau says. “You can find some gems in there.”

By Rachel Goldsworth
2012
Connor Edwards, BCom, has joined HootSuite, a social media dashboard company based in Vancouver, as a business analyst. He will be supporting the firm’s top-line growth and execution on the strategy team.

2011
Razelle May Hao, MBA, was married in December 2011 at a ceremony in Tagaytay City in the Philippines. Her mentor and friend, Gwendolyn Page, and fellow MBA Chisato Komamiya, also attended.

2010
Daniel McCombe, BCom, MGB, is a controller at EADS in Bangalore, India. His mentor and friend, Thomas Shrieves, also attended.

2009
Jessica Coburn, MBA, is a global casualty facultative underwriter with Gen Re in Toronto. She is committed to assisting her diverse clients with their underwriting needs.

2007
Bennett Coles, MBA, launched his own publishing company in 2011 with hopes of having his novel, Virtues of War, in stores across Canada by Christmas of that year. Virtues went nationwide in Chapters/Indigo in November 2011, and Coles has been hard at work growing Promontory Press into a publishing house to be reckoned with. The company now boasts a stable of outstanding West Coast authors and has increased distribution to include libraries, drugstores, grocery stores, Walmart and Barnes & Noble. Waterstones (the Chapters of the British Isles) is on deck for his next distribution pitch. More at promontorypress.com and virtuesofwar.com/contest.

Staying Sustainable
Joanne Day, BCom’02, keeps US senators on speed dial. “If I hear about just one environmental vote coming up, I can send an email or call to voice my support,” she says. “They need to hear from everyday people, not only special interests.”

At first, the connection between this political action and her role as assistant director of human resources for The Fairmont Olympic Hotel in Seattle, Washington is not obvious.

“What’s good for the environment is good for human health and profitability,” she points out. “The sustainability program is not part of my job description but I was able to take it and run with it. I love that about my job.”

Day blends her role in human resources with her passion for saving the world. During her 10 years with the company, she has initiated a vast array of sustainability projects. For example: new staff members receive sustainability training as part of their general orientation. The green focus continues with the department-specific training—whether it’s composting in the kitchen or recycling from the guest rooms. Day also created the hotel’s first annual environmental fair, featuring local vendor displays and themed events, on topics such as conserving energy, reducing chemicals, detoxifying air and saving water. The fair’s success inspired the Fairmont Montreux in Switzerland to start its own event.

When she tackled waste diversion, Day kept 26.5 tons of compost and recyclables out of the landfill in the first year. Recently she became the delighted driver of an electric vehicle that produces no emissions and costs less than a dollar a day to run. Her activities have so impressed the US Environmental Protection Agency that several times in the past few years she has been invited to the state office for meetings and discussions.

Fairmont Hotels recognizes Day’s contributions with awards and support—and their return includes better profits, awards for the hotel, and, of course, the satisfaction of doing good by the planet. However: “There are challenges and hurdles,” Day acknowledges. “Even as passionate as I am, I have ups and downs, and sometimes I wonder ‘Is this a lost cause?’”

Deep down, she knows the answer. “I do believe one person can make a significant difference,” she says.

—Rachel Goldsworthy

As a child, Kevin Ablett, BCom’02, loved his trips to the family cottage, where the lake and woods showed him that the Earth is precious. That feeling was confirmed in his early 20’s when he worked as a tree planter and, through a pickup’s dusty windshield, saw the contrast between beautiful forests and clear-cuts that went on for miles.

“Our planet is only so big,” he says. “It only has so many resources.”

So when he left UVic with his brand new BCom, Ablett headed out to the BC Ministry of Agriculture, working in agrifood and fisheries policy. McKay previously worked for more than two years in the private sector for a seafood company, where she did marketing and market research. This background in the seafood industry has made the transition to policy easier. McKay is looking forward to broadening her skill set and experience in the public sector.

“I want to leave the world a better place for my kids and grandchildren,” says Ablett, whose first child is due in January. “I care a lot about the planet and I hope that the things I work on will have a positive impact.”

To that end, he co-founded a company that is developing hydrokinetic energy, and he has served four years on the board of the non-profit Green Calgary. Now with Commercial Lighting Products, Ablett says, “My business card says lighting consultant, but I describe myself as an energy efficiency specialist. We identify opportunities within [our clients’] businesses to improve the lighting and, consequently, the health and safety of their employees and customers. And considering how old many lighting systems are, we’re usually able to save them significant amounts of money on energy and maintenance costs, too. It feels great when we can do that, because they really appreciate the difference to their business and their bottom line.”

Go Ablett started on induction versus LED lights and you’ll get a crash course in the economics of environmental choices. “You have to do the cost-benefit analysis. You have to do the ROI. That’s where it becomes a no-brainer,” he says. “I’ve always felt you can do a good deed for the environment and make money. And once people start opening that door, it never quite closes again.”

—Rachel Goldsworthy
The Wayback Machine

We’re channelling the mid-’90s this issue! We checked in with a few of our first MBA grads to catch up on their post-degree adventures.

Anu Rishi, MBA ’94
Where I live now: Calgary.
Occupation: Manager of pricing and contracts, Xerox Global Services.

Proudest professional moment: When I received excellent employee satisfaction marks from my direct reports.
Mentor: Gary Finnis.
Favourite UVic moment: Malaysia trip.
Advice for my younger self: Get some work experience before starting an MBA, as that is the way to get the most value out of it.
Proudest professional moment: Being part of the inaugural UVic MBA student study tour to Malaysia.
Advice for my younger self: Don’t let the pessimists grind you down.

Peter Spee, MBA ’94
Where I live now: West Vancouver.
Occupation: Chief risk officer, Sherpa Asset Management.

Favourite UVic moment: Being promoted to managing director at the Royal Bank of Scotland in 2006.
Mentor: Brian Manson, former managing director at TD Securities.
Favourite UVic moment: My term in Malaysia.
Advice for my younger self: Drink better wine.
Proudest professional moment: Being promoted to managing director.

Glen Allen, MBA
Has recently accepted a continuing faculty appointment with the Camosun College School of Business.

Advice for my younger self: You can do it. Believe in yourself.
Advice for my younger self: I’m never going to actually use that. But you do. In different ways, sometimes it’s implicitly, sometimes it’s directly—so I would say, yes, definitely. What I learned has translated into real-world use.

Business Class unearthed this photo of MBA ’96 students at the end of their August module (now called BUS 101). The Dunsmuir Lodge in 1995. We spy a few familiar faces: Distinguished Alumnus G. Andrew Work and our own NSG associate director John Oldale. And the shadow on the far left is none other than former dean Ali Dastmalchian. Are you in this picture, or do you recognize someone? Send us a career update with a current photo and we’ll put it in our next issue (businfo@uvic.ca).

2006
Simon Rose, MBA, is vice-president, business development for Evedica Canada, a Victoria startup that helps people manage their own medical information on a card that fits in a pocket. Read more at emedica.ca.

2001
Daniel Yang, MBA, is a business analyst at Ideaca in Calgary. Ideaca is a Canada-based consulting firm. Daniel works on SharePoint implementations in the oil and gas sector.

—Moira Dann

Groomed for Business

Jamie Beuthin (BCom’00) is putting a new face on skin care for men. His mens’ grooming shop, MASC, opened its doors in Vancouver’s trendy Yaletown district in 2007. A web store followed six months later.

Beuthin says problems with his own complexion when he was younger made him aware of the need for good skin care products for men.

“I would see those products in magazines such as Men’s Health and GQ, but wouldn’t be able to find them in Canada. And then I thought: ‘If I’m looking for them, then probably there would be other guys looking for them, too,’” Beuthin said.

Beuthin co-founded the store with his friend, Patrick Levesque. They had less than three months between leaving their full-time jobs and the birth of MASC.

“It was a huge risk for us, but if you don’t take chances then you never know what you can possibly achieve,” says Beuthin. “It hasn’t been easy. It’s required great sacrifices and a lot of sweat, blood and tears, but it’s finally paying off.

“We’ve seen a huge amount of growth, [particularly] in the last two [years]. We’re starting to reap the benefits of all that hard work.”

Both men spend time in the shop, though they have other responsibilities in the business. Beuthin does inventory management and bookkeeping, while Levesque does more of the public relations, social media and SEO work on the website. “I work on the website, too,” says Beuthin, citing his short product-demonstration videos, MASC Minutes, which help put a face to the MASC name.

“When you’re in school, you never really think about how you’re going to actually apply what you’re learning, and then you leave school and you think ‘I’m never going to actually use that’. But you do. In different ways, sometimes it’s implicitly, sometimes it’s directly—so I would say, yes, definitely. What I learned has translated into real-world use.”

Beuthin adds, “There’s nothing quite like being your own boss, being responsible for your own success and how much money you make every month. It makes you accountable.”

—Moira Dann
The Micro-Loan Learning Curve

Gill PhD student earns Vanier Canada Scholarship for study on micro-lending

By Dianne George

Over the last three decades, the practice of using microcredit—small loans, some less than $100—to help individuals lift themselves out of poverty has become a global movement. It grew from the pioneering work of Muhammad Yunus, Bangladeshi professor and Nobel Peace Prize winner, who began providing very small loans to some of the world’s poorest people. Now Canada is spending millions of dollars every year through the Canadian International Development Agency (CIDA) and community business development corporations on microfinance programs and training.

“We’ve been assuming that the educational component would increase the success rate of those micro-entrepreneurs who receive training,” says Richard Tuck, second-year Gill PhD student. “However, only one study has tested this assumption, and it revealed that this was not the case. I’d like to figure out why.”

Tuck’s background, gained from working in Nicaragua and Costa Rica, led him to believe that cultural context is not always given due consideration. “The materials I’ve seen are all based on the modern Western assumptions of business planning, and use words and phrases that may be completely foreign to the individual’s experience. Does it make sense in Indonesia, for example, to discuss shipping routes and detailing shipping terms, all of which have to learn how to deal with people from different backgrounds.”

The Micro-Loan Learning Curve (MLLC) is a three-stage questionnaire for micro-entrepreneurs who live in poor communities in Canada. They are at the forefront of management thought, particularly in areas of social entrepreneurship and sustainability, which is the reason Tuck applied to this school.

Tuck is one of five UVic graduate students to receive a 2012 Vanier Canada Graduate Scholarship, worth $50,000 per year for three years. Tuck plans to use the money to fund a three-stage questionnaire for micro-entrepreneurs who live in poor communities abroad and First Nations communities in Canada. He says he hopes the outcome of his research will lead to more effective education and training for micro-entrepreneurs, improved policy and more efficient use of global aid dollars.

“Receiving this award is a tremendous honour,” adds Tuck. “It allows me the luxury of doing my field research and spending more time in the countries really getting to know the people. Moreover, I think it speaks to the world-class researchers who are part of the Gustavson faculty. They are at the forefront of management thought, particularly in areas of social entrepreneurship and sustainability, which is the reason I applied to this school.”

Around the World in One Program

Gill’s Master of Global Business degree pays off for its first batch of grads

By Greg Pratt

For Patsy Karnjanavijaya (MGB ’11), being part of the first graduating class of the Master of Global Business program was many things; exciting, valuable and risky. “Just because there had been nothing, no history of anyone ever succeeding or doing good things after the program,” she says. “It was a bit of a gamble, that’s for sure.”

But the gamble paid off. Karnjanavijaya is now working at SFV Logistics in Richmond, where she is a sales co-ordinator. Her job involves helping sales representatives find prospects, discussing shipping routes and detailing shipping terms, all of which were skills she learned in the program.

“The Master of Global Business is a one-year program that fully immerses students in the international business world and allows them to study in two other places besides Victoria—either Taiwan and Austria or France and Korea (making it the only Canadian degree program that takes place in three countries). Students get valuable lessons in cultural differences, both practical and theoretical knowledge, and come to a greater understanding of global business and, therefore, the cultures of the world. One of the bigger challenges that Karnjanavijaya faced was dealing with different expectations of instructors in the three countries. “It was difficult in a different way,” she says, comparing it to more traditional degree programs. “Instead of your basic class where you sat down and went to lectures and wrote finals, you were travelling around, learning in a really different environment. Every single university you went to, teachers had different expectations, different methods of teaching. Each module we did was so different. In that sense, it was tough.”

But despite those challenges—or perhaps because of them—Karnjanavijaya says that the Gill Master of Global Business program was a great experience for her. “It was eye-opening for sure. You just had to learn how to deal with different things in different countries,” she says. “You do work with students from each university as well, and the way they’re taught is very different from the way we’re taught here in Canada.”
I’d always dreamed of living in Spain. Then, in October 2010, a position with Hewlett Packard led me and my family to Saragossa. There, I’m responsible for the delivery of Spanish services for Barclays Bank, which outsourced its operations to HP in 2009. With more than 500 staff members and 800,000 customers, my work is demanding but rewarding.

The move was challenging and exciting at the same time. With no knowledge of the language, no friends and no connections, our first year was difficult. But the opportunities for travel within and outside the country more than made up for the obstacles of adapting. By year two, we’d learned enough Spanish for day-to-day life, and our lives had become fully immersed in Spanish culture. We had new friends and a new time schedule. Lunches at 2 p.m. and dinners at 10 p.m. The ever-present fiestas! Needless to say, I’ve noticed a few major cultural differences:

**Employees’ relationship with the boss.** The Spanish are very traditional in the workplace, and employees are taught not to interact with or even speak to their boss. The typical approach is to mind your own business and just do your work. This caused some difficulties—especially when staff knew about a problem or a potential risk, but didn’t feel empowered to act. In my first year, I worked with my management team to shift the culture to one of greater openness. We encouraged communication and met regularly with staff. Not surprisingly, at the end of the first year, our office received the highest employee-engagement score in Spain, demonstrating that transparency and staff involvement deliver real results.

**Careers.** Young people in Spain tend to put leisure and family time ahead of career. In the beginning, it was hard for me to understand why staff weren’t applying for positions we posted internally. In many cases, I would have to personally encourage qualified potential candidates to apply. Typically, they would respond: “I’m comfortable in my current role,” or, “I don’t want the extra stress and responsibility.” This lack of motivation is partly a result of lower pay at all levels compared to other countries and partly the elaborate social safety net in that country. In a way, risk-taking has a low return, which demotivates staff, and prevents the labour force from performing to its full potential.

**Family life.** When we arrived in Spain, our two girls were seven and four, and they didn’t know a word of Spanish. We placed them in a Spanish school and, although they had some difficulties adjusting to a new school and friends, their capacity to learn the language has been amazing. It has been almost two years, and even with summers back in Canada, they are both fluent speakers, and learning to read and write. The school welcomed us with open arms—literally. It’s normal for teachers and children to hug and kiss cheeks, and this helped our girls feel loved and accepted right from the start.

To get in touch with Anatolijus, or read about his family’s adventures, visit: anatolijus.eu.

To get in touch with Caitlin, or read about his family’s adventures, visit: anatolijus.eu.

# Taking Culture Stock

**Dispatches from Saragossa, Spain**

By Anatolijus Fouracre, BCom ’00

Anatolijus Fouracre (BCom ’00) captures a portrait of Spanish culture: girls in traditional costume, Valencia.

A Breath in Venice

Caitlin took this photo from the prow of a Venetian gondola during a break from her classes at SKEMA business school in Sophia Antipolis, France.
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