

Richard Ivey School of Business
The University of Western Ontario

IVEY

Intouch

"TURNING ON BRIGHT IDEAS"

How Ivey alums like Susan Lute, EMBA '03,
are fostering innovation

A MAGAZINE FOR ALUMNI AND FRIENDS OF THE
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READY, SET INNOVATE 12

How Ivey alumni are fostering innovation in their companies



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The video gaming industry matures

INTOUCH FEATURES



PHOTOGRAPHER: NATION WONG

SUSAN LUTE, EMBA '03, INNOVATION MANAGER, CANADIAN TIRE

LEFT TURN 10

Former GE exec Mike Belanger, MBA '87 is selling a slice of history, washed down by a bottle of good French wine

"To me, this is not just about the wine:
It's about the land and the history
and the camaraderie."

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www.ivey.uwo.ca/alumni/intouch/magazine

INTOUCH

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Three years ago, the Ivey Business School took a bold step: we went public with our Cross-Enterprise Leadership™ strategy.

The new strategy focused on issues that weren't yet on the radar for other business schools. It was a new concept for our alumni. It called on us to accomplish a lot in a short time. We committed to growing our HBA program, re-vamping our MBA, developing world-class research centres, and expanding our Executive MBA in the heart of Canadian business.

I'm delighted to tell you that we have executed on the strategy and are reaching our goals ahead of schedule.

- Our goal for the HBA program was eight sections by 2012. Thanks to an enthusiastic response from the market, we will be adding a sixth section in 2009.
- The innovative 12-month MBA has now graduated six classes. Demand is strong and we are confident about growing the Program.
- The Executive MBA is thriving in its new home in the ING Leadership Centre on Bay Street, and Ivey owns 45% of the Executive MBA market in the Greater Toronto Area.
- Four Cross-Enterprise Leadership Centres have been established. They have developed innovative curriculums, supported leading edge research and raised Ivey's profile across Canada and around the world.

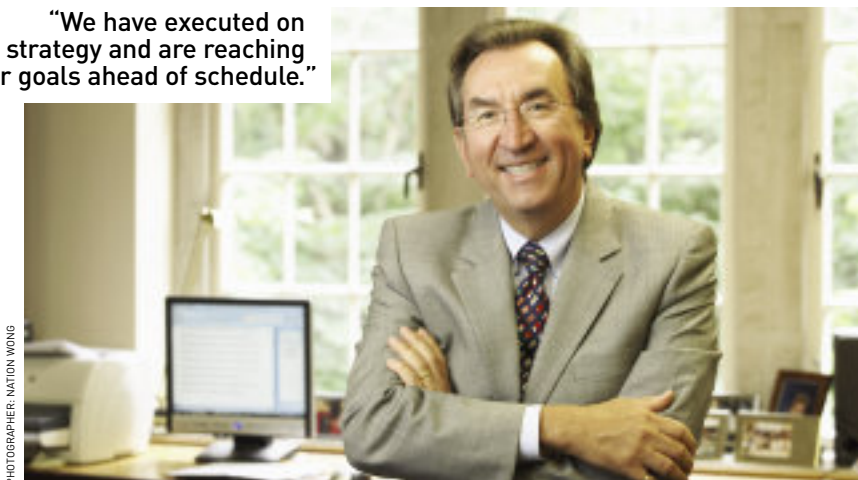
So what's next for Cross-Enterprise Leadership? We will continue to expand programs in response to demand, create curriculums focused on complex cross-enterprise issues, write challenging new teaching cases, explore at the frontiers of knowledge, and connect with the business community. One of our exciting new initiatives launched in September is the Ivey Idea Forum, a series of presentations for practitioners.

Right now, the most significant constraint on our ambitions is physical space. Both our London facilities are bursting at the seams. Ivey needs a new home — a building that will allow us to bring our London-based programs together again, support our growth, state-of-the-art technology, and reflect Ivey's brand and status. We have begun the process of creating a remarkable new facility on Western's campus. You'll be hearing more about this exciting project in the months ahead.

In the meantime, I want to thank you for your support of Cross-Enterprise Leadership. The strategy succeeds, and the School succeeds, because of your success and commitment to Ivey.

Larry Wynant, MBA '72, Acting Dean

"We have executed on our strategy and are reaching our goals ahead of schedule."



PHOTOGRAPHER: NATION WONG



COFFEE WITH PROFESSOR PAUL BEAMISH

“It’s getting so easy to do business in China,
I’m becoming interested in other places.”

Toronto native Paul Beamish completed his HBA and PhD at Ivey. A prolific and celebrated researcher, he is the author or co-author of 46 books, more than 100 articles and chapters, and more than 100 business case studies. He has been recognized for research excellence by a pantheon of prestigious journals and has supervised more PhD students than anyone else in Ivey’s history. Beamish has served the School in a variety of key roles, including Associate Dean Research, Director of Ivey Publishing, Director of the Asian Management Institute, and Director of the Engaging Emerging Markets Research Centre. He was recently named the inaugural holder of the Donald L. Triggs Chair in International Business.

How did your interest in international business develop?

Understanding the big picture before getting immersed in the details has always been important to me. When you consider that 98% of economic activity happens outside Canada, and most economic activity is managed by multinationals, you realize it’s impossible to understand the challenges and opportunities for Canada if you ignore this reality.

Why the focus on Asia?

It’s where much of the action is and will continue to be. There’s a saying about the pace of change in China – one year in China is like four in the U.S. or Canada. I think it’s true. Things are changing there at an astronomical rate.



You are the most cited scholar in the world on the subject of international joint ventures. How did this happen?

It sure didn't happen overnight! It took a lot of work and focus, over a period of more than two decades. Much of my research was and is in collaboration with a pool of talented co-authors and PhD students.

You have an interest in poverty alleviation. What are the issues?

We've spent billions of dollars on foreign aid, and most of it has been a failure. We've stopped people from starving, only to maintain them on life support for decades. We have to help people establish viable businesses and find a way to connect them to the global supply chain.

What else are you passionate about?

My 150-year-old farmhouse on Prince Edward Island – a completely irrational investment. Playing hockey once a week – I'm a pretty average player but I get to be a five-year-old for an hour. My wife and four children, who have taught me to be flexible and go with the flow. Working toward the requirements for membership in the Traveler's Century Club. I'm at 78 countries now, and Brazil is next on the list.

 www.ivey.uwo.ca/faculty/Paul_Beamish.html

A NOTE FROM THE EDITOR

In this issue, we begin a new Intouch tradition – letters to the editor. (Actually, there are two new traditions, if you count this Note.) You see, we want Intouch to be two-way communication. We will continue to introduce you to fascinating Ivey alumni and critical business issues and keep you updated on the School through the pages of Intouch. In return, we hope you will share your thoughts on the topics we tackle and the way we present them.

We realize, of course, that not all the comments will be positive. In fact, we're delighted that our last couple of issues have stirred up a bit of controversy. We see it as evidence that alums are reading the magazine and engaging with Ivey.

In this issue you'll find lots to engage with. I must admit, I was surprised to find out how many Ivey grads have made careers in the video gaming industry. You'll read about some of them, including industry legend Peter Main. Less surprising but equally impressive are the innovation leaders Ivey has produced. Their insights on the nature of innovation and how to foster it are the focus of our second feature. Elsewhere in the magazine – lots of news from the School and your fellow grads. And don't forget to have coffee with Paul Beamish, an Ivey HBA product who has become a world-renowned management researcher.

Kelly Cole
Intouch Editor in Chief



PHOTOGRAPHER: NATION WONG

FROM OUR READERS

With this issue Intouch begins publishing letters and e-mails from readers about the magazine or anything in it. Have something to say? We'd love to hear from you. (Please note that Intouch reserves the right to edit letters for length) intouch@ivey.uwo.ca



Dear Editor,
I had a good chuckle today. Those HBA, MBA, and EMBA adverts in Intouch were over the top cheesy. I was going to take the magazine in to the office for people to read the articles but those pics will make sure it stays firmly at home.

Rob MacEwen, MBA '02

Dear Editor,
I was surprised that there was no mention of the environmental costs of air travel in this article (Leaving on a Jet Plane, Winter '08). Other issues of Intouch have profiled alumni who are making a difference in various social responsibility and environmental pursuits, and it was very disappointing that there was no environmental sensibility whatsoever evident in this article. Carbon emission-induced climate change is probably the key environmental challenge of our generation, one that will likely have widespread implications for global food production and political stability in our grandchildren's lives, if not before. Surely this should be one of the key factors we all consider by now in deciding whether air travel for that face to face business trip is really necessary.

Carolyn (Jul) Campbell, MBA '90

Dear Editor,

I have recently taken the time to read the entire Summer 2008 issue and I am sorry to say that I found it extremely disappointing. On Page 50 there was a moving tribute to the wonderful Al Mikalachki who was described as "a consummate teacher." "His mission was to help people to solve problems. He was a master in uncovering hidden issues and he was uncanny in identifying unintended consequences." That would seem to me to reflect the sorts of values that Ivey used to stand for. May I contrast this with:

1. On Page 04: "Health, wealth and the natural environment are just about being human." This from your so-called champion of sustainability? Wealth is usually a product of greed. Sustainability is, I suggest to you, first and foremost about giving as much or more than you take.

2. Or perhaps another example of school values and attempts at sustainability can be seen in the "all you can eat challenge" included in the Accenture Ivey Cup? Apparently some people are not, as Professor Bansal believes, "more aware than ever of the global issues" or this sort of event wouldn't be entertained.

3. Is it any wonder that you report on Page 09 that "...Canadian companies are investing significant in social responsible programs (sic). Investments are not mirrored in improved outcomes (sic)."

4. On Page 18 Nigel McNabb of Deloitte Consulting says that "the expectations of consumers" of health services "are mapped against all the different players within the system." Are we talking sports, spa vacations or about the care of ill, needy and desperate people? Oh, he has an answer. He thinks we should "leverage resources" and "leverage technology". How much "leveraging" can one person do?

5. On Page 16 comes the startling conclusion that: "Any business is unsustainable if it keeps doing exactly what it's doing forever." When did this become an irrefutable law of nature? On Page 37 I finally got the clarity I was seeking in the elaborate graphic created to reflect Ivey values. "Think Ivey first." Well, when I think Ivey now I think about your eight-page fashion show of carefully screened graduates all dressed in black and white with their Lexus, Ducati and Diamond status symbols of success. "Greed is good," as Gordon Gecko claimed in the film Wall Street.

Ben Seligman, MBA '90

“Accepting the strategy paradox focuses us to accept mediocrity, giving up a chance at greatness as the price of our continued corporate existence.”

Michael Raynor, MBA '94

Raynor, Hemerling Lead Off Idea Forum

Michael Raynor, an Ivey alumnus and author of *The Strategy Paradox*, a Business Week Top 10 book in 2007, spoke to executives, alumni and students at the Ivey ING Leadership Centre in Toronto in mid-September. It was the inaugural presentation of the new Ivey Idea Forum. Jim Hemerling, MBA '90, co-author of *Globality: Competing with Everyone from Everywhere on Everything*, presented in October. In January, it's Gary M. Comerford, MBA '75, Senior Vice-President, International Distribution, Sun Life Financial and Hari Panday, President and CEO, ICICI Bank, on doing business in India.

“This is a terrific accomplishment for Ivey and more importantly, for our students.”

Eric Morse, Associate Dean – Programs

Ivey Accounting Adds Up

The accounting stream of the HBA program is now accredited by the Institute of Chartered Accountants of Ontario (ICAO) and the Society of Management Accountants of Canada (SMAC). The ICAO has verified that the undergraduate business program at Ivey fulfills the course requirement to earn a Chartered Accountant (CA) designation. The HBA also fulfills the requirements for Chartered Management Accountant (CMA) designation and Ivey graduates are not required to write the CMA entrance exam.

“Real, lasting social change happens when citizens take an active role in shaping the community around them.”

Bob Adams, CEO of United Way of London & Middlesex

HBA Sections Adopt Local Non-Profits

Starting in September, London, Ontario-based charities had access to a fresh source of ideas, energy and sweat equity. As part of the innovative Ivey Connects program, each section of students in the HBA1 program adopted a non-profit organization, and will provide eight months of service by way of volunteering, fundraising, and pro-bono consulting. Judges will evaluate each section's contributions at the end of the academic year.

For More Buzz:
www.ivey.uwo.ca/inside



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“Leaders with strong organizational intelligence understand how organizations work and how to work organizations. They know how and when to use power, influence and persuasion. They understand the dynamics of complex change and how to lead it.”

Mary Crossan, Jeffrey Gandz and Gerard Seijts, The Globe and Mail

“Foreign investors bring managerial skills, they bring new technology, they bring financial investment. All these things create new jobs.”

Guy Holburn in The Globe and Mail

“It was an amazing experience. It underscored for me the importance of getting the right kind of funding from the right kind of investor.”

Lorne Morein, the recent HBA '08 grad who made a pitch for his kosher baby food on CBC Television's *Dragon's Den*

“The Trudeau Scholarship provides you with the opportunity to dream big, and to expand the vision of your research agenda beyond typical financial and geographic constraints.”

PhD Student Wins \$150,000 Scholarship

Ivey PhD student Daina Mazutis is the first business student ever to receive the prestigious and valuable Trudeau Scholarship. With the help of the scholarship, Mazutis will continue to examine the role that multinationals and their leaders can play in alleviating global social issues. “It’s a privilege,” says Mazutis, “to work with and learn from Ivey’s accomplished faculty members, who have already made a significant impact in many research areas. I also hope to be able to benefit from Ivey’s large and successful alumni network.”

For More Buzz:
www.ivey.uwo.ca/inside



“The Chengs, through their great success in many business ventures and their numerous community contributions, have displayed exemplary cross-enterprise leadership.”

Acting Dean Larry Wynant

Colin Powell Storms Hong Kong

He oversaw Operation Desert Storm and served as U.S. Secretary of State at a critical time in world history. Now retired, General Colin L. Powell spoke at the Cheng Yu Tung Management Institute on November 5 as part of the celebrations to mark the 10th anniversary of Ivey’s Hong Kong campus. Before Powell’s speech there was a special presentation to honour Cheng Yu Tung, founder of New World Development Company. His son, Henry Cheng, HBA ’71, MBA ’72, LLD ’97, provided guidance and significant financial support to help establish Ivey’s first international campus.

“Canada requires state-of-the-art port operations, and rail and road systems that are geared for the future and not the past.”

Brian Gerrior, General Manager, Imports, Sears Canada

Ivey Conference Tackles Border Issues

In March, more than 100 representatives of business, government, academia, and non-governmental organizations converged on Ivey for a high-level workshop entitled “Ontario-Quebec Continental Gateway and Trade Corridor: Developing competitive and sustainable transportation policy.” The final report, published in late July, made a number of recommendations, including:

- Harmonization of regulatory barriers to facilitate inter- and intra-provincial trade
- Integration of North American freight transportation to ease congestion at borders
- Research into the impact of global sourcing on the Ontario-Quebec trade corridor
- Evaluation of high-speed rail as part of a national development strategy

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“If you don’t start working on diversity management today, you might not be around tomorrow.”

Joerg Dietz in Maclean’s Magazine

“Christmas will be a really good barometer. We’ll be looking at what’s under the tree to see what’s in store.”

Steve Foerster on the impact of the economic bail-out, on CTV National News

“Our tendency is to think that technology is somehow going to solve a problem. It usually doesn’t work in that kind of magic bullet way.”

Professor Derrick Neufeld on robotic technology, The Globe and Mail

PASSIONS

Celebrating indie music and building community

MARYSIA CZARSKI, HBA '90, FOUNDER OF THE OPEN DOOR FESTIVAL OF MUSIC AND PRESIDENT OF VELOCITY PARTNERSHIP

In 2000 I was in a leadership program and we had to develop a community project. I got the idea of bringing people together for a feel-good evening that would also benefit the Red Door Shelter.

We usually get 250 to 500 people out and anywhere from five to eight musicians performing. We tend to go for singer-songwriters, but we also do new world, jazz, spoken word, even a gospel choir. The artists give their time for free, so we make sure they're treated like kings and queens for the evening.

We have a lot of passionate people who come on board to give time, money and frequent flyer points. We've raised more than \$40,000 for the Red Door over eight years and sold hundreds of CDs by independent musicians.

There's a moment in the program when the emcee interviews the president of Red Door and you hear about the work they're doing and how strapped they are for cash. That's when I know how fortunate I am, and how important it is to give back to our communities.

LEFT TURN



From GE executive to wine entrepreneur in Languedoc

MIKE BELANGER, MBA '87 www.experience-wine.com

Languedoc is a jewel of wine production – a place where they've been making wine since Greek times. The vineyard has been in my partner's family for more than 1,000 years.

A micro-lease gives the leaseholder rights over ten vines, enough to produce one case of wine, for three years. The lease also details how we'll manage those vines for you and gives you the right to stay at the property in the south of France.

To me, this is not just about the wine: it's about the singular experience that is waiting for you. It's about the land

and the history and the camaraderie.

When you visit, you stay in a local bed and breakfast or the old farmhouse or in a gypsy cart on the grounds. Everyone makes a communal dinner in the evening with fresh produce, bread and cheese from the local markets. In the evening, you sit around the fireplace and sip wine. During the day, you can help an archaeologist on a dig at the medieval chateau, work in the vineyard, go to a beach, or visit other vineyards. Everywhere you go there is a continuity of 2,000 years of history.

CREATING KNOWLEDGE

Ivey professors and graduate student are at the leading edge of management research, consistently producing fascinating findings that have real value to managers everywhere. 🌐 www.ivey.uwo.ca/research

Are Numbers Enough?

To demonstrate your company's commitment to diversity, is it enough to hire lots of minority applicants? Not necessarily, says a study by Joerg Dietz and colleagues in three U.S. universities.

"In Canada organizations must go beyond the numbers to showcase their commitment to giving everybody a chance to compete for jobs and to retain the most skilled employees," says Dietz.

Find out the difference between "diversity management" and "diversity leadership" at

🌐 www.ivey.uwo.ca/alumni/intouch/dietz

Blackjack in the Kitchen

Why is online gambling more dangerous than casino gambling? Because it's easier to hide and integrate into daily routines. Professor June Cotte thinks the solution may be to regulate online gambling just as casinos are regulated.

"The unregulated online environment results in a more chaotic environment with no clear social norms and rules," says Cotte. "The meaning of gambling changes, moving from a shared conviviality available in the casino to a no-holds-barred battle online." Read more at

🌐 www.ivey.uwo.ca/alumni/intouch/cotte

Sounds Like You're Right Next Door

A recent study at Intel showed that 70 percent of the firm's employees collaborate across time zones with colleagues they never meet. It's a growing trend. Professor Derrick Neufeld's research explores how to communicate and lead effectively at a distance. One of his key findings – if you're a good communicator, distance doesn't make much difference. "Leaders who communicate effectively or ineffectively did so whether they were right in front of the person or a thousand miles away." To read more, go to

🌐 www.ivey.uwo.ca/alumni/intouch/neufeld

That Much?

Earlier this year John McCain denounced extravagant salaries for CEOs and called for shareholders to have the right to vote on compensation. Stephen Sapp says it's not quite that simple. "The key thing is a clear process," he says. "If you follow a logical and well-thought-out process, disclose your process clearly and are careful who you include at each stage, you should at the end of the day have an outcome that is defensible." To read more, go to

🌐 www.ivey.uwo.ca/alumni/intouch/sapp

Medicine-by-Numbers

Can the arcane world of management science help solve complex problems in healthcare? Absolutely, says Fredrick Odegaard. In a recent study he took a close look at porter operations in two large Vancouver hospitals. "The doctors were complaining, the porters were complaining, and everyone was pointing fingers at each other," says Odegaard. "As management scientists, we slowed things down and looked at the whole system to see how it worked and what we could do to improve it." One simple recommendation – move some porters from one shift to another to cover peak times. To read more, go to

🌐 www.ivey.uwo.ca/alumni/intouch/odegaard

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"If we trust only when trust is warranted, if we love only when love is returned, if we only do something when there's a clear benefit, then we give up a part of something very central to being a human."

Claus Rerup on using the honor system for payment
The Globe and Mail

"Our whole society is much more organized, even our leisure time. There is no such thing as spontaneous fun any more."

Chris Higgins, Edmonton Sun



Innovation is a magic word that promises success, but how do you make it happen?

Ready,

The rubber hits the road: Susan Lute, EMBA '03, makes innovation work.



Set, Innovate

“When you’re innovating, you have to fail. If you don’t fail, you’re missing something.”

Gian Taralli, MBA '02, has a favorite story about innovation at his company, Johnson & Johnson Inc. One day the manager of a customer sales team got a call from an important client, congratulating him warmly on the team’s improvement. The manager had no idea what the client was referring to, but thanked her for her feedback. It turned out that an assistant on the team had added a

router for incoming phone calls. If the person being called was not available, the calls no longer went into a voicemail box: they were automatically re-routed until somebody answered the phone in person.

“It was very simple and basic,” says Taralli, “but you can’t put a value on the difference it made in the relationship with that client.” Innovation is one of today’s business

hot buttons. According to one study, more than 80% of executives say innovation is in the top three on their priority list. And as Taralli’s story illustrates, innovation can be a lot of different things – from a simple but powerful improvement in customer service to “disruptive” technologies like the iPod and BlackBerry. Says Professor Mary Crossan, Director, Leading Cross-Enterprise Research

Centre, “Depending on who you talk to, innovation is creativity, new product development, growth, energy, excitement. It’s used as a synonym for everything good in an organization.” To find out more about the state of innovation today, Intouch spoke to Crossan and to five alums who are leading the innovation charge in their companies. Here’s what they had to say.

Susan Lute, EMBA '03

Lute spent more than a decade working in the music business before coming to Ivey for her MBA. In 2006 she joined Canadian Tire as Innovation Manager.

What is innovation?

At Canadian Tire, our focus is on relevant everyday innovation. We want to make the lives of busy Canadian families better by delivering products that help make their everyday jobs easier and more enjoyable. We work hard to understand the tasks our consumers perform and the pain points associated with them. Then we work with customers and vendors to solve them.

Why is innovation important to Canadian Tire?

We operate in a very intense and competitive arena, and we see innovation as one of our key differentiators. The more innovative new products we can offer our consumers, the greater opportunity to drive footsteps to our stores and sales to our registers. Innovation also supports our overall brand image – customers expect to see exciting new products in our flyers and stores.

What are the challenges of innovating?

You can have the most talented

individuals in your innovation division, but if they go off and operate in a vacuum the initiatives are never going to get successfully implemented.

Ideas can really come from anywhere. Innovation is a matter of getting organizational momentum behind the activities. With Canadian Tire, the critical ingredients are there – support of the senior leaders and sufficient time to make it happen. Lack of communication and misunderstandings can stop an innovation in its tracks, too. We spend a lot of time making sure we have the right cross-functional people, including the dealers, aligned to each new initiative.

An example of successful innovation?

Recently we worked on our camping business, trying to understand families that camp and the issues associated with it. This spring we launched a “modular tent” – a multi-room tent that gives parents with kids a chance to have a separate space.

How do you know it’s working?

We have quantitative measures like sales and total category growth, and lots of consumer data. On a more qualitative level, vendors often tell us that Canadian Tire is a leader in how we collaborate with vendors to bring

new products to market. We are also attracting some fantastic talent to our team. It’s a fun place to work!

Peter Daboll, HBA '80

Daboll, Chief of Insights and Head of Global Market Research for Yahoo!, built his career around understanding market and consumer behavior. A leader in the scanner data revolution, using checkout scanners to capture consumer information, he moved early into the Internet.

What is innovation?

At Yahoo! we make a distinction between pure innovation to consumer-focused innovation. When you do innovation for innovation’s sake, you tend to add all kinds of whiz-bang features that consumers don’t really care about. We focus our product development effort on understanding consumer pain points, and then bringing consumers in to help ideate around the types of products and features that would solve those issues.

What are the challenges of innovating?

For Yahoo! there’s a lot of risk. With our home page we touch 500 million people a month. If you do something that turns out to be a bad idea it can have a big negative impact. That’s why you really need to test things and make sure new ideas are scaleable.

How does Yahoo! foster innovation?

In two ways – by creating a culture within Yahoo! and by incubating ideas in new companies and then acquiring them.

There are two paths to innovation. There’s innovation against core product lines. We have, for example, a set of features on Yahoo! Mail and we work continually to understand consumer needs and build better features. But we’ve also created a separate office in San Francisco focused on completely new and ground-breaking technologies. We don’t want to incrementally innovate and miss the boat on some of the big game-changing ideas.

Why is innovation important?

Yahoo! has to continually earn the audience that we have, every day. We can’t afford any sense of complacency.

An example of successful innovation?

OneSearch is a voice-activated search engine for mobile devices. You can be driving in your car and say, ‘Look up restaurants in San Jose,’ and OneSearch will come back with results that are relevant to where you are.

How do you know it’s working?

We have built a whole set of metrics……➔



“We focus our product development effort on understanding consumer pain points, and then bringing consumers in to help ideate around the types of products and features that would solve those issues.”

Peter Daboll, HBA '80, Chief of Insights and
Head of Global Market Research for Yahoo!

that allows us to look at customer satisfaction and track it against our key competitors on a monthly basis. We also tie that information to a set of customer satisfaction drivers, so our product teams can see where they stand and really focus on the drivers.

Beth Gordon, MBA '84

Gordon, Senior Manager, Global Client Strategies, Business Financial Services, has worked at RBC in a variety of roles for more

than 20 years, including several as Program Manager with the Applied Innovation Team at RBC. The team works in parallel with the bank's business units, fostering and supporting new ideas.

What is innovation?

Innovation is about changing things for the better. The Applied Innovation Team defines it as anything new, whether it's new to the world, to a particular market, or to the company. It's more than just having ideas –

it's a full range of activities from idea generation through testing and development to launch and evaluation.

What are the challenges of innovating?

One challenge is working effectively across organizational silos. Everybody is working hard and it's tough just to get people's attention to say, 'Okay, this is something that we think is going to work.' The bank has been able to deal with that by taking a "service provider"

approach. When I was on the team, I would call my contacts in the business units and ask them what their biggest problems were and how we could help solve them.

Another challenge is getting a new product adopted by consumers. For example, the e-Business group developed mobile banking in the early 2000s but it didn't really take off. Six or seven years later, we're doing it again, because it's time.



Innovation cycle: Peter Daboll at Yahoo!

“You can drag innovation down by getting too focused on meeting quarterly earnings estimates.”

Mitch Baran, HBA '59

An example of successful innovation at RBC?

The “My View” feature in online banking, which allows clients to see their account information from other banks and credit card companies on the same screen as their RBC information.

Why is innovation important?

There is always room for improvement, no matter what you're doing. If we don't innovate, our competitors will leave us in the dust. And our clients expect us to keep up with the market, if not lead it.

Mitch Baran, HBA '59

Baran is Chairman of Trudell Medical Group, a family-owned global healthcare company. A longtime champion of innovation, he believes it can be Canada's competitive advantage.

What is innovation?

It's not necessarily limited to industry or commerce. Innovation and creativity should be a part of everybody's lifestyle. It has a significant impact on everything we do. If we want to make the things we do be more meaningful and have more impact, innovation is the way forward. Benchmarking of best practices is not innovation, because it only maintains the status quo.

Why is it important to Canada?

In Canada we don't have a large population and our economy has been based on natural resources for many years. To compete on a global basis Canadian companies must offer something that's innovative and different. Innovation is very important to the future of Trudell's business, and to the future of Canada as a whole.

What are the challenges?

Innovation is difficult. You have to start with a very sound knowledge base, whether it's learned or gained from experience. Then you have to be passionate about improvement and be able to take your knowledge and reorganize it to create new knowledge. Innovation is creative and at times it can be chaotic. Organizations

must challenge their people to make improvements and solve problems.

They must be tolerant of mistakes and provide high rewards in terms of recognition. You can drag innovation down by getting too focused on meeting quarterly earnings estimates.

Are Canadian companies good at innovation?

There are some outstanding examples like Research in Motion that are having global impact, and there are many small companies doing good things. But for the most part we still don't have a thriving knowledge-based society. Our universities have wonderful potential for creating new knowledge. The knowledge base is there but to foster innovation, we must leverage it.

Gian Taralli, MBA '02

Taralli was recruited by Johnson & Johnson to join its Latin American operation after graduation. He soon found himself leading brainstorming sessions and innovation workshops, often using techniques that he learned as a children's camp counsellor. Today he is Leadership Process and Innovation Manager, Consumer Goods.

What is innovation?

Innovation is all about making tomorrow better than it is today. That's my personal purpose in life, and it's also a value of the company. Innovation is not only about those big things that change the market: it's about everything that makes us grow. It doesn't matter how much money you put into innovation or how strong your methodology is, you have to foster a culture. You can't innovate two days a year; you have to do it 365 days a year.

How do you create a culture of innovation?

There's no single right answer. We try several things. We have some very systematic tools and frameworks. One is called the Hothouse Methodology. And we have an equation: insight + ideas + implementation = innovation. It doesn't matter how brilliant your idea is if you don't understand your

consumers' needs. And you can have a great idea based on good consumer insight, but if you never get it off the paper, it doesn't exist.

We also encourage people to practice certain behaviors. One of them is 'greenhousing.' We want to be sure that we don't kill new ideas before they have time to develop some weight so we generate ideas in small groups and the group helps greenhouse the idea before it goes further.

What are the challenges?

Every year J&J does a survey with some questions related to innovation. We discovered that although people were comfortable generating creative ideas, they weren't as comfortable when they had to implement. They were concerned that they would be judged if they failed. When you're innovating, you have to fail. If you don't fail, you're missing something.

An example of successful innovation?

We worked with Wal-Mart to create a new store for women. We conducted a huge Hothouse, our innovation workshop, with people from Wal-Mart, J&J, and from some companies that could be our competitors, like Nestlé and L'Oreal. We brought in Wal-Mart shoppers to validate our ideas. Some of the ideas ended up being used in a store that Wal-Mart opened in Brazil, the first of its kind in the world.

Professor Mary M. Crossan, MBA '85, PhD '91

The Taylor/Mingay Chair in Business Policy and Director of the Leading Cross-Enterprise Research Centre, Crossan has taught at Ivey for many years in the undergraduate and graduate programs. She is an active researcher, case writer and consultant. One of her most innovative projects was a joint venture with the Second City Improvisation Company to produce a video that promotes more flexible and responsive strategic action.

Academic research has confirmed that innovation is a critical source of competitive advantage in a rapidly changing environment. Unfortunately,

many firms have not grasped the complete picture on innovation.

We at Ivey recognize the importance of innovation. The Leading Cross-Enterprise Research Centre has launched an initiative to consolidate knowledge on innovation and develop a comprehensive model to help companies assess their “innovation fitness.”

Our research team stresses the importance of conducting innovation programs comprehensively – through innovative leadership, business practices and processes enabling innovation, and through organizational culture supporting innovation initiatives. When one of the components of the program is missing, a company may fall short of the expected results. For example, the innovation processes of ideation or commercialization will be stifled if the business practices of reward and management, or the organizational structures are not aligned with those processes. Similarly, if there is no support from leadership, innovation is unlikely to succeed. “It's tempting for businesses to focus on new product development as the primary focus for innovation, yet products alone are often not enough. The technical components of Apple's iPod were widely available when it was introduced, but Apple was able to put together a product and service offering that created value beyond the product itself.

In many firms, no one has responsibility for the innovation mandate. It is assumed to be widely held by senior leaders, yet without a shared understanding of what innovation is and how to manage it, many companies struggle to move it forward. They often don't have the same discipline around innovation that has become commonplace in areas such as strategy, operations, human resources and financial management. The Ivey research team seeks to offer an approach that will assist organizations in tackling the innovation agenda.”

The video game business
shows no signs of slowing

Play On

“It’s business at the speed of light.”

In the mid-80s Peter Main, HBA '64, left his job as CEO of a large food services enterprise in Vancouver and joined a small, century-old Japanese company in Redmond, Washington. His friends thought he was crazy. “It was just a quiet little company doing about \$100 million in sales, with 130 employees,” he says. “I thought I was going to have a nice time.” →



The quiet little company was Nintendo of America. By the time Main left in 2001 it was doing more than \$2.5 billion in sales, and today it tops \$6 billion in the U.S. and \$15 billion worldwide.

The business of video gaming, a volatile mix of technology and entertainment, was starting over when Main joined Nintendo. The industry had collapsed after a flurry of activity started by Atari in the mid 70s. Twenty-five years later, it's worth \$50 billion a year and continues to grow. "I really believe that the new games are approaching the level of complexity of other art forms, such as novels, movies and television," says Ray Muzyka, EMBA '01, General Manager and CEO, BioWare, and General Manager and Vice President, Electronic Arts. "In fact, it's one of the most powerful forms of entertainment in the world, because the gamer is the actor and director at the same time."

Muzyka's path into the gaming industry is also an interesting one. An enthusiastic gamer, he trained as a physician. He and his partner, Dr. Greg Zeschuk, continued to practice medicine while starting their business, BioWare. They eventually hit it big with titles like Baldur's Gate, Neverwinter Nights, Star Wars: Knights of the Old Republic, Jade Empire and Mass Effect. "Our core competency is story and character," says Muzyka. "We focus on creating rich, deep worlds that players want to be part of. We've been commercially successful because our games have been critically successful." Bioware was sold to industry giant Electronic Arts a year ago for more than \$800 million.

Muzyka and Main are two of many Ivey grads who have found their way into the gaming industry and made significant contributions. Tom Sperry, EMBA '04, did an internship with Microsoft right out of high school and was then offered a full-time job. Later in his career he completed an Ivey EMBA in Hong Kong while working in Portland, Oregon. His experience in China opened his eyes to the potential of mobile gaming and he joined Exit Games. Exit builds technology platforms that allow gamers around the world to play with one another, regardless of what mobile devices or networks they are using. Recently Sperry became CEO of Vyk Games, a leading service provider for the games industry based in Shanghai.

Walter de Torres, MBA '02, thought he was headed for a career in consulting when he noticed a job posting at Ivey for Associate Producer with a small independent games developer. "I thought, 'how could an MBA guy be an associate producer in the entertainment industry?'" That definitely piqued my interest." Before long de Torres was recruited, again by an Ivey grad, to join EA Fusion, a product group within Electronic Arts Canada. Now he's working in Singapore with a mandate to increase EA's presence in the massive Asian marketplace.

Byron Gaum, HBA '97, spent three years in the auto parts industry before joining DreamCatcher Games in 2000. DreamCatcher specializes in adventure games. "A good adventure game must have a compelling story and interesting puzzles that help to advance the story," he says. "Gradually the player is drawn into the game and leaves the real world behind." ➔

"They are now making movies based on video games. And when video games go live, they talk about the release of those games like they talk about a movie release. Grand Theft Auto did bigger numbers than the latest Spiderman movie when it came out."

Tom Sperry, EMBA '04, CEO-USA, Exit Games



PHOTOGRAPHER: LYLE STAFFORD

"I coined the phrase, 'The name of the game is the games.' If you didn't understand that, you were doomed to fail. We wanted to install as much hardware as we could, but we understood that people would only buy it against the strength of a great core product – and that's where Super Mario was the original banner carrier."

Peter Main, HBA '64, Former VP Sales and Marketing, Nintendo





“A key factor in our success is that we have been able to attract and retain really great people. Artists, designers, programmers, production people—they are passionate about what they do. They want to make great games and they take a lot of pride in working at BioWare and delivering those games to our fans. It’s all about the people you have.”

Ray Muzyka, EMBA '01, General Manager and CEO, BioWare, and General Manager and Vice President, EA



PHOTOGRAPHER: DANIEL HAYDUK

That, of course, is one of the charges leveled against the gaming industry – that it encourages gamers to leave the real world behind and descend into violent fantasies. Muzyka doesn't buy it. "Anything taken to an extreme is dangerous," he says. "If you play games as part of a balanced lifestyle, I think they are incredibly healthy. They inspire creativity and choice, show you the consequences of actions, and allow you to take part in things you can't experience in real life." He points out that games are now classified like movies. "They should be treated like any other form of entertainment," adds de Torres, who recently became a first-time father. "You'd never send your kids to watch an R-rated movie."

And what will our kids (and ourselves) be playing in the future? The industry is undergoing a major transition that is broadening markets and changing the face of the typical gamer.

De Torres and EA are betting on the popularity of online games to crack the Asian market. Because many young people in Asia can't afford expensive game consoles and \$80 games, Internet game rooms have become the new hot spots. "They're almost like bars," he says. "They have the same cool, hip atmosphere." Tom Sperry agrees that online gaming is an important new direction for the industry. "Gaming is social by nature," he says. "Even if you're playing individually but chatting about the experience with someone else, there's always a social component." The future, he believes, lies in adapting games to new mediums, such as mobile handsets.

Sperry also points to another major

trend: casual games. That's what the industry calls games that you can pick up and learn to play in a few minutes. Nintendo cashed in on this trend with its hugely popular Wii console. The console features a wireless controller that detects movement in three dimensions, allowing gamers to control the game with physical gestures. More than 30 million Wii consoles have been sold since its introduction in late 2006.

Main says Nintendo achieved its surprise hit by sticking to its focus on family entertainment. "It was tough in the early 90s," he says. "We were being defined by our competitors as kids' stuff." Instead of responding with bigger and more powerful consoles, the company came up with a completely new concept. "Nintendo didn't just steal market share," says de Torres, "it created an entirely new market. My mom plays Wii, and she doesn't know how to use a computer!"

Gaum says the growth in casual gaming offers the best hope for the industry to continue its exponential growth. "We can't just expect the core audience to continue buying games over and over again. Our games have to appeal to a wider demographic." DreamCatcher is aiming at both ends of the new market, with games based on Agatha Christie and Hardy Boys books.

Whatever the future may hold, Main says it's clear that the industry is not going away. "Gaming is a long way from where it was in the late 80s," he says. "It has gained its rightful position as a valid contender for the public's discretionary time and money. It's part of the vernacular." ❧

"There will always be games that are meant for the hardcore gamers and those are the games that will get really strong critical ratings. But there's such a huge, untapped market that is totally new to games. Nintendo has uncovered it and now every major publisher is going out and aggressively pursuing it."

Walter de Torres, MBA '02, Senior Development Director, EA Asia Studios, Electronic Arts

Stepping Back In

Thanks to a million-dollar contribution from CIBC, a new Ivey program will help professional women re-join the workforce

Professor Mary Heisz, HBA '82, MBA '02, was an accountant with Ernst & Young when her second child was born with some health problems. It soon became clear that she would have to step away from her career to care for the baby. A year later, her daughter was growing stronger and she went back to work, but not to her career. "It wasn't until my children were a little older and I was offered a faculty position at Ivey that I started to think of myself as in a career again."

Jacqueline Moss, Executive Vice-President, Human Resources with CIBC, also faced the challenge of stepping back into a career after a hiatus. "I know what it's like to take time off to have children," she says, "And I also know what it's like to have a very supportive employer during that experience."

To help women get back on track with their careers, CIBC and Ivey have created an innovative program that will support other women re-entering the workforce. "ReConnect: Career renewal for returning professional women" is made possible by a \$1 million dollar contribution from CIBC. The Bank will also offer individual financial assistance to participants who need it, and provide expertise in areas such as interview skills and corporate governance.

Last fall CIBC approached Ivey with the idea of developing a program

like ones offered at top U.S. universities, for women with executive potential who have stepped off the career path for some time. "Through our experience of trying to attract and retain talented women, we identified a clear need to do more in this area," says Moss. She was also struck by a 2004 research study done at Harvard. It showed that 37% of highly qualified women step away from their careers at some point, and 93% want to come back. Surprisingly, only 74% succeed in doing so.

Heisz and her colleagues at Ivey embraced the challenge of creating the new program. "We recognize the need for more skilled people in management," she says, "and the data suggests that we were missing out on some excellent talent. We saw this as an opportunity to serve our community."

The first step was to conduct some informal focus groups with Ivey alumnae. Heisz found that women had many reasons for taking time out of their careers. Some had put their spouses' careers first for a number of years. Others had dealt with serious illness or cared for an ill parent, or had been working in the non-profit sector. With input from the focus groups, the program developed several clear goals – to build participants' confidence, refresh their technical skills, help them develop a network, and support them

in integrating work and family.

During an intense one-week residency at Spencer Leadership Centre in London, Ontario, participants study marketing, leadership, the global environment of business, accounting, and strategy. Mock interviews, resumé-writing and career planning workshops help them prepare to market themselves effectively. Speakers, a fun "dress for success" session, and daily fitness classes foster a balanced approach to blending family and career. Most of the learning is case-based or involves interactive exercises. A month after the London session participants gather in Toronto for a final two-day learning experience and graduation. "The program is chock-full," says Heisz. "It's very exciting."

ReConnect will be offered every year, with up to 40 women accepted in each class. The first session is scheduled for completion in late November.

Moss believes that CIBC's investment in the ReConnect program will reap valuable returns. "ReConnect graduates are a significant pool of talent and we expect to see them moving into terrific jobs across the country," she says. "This program will be beneficial to our company, to the broader Canadian community, and most important, to professional women preparing to re-enter the workforce."

PHOTOGRAPHER: NATION WONG





“Through our experience of trying to attract and retain talented women, we identified a clear need to do more in this area.”

Jacqueline Moss, Executive Vice-President, Human Resources, CIBC

THE IVEY IDEA FORUM

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We look forward to seeing you at the ING Centre for The Ivey Idea Forum!



The next Ivey Idea Forum: **EMERGING MARKETS: FOCUS ON INDIA**

Speaker	Gary M. Comerford, MBA '75 , Senior Vice-President, International Distribution, Sun Life Financial Hari Panday , President and CEO, ICICI Bank
Date	Thursday, January 22, 2009
Location	ING Leadership Centre, Toronto
7:30 am	Breakfast and registration
8:00 am	Opening remarks from Ivey Professor Charles Dhanaraj
8:15 am	Address from Gary Comerford and Hari Panday
9:00 am – 9:30 am	Q&A with Gary Comerford, Hari Panday, and Charles Dhanaraj



For more information, please visit: www.ivey.uwo.ca/Toronto/theiveyideaforum.htm

Genius is fifty percent inspiration and fifty percent destination.

Melanie Cooper, HBA '99, Ivey Spencer Leadership Centre

Alumni receive

15% off

meetings

Melanie Cooper, HBA '99, Director of Sales and Marketing for Ivey's conference facilities, is on a mission. "I want to get the word out that Spencer is open for business," she says. "Given the high standards of the School, you can be sure we deliver an amazing meeting experience."

Cooper encourages fellow grads to plan their next meeting at Spencer. "You'll enjoy state-of-the-art facilities, great food and dedicated staff, just two hours from Toronto. And you'll be supporting Ivey too."

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Ivey alumni services and benefits

All Ivey alumni are lifelong members of the School's global network. Here are a few of the services and special offers available to you.

Online Services

Alumni Portal

www.ivey.uwo.ca/alumni/portal

Online services available to all Ivey degree graduates, to help you stay connected with the School and fellow alumni. Services include:

- Alumni directory
- Business directory
- Networking groups
- Network lists
- Chapter information
- Contact information update tool
- Career Management (see below)
- Lifelong Email Address Forwarding (LEAF) service

More services will be added to the portal in the coming months, so check back often.

Career Management

www.ivey.uwo.ca/alumni/resources and click "Career Services"

A web-based recruitment service for alumni, including:

- CareerLeader, a career assessment tool
- Global Workplace, a global network for international jobs
- Connecting with Ivey Alumni and Students

Homecoming

www.ivey.uwo.ca/homecoming

A weekend of special events and activities held at Ivey in London in late September/early October.

It's an opportunity to catch up with classmates and find out what the School is doing. Classes gather for special reunion celebrations every five years after graduation.

Ivey Alumni Association Chapters

www.iveynetwork.ca

Networking and professional development opportunities in cities around the world.

Ivey Alumni Partnership Program

www.ivey.uwo.ca/alumni/partnership.htm

An opportunity to share your advice and expertise with current Ivey students.

Ivey Trading Company

iveytrading.ivey.uwo.ca

Wear the Mark! Purchase sweatshirts, golf shirts, desk accessories and more adorned with the distinctive Ivey logo.

Knowledge Resources

Executive Education

www.ivey.uwo.ca/executive

Ivey alumni receive a 20% discount on any one-week or shorter open enrolment program offered in London and Toronto. Custom programs can be designed to meet your company's needs.

Ivey Publishing

cases.ivey.uwo.ca/cases

Order Ivey cases online.

Ivey Business Journal

www.iveybusinessjournal.com

View all current and past articles of Ivey Business Journal online.

Information Service

www.lib.uwo.ca/business

Access to one of the most comprehensive business libraries in Canada. The C.B. 'Bud' Johnston Library includes a wealth of proprietary search engines for personal searches. Many business information requests can be fulfilled within 24 hours.

Research

www.ivey.uwo.ca/research

Access to the latest applied management research by Ivey faculty members.

Pierre L. Morissette Institute for Entrepreneurship

www.ivey.uwo.ca/entrepreneurship

Learning opportunities for entrepreneurs and family business owners.

Meeting Facilities and Accommodation

Spencer Leadership Centre

spencerleadershipcentre.dolce.com

Executive accommodation and excellent facilities for meetings, executive development, conferences and retreats, located near Ivey in London, Canada.

ING Leadership Centre Toronto

ingleadershipcentre.dolce.com

A great location for meetings, conferences and events in downtown Toronto, with two tiered classrooms, nine breakout rooms and a reception area for 100.

Alumni Association

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ASSOCIATION

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A Message from Kevin O'Brien

Chair, Ivey Alumni Association
Board of Directors

The work of the Ivey Alumni Association (IAA) is focused on building community among graduates of the School. In a strong community, members help and support each other to reach their full potential. The Expectations – Uphold Ivey Principles, Think Ivey First, Be an Ivey Ambassador, and Give Back – reflect the attitudes and actions that create community.

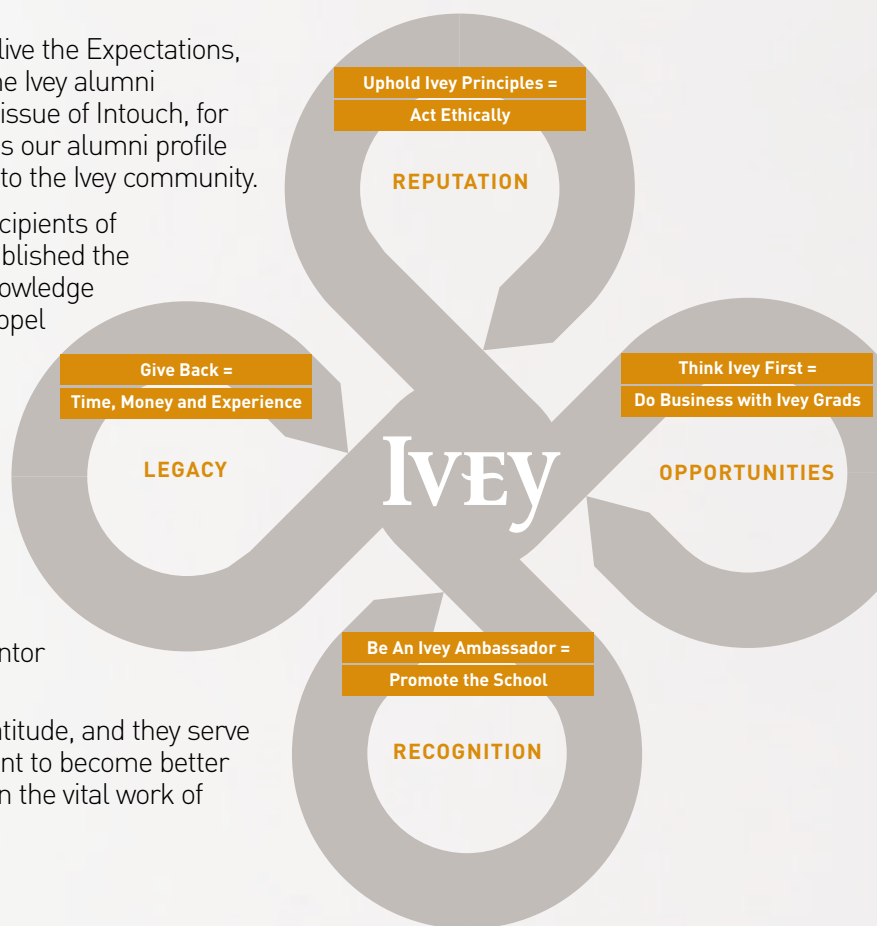
It is a special delight to recognize individuals who live the Expectations, making significant and ongoing contributions to the Ivey alumni community. We do this in a variety of ways. In this issue of Intouch, for example, you'll read about Mark Binns, selected as our alumni profile subject because of the many ways he contributes to the Ivey community.

You will also read about the three extraordinary recipients of the IAA Distinguished Service Award. The IAA established the Distinguished Service Award 10 years ago to acknowledge those who have "contributed time and talent to propel the School toward its goals." Teddy Rosenberg, John Rothschild and Kishore Sakhrani join a pantheon of Ivey graduates who have received the award in the past.

The IAA also presented a Faculty Service Award to legendary Ivey professor Jim Hatch. This, too, is about building community. Over the years we have recognized exceptional faculty members like Jim who transformed lives through their teaching and mentorship at Ivey, and then continued to mentor alumni long after graduation.

These people have earned our admiration and gratitude, and they serve as inspiration for us all. I hope you'll take a moment to become better acquainted with them, and to reflect on your role in the vital work of community building.

Kevin O'Brien, HBA '93
Chair, Ivey Alumni Association
Managing Partner, SECOR Consulting



The Three Pillars Making the alumni network more valuable



Expectations

Deep Talent Pool

Mark Binns, MBA '04, Partner in Torque Customer Strategy, recognizes the benefits of staying connected

“Ivey transformed my career and my ability to run a company”

When Mark Binns arrived at Ivey, there were only two things he was sure of. He wanted the best MBA in Canada, and he eventually wanted to run his own company. Ivey delivered on both. Today Binns is a passionate supporter of the School. “Ivey gave me a lot,” he says simply. “It transformed my career and my ability to run a company.”

While at Ivey, Binns met several fellow students who shared his dream of entrepreneurship. They decided to build a business based on what they saw as a market opportunity for a boutique, focused consulting company. The result: Torque Customer Strategy.

Torque focuses on marketing strategies that put the customer at the centre of all decision-making. “When we want to help a client figure out how to acquire more customers, we get that information from the customers directly,” says Binns. “We look at how customers make a decision to buy the product and what kind of marketing information they care about.”

Binns and his partners have recruited more than 15 Ivey graduates in the past four years. Whenever possible, he uses and recommends suppliers who are Ivey grads. He is a guest lecturer at the School and serves as a professional advisor to students in the entrepreneurship stream. He meets regularly with Ivey grads to discuss business opportunities and has mentored several recent HBA grads.

And he is always ready to share his glowing opinion of the School and the Ivey learning experience with potential students. “Working with students is fun,” he says. “I get a lot of personal satisfaction out of doing it.”

Binns is motivated by a sense of gratitude for everything Ivey gave him, but he also recognizes that supporting Ivey has its benefits. “In the marketing consulting industry we’re selling smart people, and Ivey has given me a deep pool of smart people to work with,” he says. “Being involved with Ivey also helps me expand my professional network. The more successful Ivey and its grads are, the more the value of my degree increases.”

A professional portrait of a man with short brown hair, smiling broadly. He is wearing a dark pinstriped suit jacket over a white button-down shirt. His hands are clasped together in front of him, and he is wearing a silver watch on his left wrist and a ring on his right hand. The background is a plain, light gray.

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THE BEST OF THE BEST

Each year at Homecoming the Ivey Alumni Association (IAA) presents awards to exceptional Ivey graduates and professors. "The IAA has identified four 'Expectations' for Ivey grads," says IAA Chair Kevin O'Brien. "The people we recognize with these awards exceed all expectations, and provide an inspiration and example to others."

Left to Right: Kevin O'Brien, HBA '93, Chair, Ivey Alumni Association, Larry Wynant, MBA '72, Acting Dean, Professor Jim Hatch, Kishore Sakhrani, MBA '83, John Rothschild, MBA '73, Teddy Rosenberg, HBA '73, (not shown) was unable to attend.



PHOTOGRAPHER: NATION WONG

The IAA Distinguished Service Award is the highest honor bestowed by the Association, celebrating people who provide extraordinary service and leadership to the School. This year's recipients are:

Tevya (Teddy) Rosenberg, HBA '73, former Managing Director, CIBC World Markets, and Chair of Ivey's Entrepreneurship Teaching Committee

John Rothschild, MBA '73, Chairman and CEO, Prime Restaurants and a strong supporter of Ivey's entrepreneurship program

Kishore Sakhrani, MBA '83, ICS Trust (Asia) Limited, and a key contributor to Ivey's Asia strategy

The Ivey Alumni Faculty Service Award recognizes outstanding professors who have had a lasting impact in the lives of alumni. This year's recipient was Professor Jim Hatch, an award-winning teacher who helped make finance accessible for thousands of Ivey students.

In addition, two individuals have been honored with the Ivey Alumni Association Award for their work in supporting the Association and its chapters.

Hussain Ali-Khan, MBA '91

Ann Parkin, MBA '01

 www.ivey.uwo.ca/alumni/IAA/awards



"I enjoyed both of my degrees at Ivey enormously. Phenomenal people, lots of good memories. It's nice to see some familiar faces today. We weren't sure we'd make it today – I'm due on Tuesday! – but here we are."

Vicki Sweeney, HBA '96, MBA '03

"My wife knit these scarves for our 25th – there are 25 stripes in each one. That year the weather was beautifully warm, so we sat on them instead of wearing them!"

Roger Doe, MBA '53



"This is my 30th reunion and my son is at Huron College this year. Jim Erskine came to our Friday night reception – wonderful man. We were his first graduating class."

John Tompkins, HBA '78

"We came back because we all loved each other and don't see each other often enough. We have wonderful memories and some great stories, but none that are fit to print!"

Sherry Price, MBA '73

"I came here from Jamaica, one of the first students to get a CIDA scholarship to attend Ivey. I can't believe it's been 25 years – just seems like yesterday!"

Lennox Parkins, MBA '83

 www.ivey.uwo.ca/homecoming

The 5-year Homecoming[^] plan.

2009:

October 2 - October 4

2010:

October 1 - October 3

2011:

September 30 - October 2

2012:

September 28 - September 30

2013:

TBD

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Richard Ivey School of Business
The University of Western Ontario

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RELATIONS**

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IVEY LIVES REMEMBERED



Rossiter Carling Fuller, HBA '36, 1916-2008

“He always said he didn’t have time to die — he had too many things to do!”

In 1932 when London native Ross Fuller began his education at Ivey, it was a very different place. There were only three buildings on the campus – the arts building, the science building and the football stadium. There were just 20 students in Ross’s class, and three professors. Each student was required to write a thesis in fourth year and have it bound. Ross researched “Trade Marks in Canada” and his tome was duly placed in the newly constructed Lawson Library. A synopsis of part of the thesis appeared in an issue of the School’s Business Quarterly publication.

Ross also played on an intramural hockey team and was a member of the soccer team that won

the intermediate intercollegiate championship in 1935. He played bass violin in the university string ensemble.

His grandson, Scott Malone, followed in his footsteps at Ivey many years later. He says Ross had fond memories of his time at the School and was fascinated by the changes that had taken place during his lifetime. “The program was perhaps simpler in those days,” says Scott, “but the core lessons he learned remain. His discipline, work ethic, organizational ability, big picture mentality – all that was shaped at Ivey.”

Ross graduated in the middle of the Great Depression. His starting salary at the Goodrich Rubber Company in Kitchener was \$900 a

year. He soon returned to London to join the family market gardening business. In 1959 he took a job with the London Township school board, and in 1961, after most of the township was annexed to London, he became a purchasing manager with the London Board of Education.

A devoted family man, Ross and his wife Shirley raised three daughters. He was a strong supporter of Empress United Church and a Freemason of high standing. In retirement he and his wife Shirley traveled extensively.

Scott says his grandfather stayed busy, even in his 80s. “He always said he didn’t have time to die – he had too many things to do!” Ross attended the 50th and 55th

reunions of the Class of ’36, and was general chairman of the 60th reunion. Grandson and grandfather attended Homecoming together in 2006 – Ross’s 70th and Scott’s 5th – fulfilling a promise they made to each other on the day Scott graduated. Ross was a faithful contributor to the Ivey annual fund throughout his career.

“My grandfather was one of those natural leaders who always rose to the challenge,” says Scott. “He was honourable, hard working, devoted, and someone who could be counted on no matter what. He lived his life to a high level of integrity. In simplest terms he was a true gentleman’s gentleman.”

CASE STUDY

In this and future issues of Intouch, we will feature a “mini-case” to test your mettle and stimulate your thinking on management issues. You remember the drill—read and analyze the case, develop your ideas, and then discuss them “in class.” To post your comments and read comments from experts and other alumni, visit www.ivey.uwo.ca/alumni/intouch/casestudy

AN ETHICAL DILEMMA

Balancing objectives with norms and values

Sebastian Young, the newly minted President of Asia for the Bank of Toronto (BTO), was between a rock and a hard place. As he prepared for a golf game with the Mayor of Xanadu, he had just been asked if he wanted to place a “small” wager on the match – \$1,000 per hole!

Young, 44, was considered a high flyer with the Bank of Toronto, a major Canadian financial institution. Two years ago, after various domestic roles, Young earned his stripes as the SVP of USA West banking, managing operations from Los Angeles. Under his leadership, the division was able to maximize returns from distressed assets in the movie and entertainment industry.

In recognition of his success, Young was offered the position of President of BTO’s operations in Asia – a high potential but less developed region for the Bank. He knew he was airlifted into the leadership role to turn the business around. For years, BTO had tried to establish a foothold in Asia but revenue growth had been sluggish. BTO still hadn’t established itself as a major player in Asia.

This was a role that would determine the trajectory of Young’s career. Another success would position him well

for the future. A failed effort would devalue this reputation and he knew the talk would start that he was simply lucky in the U.S.

Leader of Asia

Young had been in his position for six months. He worked 12 hour days, six days a week, building his network and getting to know his team and clients across Asia. He had been to more official functions in his few short months in Asia than he had in the previous 15 years. He relished being recognized as the leader of the organization. In Asia, his title garnered real respect.

He wanted to set the stage for success with an early win. Five years of slow growth and unachieved objectives had convinced his team that they couldn’t compete with the big international banks. Turnover of local employees had been creeping higher, with many moving to market leaders such as HSBC, UBS, Citi and even Canadian competitor banks.

Young felt this was a sign that morale was weakening.

Golfing with the Mayor

One way to establish BTO as a player was to land a client held in such high esteem that others would take notice immediately. Young targeted the Government of Xanadu. He scheduled a trip to Xanadu and a whole day of activity was organized – meetings and lunch with various representatives of the government, followed by a private golf match with the Mayor.

As Young was putting on his shoes in the locker room, the Mayor’s aide approached to let him know the Mayor enjoyed making a “small” wager when he played golf – US\$1,000 a hole! While the approach was very cordial, Young was in no doubt that the future relationship between the government and the Bank could depend on him losing the match and paying the wager. It was clear,

too, that this was not the first time such an approach had been made.

Young’s Dilemma

Young knew that kickbacks were still commonplace in many regions but he was caught by surprise. If this was normal business practice in Asia, would he have to do it to establish other relationships and win business? The amount was not the issue; it was the principle. Young wondered how this was different from entertaining his prospects at sporting events and opulent dinners.

What should Young do about this so-called “marketing” expense?

🔗 www.ivey.uwo.ca/alumni/intouch/casestudy

This exclusive Intouch case was created by Glenn Yonemitsu, MBA ’89, Partner, NEXT Strategic Advisors.

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Wear the mark.



Colin Bogar, HBA '05,
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