

Intouch



**"HEALTHCARE IS A VERY
BIG SHIP"**

Stuart Elman, HBA '99, is one of several
Ivey grads working to make care better

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

INTOUCH

Editor in Chief: Kelly Cole

Editorial Board: Bob Beauregard, MBA '62; Kelly Cole; Terri Garton; Mark Healy, MBA '05; Michael Needham, MBA '68; Maura Paré, EMBA '04; Rob Way; Jeff Weiss, HBA '86, MBA '91

Editor: Pat Morden, Morden Communications

Creative and Art Direction, Design: Greg Salmela, Aegis (Toronto)

Contributing Writers: Pat Morden; Max Morden; Kevin O'Brien, HBA '93; Glenn Yonemitsu, MBA '89

Production Co-ordinator: Rachel Condie

Research: Sarah McCarthy

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Advertising Sales: Rachel Condie, Ivey Advancement, 519-661-4101

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Peter Drucker famously observed that “Marketing and innovation are the two chief functions of business.”

Since I first arrived at Ivey, innovation has been the order of the day. When we planted the seeds of Ivey’s unique Cross-Enterprise Leadership™ strategy in 2005, we believed it was time to re-think business education. Today, Cross-Enterprise Leadership is having a profound impact within Ivey and across the academic and business worlds. Our goal is to ensure that Canada, through its businesses and leaders, remains a vital economic player on the global stage.

Cross-Enterprise Leadership is a powerful innovation. So too is our 12-month MBA, one of a handful in North America. But then, Ivey has always been a powerful innovator. During 2008 we are celebrating several important anniversaries under the banner “Ivey First.”

This year is the 60th anniversary of our MBA and Executive Development programs, both firsts for Canada. There are many such programs now but ours continue to rank among the very best.

We are also celebrating the 10th anniversary of Ivey’s Hong Kong campus. It was a bold and controversial move at the time, but one that has reaped enormous rewards for our students and faculty.

We have much to celebrate. I am proud of Ivey’s record of innovation over the past 60 years, and during the first five years of my tenure. I look forward to another five years, working with students, staff, faculty, alumni and friends to find new and better ways to build leaders.

To prepare myself for the next stage in our journey together, I will be taking a leave until the end of December. Professor Larry Wynant will be Acting Dean during this time. He is an able administrator with an unparalleled breadth of experience. The School couldn’t be in better hands. See you in 2009!

*Carol Stephenson, Dean
Lawrence G. Tapp Chair in Leadership*

“We believed it was time to re-think business education.”



COFFEE WITH PROFESSOR TIMA BANSAL

“I am someone who believes deeply that doing good and doing well is what most corporations are about.”

Tim Bansal worked as a government economist and management consultant before entering academia. It was while doing a DPhil at the University of Oxford that she first got interested in issues of sustainability. Today she is Director of the Cross-Enterprise Leadership Centre on Building Sustainable Value and the Academic Director of the Research Network for Business Sustainability

What drew you into this field?

At Oxford you get to think about the big questions, and for me the big question was, ‘Why would firms engage in activities for which there is no obvious financial benefit?’

Since you started, the field has grown enormously. Why?

Climate change and corporate scandals have brought the issues into focus. And through technology and globalization, we are more aware than ever of the global issues, such as poverty and AIDS. But it’s more than just issues. I believe that sustainability is at the core of human nature. Health, wealth, and the natural environment are just about being human.

You argue that the dichotomy between profitability and sustainability is false. Why?

I start with the premise that the world is interconnected. If an organization is going to sustain itself in the long term, it has to be profitable. To do that, it has to ensure that natural resources are not compromised, and that the people who help to generate profits are treated fairly.



One aspect of your research deals with the issue of time and sustainability. What's the connection?

Ultimately one hopes to find a lever that will lead us toward this people/profit/planet synergy. I believe the lever may be time. Over long time horizons, the success of organizations becomes intertwined with the social and environmental health. However, time scales have shortened for a variety of reasons. Firms are going through faster and faster product cycles, and CEOs are spending a shorter time in each position. By understanding differences in time scales, I believe society can accommodate the long-term future while addressing immediate needs.

If a CEO asked you what she could do to make her company sustainable, what would you advise?

The easiest way to drive change is through measurement and reporting. And what can't be measured needs to be driven by the leader's values. If you're a good leader and you really care about this stuff, it will happen.

What do you do when you're not working?

I believe in what I do in my work. So almost everything I do – volunteer work, writing, speeches, research, teaching – is centred around sustainability. My work is my life.

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

IVEY BUZZ

The Sound of Ivey At Work

Accenture Ivey Cup a Weighty Affair

The Ivey Cup started eight years ago as a fun way to get HBA students socializing across sections. Today it's a School tradition. Thanks to Accenture, the competition now has an impressive trophy to award to the winners.

The Ivey Cup is a student-run program that pits HBA sections against one another in a series of challenges. This year students participated in an indoor beach volleyball tournament, a dodge ball tournament and a Jeopardy challenge, among other events.

Jeremy Bornstein, HBA '01, MBA '06, Manager, Strategy Consulting, Accenture, helped organize the Ivey Cup in 2000-2001, his second year in the HBA program. That year events included an all-you-can-eat challenge and a cardboard boat race. Earlier this year he returned to Ivey to present the new \$12,000 Accenture Ivey Cup trophy to the 2008 winners. "For Accenture this is an opportunity to raise our profile by being part of an event that virtually every student participates in," says Bornstein. "It's a great fit with our corporate culture – at Accenture, we value community spirit."

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



"One of the biggest things for farmers is a change in mindset that says, 'I'm running a business, not a farm.' Once they get over that hurdle, they start thinking about the same things any other business person needs to think about."

Don Barclay on the business of farming

"At a time when many Canadian organizations are being sold to foreign companies, Dominic D'Alessandro has helped create a robust international company that will help our economy remain strong well into the future."

Tim Hockey, EMBA '97, Co-chair,
Ivey Business Leader Award Committee

Business Leaders Celebrated

Dominic D'Alessandro, President and CEO, Manulife Financial, will receive this year's Ivey Business Leader Award at a gala dinner on October 29. D'Alessandro became CEO of Manulife Financial in 1995 and has propelled the company to its 14th consecutive year of record financial performance. He led the successful demutualization and conversion of Manulife to a public company in 1999, and oversaw the acquisition of U.S.-based John Hancock Financial Services in 2004. Throughout his career he has also provided leadership to many non-profit organizations.

John Meredith, group managing director of Hutchison Port Holdings (HPH) in Hong Kong received an honorary degree from The University of Western Ontario in March 2008. Meredith pioneered containerization, developing international trade, logistics, security and global leadership. HPH is now the largest privately-owned container port operator in the world with revenues of \$4.2 billion annually.

"Asking for help and advice is not a sign of weakness. Asking for help is a sign of wanting to do what's correct."

Nick Leeson

'Rogue Trader' Visits MBAs

Nick Leeson, the trader who caused the collapse of Barings Bank, addressed Ivey's graduating MBA class in early May. After surviving six years in a Singapore jail and a bout with colon cancer, Leeson has become a sought-after speaker in the area of business ethics. After his presentation, the Ivey students participated in the Ivey Ring Tradition Ceremony, which involves a pledge to behave ethically and honestly and recognize the responsibility they have to the communities in which they operate.

"The change that a company needs to implement cannot be seen as a flavour-of-the-month initiative. Instead, changes must be built into the core of the organizational process."

Gerard Seijts, quoted in The Globe & Mail, April 28, 2008

"Respect is a very under-rated variable of managing the workforce these days. It's almost a lost art in business."

Chris Piper, quoted in The London Free Press, April 21, 2008

LEFT TURN



From CSR manager to medical student

JODY ANDERSON, MBA '00

I've always bounced back and forth between the ideas of medicine and business. After working in environmental education for a couple of years, I got really excited about the concept of using the power of business to create positive change, and decided to do my MBA.

After Ivey I joined Citizen's Bank of Canada as a project manager in CSR and marketing. After six years I was looking for a new challenge. I reconnected with a career counsellor at Ivey and explored the idea of making a major career change.

I'm in the Island Medical Program in Victoria, BC. There are just 23 of us in the class. We take all our classes by video-conference and do all our group work and clinical work on Vancouver Island. We get a great experience – all the advantages of a small program with all the advantages of a big one.

I'll probably do family medicine when I graduate – I'm a generalist by nature and I really like doing a bit of everything. I'm interested in how I can combine my management experience with medicine to make as big a positive impact as I can.

PASSIONS



Heads for the hills whenever he can

RANDY JANG, MBA '77, VICE PRESIDENT, SEMPA POWER SYSTEMS

I started downhill skiing as a complete novice around 1988 with our kids. I've made up for lost time by skiing around 100 days a year for over 15 years.

These days I focus on alpine ski racing, race training, or when the conditions are right, powder skiing with Cat-Ski operators or heli-skiing. But then again, you can find me on the flattest slopes working on technical drills just as often.

One of my most memorable runs was cat-skiing in January 2002 on the massive Kokanee Bowl in the Selkirk mountain

range near Revelstoke, BC. It was an amazingly light dry power run where I would almost submerge below the snow and surface to catch a breath and make sure I was headed to the guide some 50 turns below!

With skiing, the challenge is to soak in all the elements that make the experience unique for that given moment – the scenery, the conditions, the camaraderie, the task at hand, the memories. The simplicity of the sum of all the parts truly results in a Zen moment – the present that makes one's life a peak experience.

"It was completely surreal to be sitting face-to-face with the Oracle of Omaha, for the simple fact that, for all his net worth, the only thing he really wanted to do was learn more, find new value opportunities, dig deeper and at the end of the day, go home to a loving and happy family."

Ivey Students Meet Heroes of Value Investing

Ivey students had the opportunity to meet two of the most renowned advocates of value investing, Walter J. Schloss and Warren Buffett. On February 12, Ivey students were linked by videoconference with 91-year-old Walter Schloss, who told them, among other things: "I like buying companies that have a lot of simple capital, little debt and a management owning a fair amount of stock." On March 31, more than 100 MBA and HBA students spent a day with Warren Buffett in Omaha, Nebraska. After a question and answer session at the headquarters of Berkshire Hathaway, the students had lunch at Buffett's favorite restaurant. One of the organizers of the event, Nick Kuzyk, HBA '02, MBA '08, later blogged about the experience. "I'm pretty sure that the true value of my experience will reveal itself over time," he wrote. "Ultimately the overall moral that Buffett taught us was that all the riches in the world are nothing if you can't stroll the streets of your hometown as you did when you were a kid."

"Don Barclay is an unassuming, gentle, quiet force with a great ability to permeate and enrich the learning experience in a unique manner. This is true learning at its finest."

—An Ivey student

Barclay, Haggerty Win Teaching Awards

Ivey Professor Don Barclay received The University of Western Ontario's highest teacher honor, the Edward G. Pleva Award, in recognition of his many contributions over a 23-year career at Ivey. He was joined on the winner's podium by Professor Nicole Haggerty, HBA '89, PhD '04, a five-year Ivey veteran who was honored with the Marilyn Robinson Excellence in Teaching Award.

CREATING KNOWLEDGE

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

The Price of Married Bliss A new study from Ivey found that in 26 of 28 countries examined, married women earn significantly less than married men. The study, completed by Professor Alison Konrad and Lisa Stickney of Temple University, found that the difference was related to women's attitudes about gender roles. To find out more, visit

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

Canadian Companies Embrace CSR A new report by Ivey and Jantzi Research finds that Canadian companies are investing significant in socially responsible programs. Investments are not mirrored in improved outcomes, however. For example, although companies are investing in diversity initiatives, there are no more women at the senior management level. To find out more, visit

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

Appealing to Selfishness Doesn't Work In a recent study Ivey professors showed the most effective fundraising appeals emphasize the benefits to others, rather than to the donors themselves. Based on a study of appeals by a public television station, Mark Vandenbosch and his research partners also concluded that viewers donate because they feel an obligation to do so when they feel empathy for a person or organization. To read more, visit

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

The Advantage of Magic All companies are searching for competitive advantage — that elusive something that competitors can't replicate. Research by Professor Oana Branzei suggests that competitive advantage can be created from a "magic combination" of ordinary resources available to everyone. To read more, visit

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


 "It's frustrating for an entrepreneur to see that there's more demand than they can service. But it's essential to balance that demand by not stretching yourself too thin."

Stewart Thornhill, quoted in The Globe & Mail, June 16, 2008

"If you are going to change the CEO, do it at the height of your busiest time of year. That gives [the newcomer] time to understand the company, gain first-hand experience of the problems it faces, and then allows for changes to be made during slow periods so the company is ready to improve performance when the business heats up again."

Glenn Rowe, quoted in The Globe & Mail, March 26, 2008

evidence
OTTAWA

"I believe there's a place in Canada for the safety net of a publicly funded health system. I would argue, though, for a less dogmatic view and a more honest and open debate about the role of private healthcare."

Stuart M. Elman, HBA '99, President, Medisys Health Group and Managing Partner, Persistence Capital Partners LP

PUBLIC VS PRIVATE

The Healthcare Debate

PHOTOGRAPH BY JEFFREY GOLDBECK

DESIGN: KAREN LEE

STYLING: HEATHER MCNAUL

PHOTOGRAPH BY JEFFREY GOLDBECK

DESIGN: KAREN LEE

STYLING: HEATHER MCNAUL

PHOTOGRAPH BY JEFFREY GOLDBECK

DESIGN: KAREN LEE

STYLING: HEATHER MCNAUL

PHOTOGRAPH BY JEFFREY GOLDBECK

DESIGN: KAREN LEE

STYLING: HEATHER MCNAUL

Clinique exécutive

TIREZ

"Healthcare is one of the most complex businesses, and that makes major transformational change more difficult. But there are a lot of very smart people working very hard to figure it out, and I'm optimistic that we will move ahead."

Whether you share Seonag Macrae's optimism or not, chances are you have opinions about the healthcare system where you live. It's one of those issues that generate strong emotion and widely divergent views.

And that's not surprising. After all, we count on the healthcare system to keep us well and care for us when we're ill. Healthcare is also a huge and growing part of the economy in developed countries. In Canada, it's a \$160 billion business, and represents more than 10% of GDP. Countries like the U.S. and Switzerland spend even more per capita. Yet despite the massive investment, there are concerns about long wait times, limited access and poor patient safety. With the aging of the Baby Boom generation,

an already over-burdened system faces shortages in many professions at the same time as demand increases.

Most people agree that something has to be done. Some call for more private sector involvement. Others insist that healthcare must be publicly run to ensure equitable access. Ivey stepped into the breach in 2006 when it introduced a health-sector MBA offered jointly with the Schulich School of Medicine and Dentistry at Western. Program Co-Director Dr. Kellie Leitch is Chief of pediatric surgery at the Children's Hospital of Western Ontario and assistant professor at Schulich. "Business mentality and drive are exceptionally important in making the health system work," she says.

Lesley Bell, EMBA '02

CEO, Ontario Nurses' Association (ONA)

BACKGROUND: Nursing at Grace Hospital in Ottawa, member of the ONA Board of Directors, joined the staff in 1991, became CEO in 1993.

IVEY EXPERIENCE: Completed Executive MBA because "a union is also a business and we have to balance our budget like any other organization."

"I believe that people shouldn't have to worry about the ability to pay to get care. It should be a fundamental right for any person in Canada."

I believe that the public healthcare system is sustainable. It requires change, and it's going to require everyone working together to make those changes.

"If you look at other jurisdictions that have private and public systems working in parallel, you find that the private system skims off the top. It deals with easy procedures, and everything else goes to the public system. And right now there aren't enough healthcare providers to be

"Clinicians are working hard to provide patient care at a high level, but they're not being provided with the resources to do their jobs well. This program is about developing the people who can provide the infrastructure and change the system." The program, which just took in its third cohort of students, is getting rave reviews and its graduates are landing top jobs.

Even before the Health Sector MBA, Ivey produced its share of outstanding healthcare leaders. Recently Intouch spoke to several alums about the future of their industry. Not surprisingly, the perspectives are diverse. But they all have one thing in common: a passion for finding creative solutions and delivering great care.

divided into two systems and make them both work. You'd be robbing one to pay the other.

"I think there are places in our system for the private sector. Fundamentally, though, I have a problem with making profits off the backs of sick people.

"There are many things we can learn from the private sector. We can learn how to improve systems and efficiency without de-humanizing the system. I think the two can ..."

PHOTOGRAPHER: NATION WONG

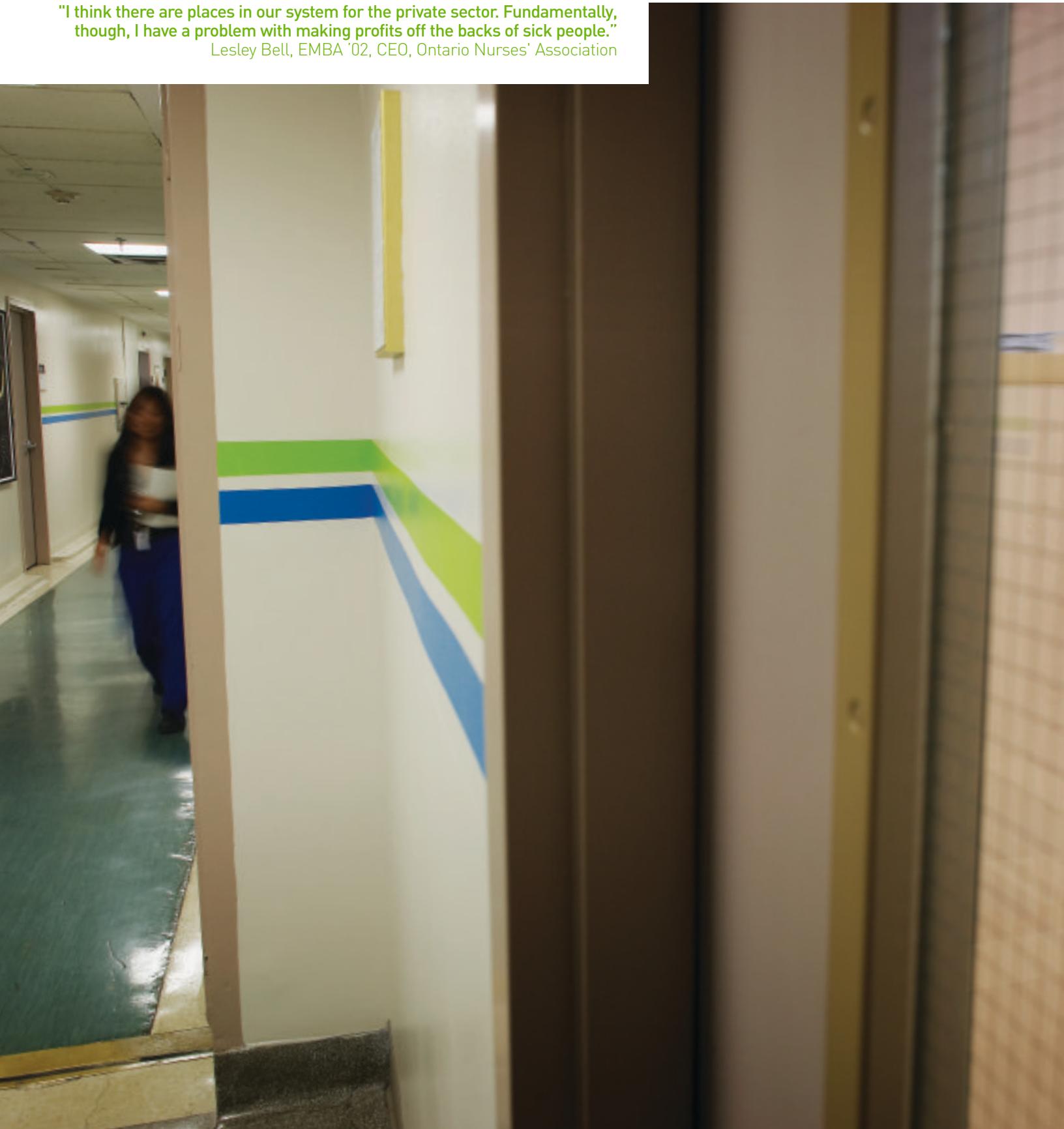




"It's wrong to presume that the private sector has smarter, wiser people in it. I work with a lot of very clever people."
Seonag Macrae, EMBA '04, Executive VP, Clinical Programs and Services, Hospital for Sick Children, Toronto

"I think there are places in our system for the private sector. Fundamentally, though, I have a problem with making profits off the backs of sick people."

Lesley Bell, EMBA '02, CEO, Ontario Nurses' Association



W2 76c

Appointments

Scan
MRI



work together but we need to be clear on who is providing what and not just duplicating services".

Nigel McNabb, MBA '07

Senior Consultant, Deloitte Consulting

BACKGROUND: Public health inspector with Health Canada.

IVEY EXPERIENCE: Enrolled in Ivey Health Sector MBA because he wanted to have more impact in improving healthcare.

"We need to balance public and private sector approaches in healthcare. In the business environment there's a lot of rigor in the decision-making processes and accountability to the bottom line. That has to be balanced with depth of clinical knowledge about the fundamental aspects of running a healthcare operation.

The challenges in healthcare are well documented – demographics, rising costs, a lack of providers, concerns about accountability, and so on. To be sustainable, we need better stakeholder alignment, so that the expectations of consumers in terms of care delivery are mapped against all the different players within the system.

"Prevention is a critical piece. We have to think about what point we intervene in the health continuum. Do we do that early with screening and education? And if so, how do you shift the focus of the system towards prevention? Consumers also have to take more responsibility for keeping themselves healthy.

"I don't think we are at the point where we abandon the public healthcare system in favor of a private system. The public system is enormous and complex, but there are still

opportunities for making improvements and leveraging resources for more effective delivery of care. We need strong leadership, the ability to leverage technology and a focus on data-driven prevention."

Stuart M. Elman, HBA '99

President, Medisys Health Group and Managing Partner, Persistence Capital Partners LP

BACKGROUND: Father (Dr. Elman) founded Medisys in 1987; Stuart worked in Europe with the world's largest classified advertising company after graduating, and then joined Medisys in 2000.

IVEY EXPERIENCE: Applied for HBA program and wasn't accepted; wrote his appeal in the form of a business case; in his first year won the Citibank award for highest marks in his section.

"Healthcare is a very big ship, and very, very difficult to turn around. The issue isn't necessarily more money – it's a question of efficiencies. I think you can achieve efficiencies without compromising quality of care or patient safety.

"What's lacking in our current system is choice. If you or a family member needs access to care, you should have the freedom to choose. That doesn't exist in Canada, which is why some people are going to the U.S. or elsewhere for care. That's a lost opportunity in terms of creating great businesses in Canada.

"Hospitals are great at dealing with acute care issues. But when you think about day surgery and other types of procedures that can be performed outside a hospital, that's where the public/private partnership model would work very well. I see it as almost a necessity. Today healthcare consumes ..."

40% of GDP in Quebec, and 60% of every incremental dollar of GDP. Against a backdrop of an aging population, that math just doesn't work.

"I believe there's a place in Canada for the safety net of a publicly funded health system. It's a wonderful thing. I would argue, though, for a less dogmatic view and a more honest and open debate about the role of private healthcare. I don't think we'll see real systemic change until people are willing to have that discussion."

Seonag Macrae, EMBA '04

Executive VP, Clinical Programs and Services, Hospital for Sick Children, Toronto

BACKGROUND: Nurse and nurse educator, completed Masters in nursing administration, joined Sick Kids as Director of the neonatal program.

IVEY EXPERIENCE: Completed Executive MBA as part of her ongoing commitment to lifelong learning.

"In the Executive MBA my team did a combination of projects in the public and private sectors. It was a big eye-opener for my teammates to see the complexity and uncertainty that we deal with every day in healthcare.

"Any business is unsustainable if it just keeps doing exactly what it's doing forever. Change is difficult but it has to happen. We are now undergoing significant transformational change in healthcare. It's going to be tough for a while, but we'll get through it.

"Healthcare can learn from the private sector, but you have to remember that processes that work in a manufacturing environment won't necessarily work when you're dealing with humans in unpredictable

situations. Sometimes the seemingly obvious solutions don't translate well into healthcare.

"It's wrong to presume that the private sector has smarter, wiser people in it. I work with a lot of very clever people. One advantage of the private sector is that you don't have the public interference. On the other hand, the private sector is all about profit. Companies in the pharmaceutical industry are making a very nice profit, but is healthcare better because pharma is private? I don't think so. Drugs aren't fairly priced."

Mira Ray, MBA '07

Consultant, McKinsey & Company

BACKGROUND: MSc, PhD in oncology, working on post-doc research before enrolling in the program.

IVEY EXPERIENCE: "A fantastic, intense year, the Health Sector MBA met and exceeded my expectations."

"A lot of kinks have been worked out in the private sector that the public sector hasn't had the same pressure to work on. The business perspective we learned at Ivey can be incredibly valuable in a sector that has not traditionally looked at things that way.

"To make the system work we need a better system for planning and the flexibility to respond to change as it happens. The third thing is to make sure we are as efficient as possible with the resources we have. Incorporating some best practices from the private sector can help us create a system that is more efficient and effective, and still provides quality care.

"I don't see myself back in a lab

again, because I really love what I'm doing. In Canada we do incredible academic research but when it comes to commercialization of the research, we fall short. In the long run, I'd like to contribute to that area."

Bryant Tse, HBA '99, MBA '03

Executive VP, Medisys Health Group and Managing Partner, Persistence Capital Partners LP

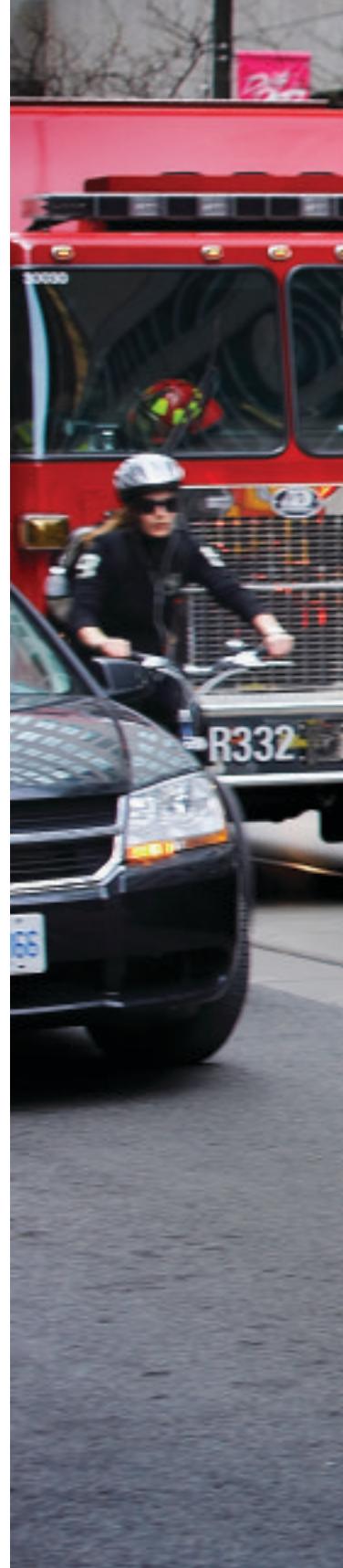
BACKGROUND: Father a dentist; mother PhD in microbiology, interested in pursuing medicine and business when he first arrived at Western.

IVEY EXPERIENCE: completed HBA, worked as an investment banker for Citigroup, and then returned for MBA Direct— "At Ivey, I developed a broad skill set to solve problems, identify opportunities and effectively execute game plans."

"The health system is built on the philosophy that quality patient care with equal access is the Holy Grail. The problem is that along the way we've created a system in which there's little to no incentive for efficiency and improvement."

"Our recipe for success is to let the physicians and other healthcare professionals do what they do best, which is seeing patients, interpreting reports, prescribing the right medications and so on. They partner with us to do what we do best, which is optimizing efficiency, improving staff morale and consolidating purchasing.

If we took that model and applied it to our healthcare system as a whole, there would be a very compelling argument for public/private partnerships to provide a higher quality system with less cost." ←



PHOTOGRAPHER: NATION WONG



"I don't think we are at the point where we can abandon the public healthcare system in favor of a private system."
Nigel McNabb, MBA '07, Senior Consultant, Deloitte Consulting



The beer industry inspires passion
**FOR THE LOVE
OF THE SUDS**



“A German friend told me that he loved Canada but really missed beer. Canadian beer isn’t beer according to the Germans. So I said to him, ‘Why don’t we start a brewery?’ He found me a brewmaster and then I knew I had to do something.”

Ed McNally, DBA ’53, CEO of Big Rock Brewery, has fond memories of his time at Ivey in the early 50s. Like generations of students before and after him, he recalls downing a lot of beer at the CP Hotel, more commonly known as the Ceeps. “I certainly got a lot of beer experience there,” he chuckles. →

McNally returned to his native Alberta to practice law and grow barley. Then in the early 1980s he got an idea. Why not use the top quality malting barley he grew to make really good beer? His German friend Otto Leverkus helped him find Bernd Pieper, a former head brewmaster for Lowenbrau in Zurich. McNally bought a foreclosed building in Calgary and Big Rock Brewery was born.

Like McNally, many other Ivey grads have fallen into the beer business and fallen in love with the industry. Howard Thompson, HBA '88, was just settling into a career as a Toronto-based consultant when he read an article about the fledgling Creemore Brewery in a small town two hours northwest of the city. "I got in touch with the owner. He needed some horsepower so I packed up and moved north," says Thompson. "Soon I was delivering draft beer to the places where I used to have fancy consulting lunches in Yorkville." Thompson went on to become President and CEO of the company. When it was sold to Molson in 2005, he returned to consulting but still misses the people and the industry.

Cam Heaps's story is even more romantic. His father founded Upper Canada Brewing, one of Ontario's first successful craft breweries, and Heaps worked with him there from the age of 14. When the company was purchased by Sleeman's, he and his colleagues had to find themselves new jobs. It was during an "alumni" canoe trip in 1999 that the idea

of Steam Whistle was conceived. "We were reminiscing about our jobs and how much we missed the industry," says Heaps, who participated in Ivey's Quantum Shift program in 2004. "We talked about opening a brewery, and about three weeks later we started to meet and make it happen." The resulting brewery is thriving.

Even in the large companies that dominate the industry the romance of brewing is alive. Will Meijer, HBA '96, worked for Molson as a university student and later joined the sales force, despite his determination to never be a salesperson. "I fell in love with the company and the industry." Today he is Area Vice President, Ontario.

So what's the appeal? The product, of course. There's nothing more Canadian than a frosty glass of beer sipped on a hot summer afternoon (or any other time, for that matter). When asked why he still enjoys his job, McNally says simply, "First of all, I like beer." Thompson agrees. "It's easier to tell a story you believe in, so it's important to align yourself with products that you understand!"

There's a lot of passion around the quest to make a better beer, too. Heaps and his partners saw Canada's "brewing heritage" slipping away and were determined to re-awaken it. "The idea," he says, "was to build a brewery the old fashioned way, to honor the traditional brewing processes, and not to take any shortcuts." Thompson says Creemore's success was also founded on →

"For Creemore the timing was perfect. It was just at the point where the market had decided to abandon the Big Three, some smaller breweries had come on, and the expensive imported products were losing market share to locally produced ones. It was a perfect storm of people being willing to buy premium Canadian beer and having a great product to play into that."

Howard Thompson, HBA '88



PHOTOGRAPHER: NATION WONG



"If you want to be the best at something, you have to focus. That's why we only make pilsner. Canada is a great brewing nation but it doesn't really have a beer that Canadians identify as their favorite. Steam Whistle won't export until we can achieve the position of Canada's favorite pilsner."

Cam Heaps, Quantum Shift '04  www.steamwhistle.ca

"Long gone are the days that one brand could hold 30 to 40 per cent of the market. Our consumers are really splintering. Instead of drinking one brand all the time, they may drink one brand in a sports bar watching the game with their friends, another one when they're down at the pub, and another on the deck or at the cottage. So the challenge is to market in different ways to the same person."

Will Meijer, HBA '96, Area Vice President, Ontario, Molson Canada  www.molson.ca





PHOTOGRAPHER: NATION WONG

developing an outstanding product. "It was a stroke of genius to create a beer that was different but very drinkable," he says. "There are lots of beers that are different but once you've had one, that's enough." Although craft breweries get a lot of attention, Meijer maintains that there are no higher quality standards than those at Molson. "I have heard some people say that Molson is just Canada's most successful micro-brewer."

For the smaller brewers, there's also the interesting challenge of selling a new product in a mature market dominated by big players. Big Rock, Creemore and Steam Whistle have all employed guerilla tactics to compete with the mass advertising used by the big guys. Big Rock, for example, launched a unique cultural event in 1994. The company began holding a competition that invites Big Rock fans to create their own commercials for the beer. The winners are presented with Big Rock Eddies. In 2008, there were run-offs in Edmonton and Toronto, followed by an Oscar-like event staged in Edmonton in late May.

For Creemore, the marketing approach was simple but compelling. "The beer is the same as the company is the same as the town," says Thompson. "Creemore is ideally located for all the weekenders from

Toronto going to Georgian Bay, Blue Mountain and Wasaga Beach." Once a sleepy town, Creemore is now replete with chic shops and cafes.

Steam Whistle chose a more urban approach, renovating an old railway roundhouse near Toronto's waterfront for the brewery and then establishing a presence at local arts and cultural events. "Our marketing dollars are supporting the interests of potential customers," says Heaps. "At the same time, we have an opportunity for face-to-face interaction to introduce the brand and leave a lasting impression."

In a world increasingly dominated by imported beers, wine snobbery and the cocktail craze, is there still room for a robust Canadian brewing industry? McNally thinks so. He hearkens back to a time when there were dozens of local breweries in every city. Rail transportation, refrigeration and pasteurization changed all that. "Now I think transportation is going to get more and more expensive," he says. "The small regional breweries could end up with an advantage." Indeed, Thompson believes it's a matter of national survival. "Beer has a history in this country. The only opportunity for us to have a local, or even a national identity, is for small brewers to emerge and grow." □

"We didn't want to pasteurize our beer because it cooks it, so our brewmaster found a sterile filtration system in Germany. We were the first in North America to use it. The beer comes off the line and runs into the bottles ice cold."

Ed McNally, DBA '53 www.bigrockbeer.com





The Class of '08 is going places. Fast. Our HBA, MBA, Executive MBA and PhD graduates are high-performance leaders, ready for any business adventure. Meet some of the top operatives of '08, as Intouch also pays tribute to the legacy of 007.

"My experience at Ivey taught me many things, but the most important concept I learned was to push myself beyond my comfort zone. I believe that if we stay within our comfort zones, then it is difficult, if not impossible, to achieve our potential." —Tanya Mark, PhD '08 (left)

Special thanks to Nova Sports Equipment Ltd. and Inglis Cycle. Featured: Ducati Superbike 1098



HBA'08

"I view the Ivey alumni network as a larger version of my section. I've learned a lot from my classmates over the last couple of years, and it's nice to know that as I go out into the business world there are alums who I can continue to reach out to and learn from."

—Quillan Quarrington, HBA '08



For Your Eyes Only. HBA '08 grads, left to right: Shannon Field, Sarah Khan, Quillan Quarrington, Zerrin Cetin, Ankit Bhatt, Nicole DeMarsh, Jamie Duncan.

Special thanks to London International Airport and Lexus of London. Featured above: twin 2008 Lexus ISFs

"Being pushed to your limits really changes how you see the world and gives you a huge level of confidence in what you can accomplish."

—Zerrin Cetin, HBA '08

"On our first day, Dean Stephenson said, 'Once you are in Ivey, you are part of it for life.' I did not appreciate that until I discovered how exceptional my peers were and started to develop lifelong relationships with them. I saw how the Ivey alumni community supports its members and graduates from decades ago infuse Ivey into their lives."

—Sarah Khan, HBA '08



MBA'08

“Three most important ideas I will take away from Ivey: pursue your dreams; actively manage and maintain your own personal brand; and reach out to the Ivey community. You’ll be surprised by the advice and help you will receive. Return the favor and give back to the community as your career progresses” —Eunice Fung, MBA '08



Diamonds Are Forever. MBA '08 grads, left to right: Linda Liem, Kristen Sam, Michelle Grech, Cam Carver, Irfan Daya, Aaron Minocha, Joby McKenzie, Eunice Fung.

Special thanks to Diamond Aircraft. Featured above: D-JET

"The case study method can be intimidating but I realized quickly that people at Ivey want you to succeed. The classroom is an open environment where your professors and peers are there to support you."

—Linda Liem, MBA '08

"The first 48-hour report I did opened my eyes to the challenges and opportunities of working in a team environment dominated by strong opinions held by MBA students. In business learning how to manage and negotiate with people is instrumental."

—Joby McKenzie, MBA '08



EMBA'08

TORONTO

Thunderball. EMBA '08 grads, left to right:
Dan Moulton, Cari Giles, Karin Schnarr, Steve Wolstenholme.

Special thanks to Electro-Motive Canada. Featured above: Burlington Northern Santa Fe

"The Ivey experience is like a book of adventures, beginning with 53 students all wondering what they've signed up for. We began growing together as a class and establishing new knowledge and international connections. We will all remember many different moments but most of all, the cohesion our class found throughout the journey."

—Dan Moulton, EMBA '08



EMBA'08

HONG KONG

You Only Live Twice. EMBA '08 grads, left to right:
Robert Kronhofer, Isa Tang.

"At Ivey I learned that it's important to have a framework of knowledge and be able to apply it adaptively, depending on the situation. There is no right or wrong, but consistency and alignment are important." —Robert Kronhofer, EMBA '08

CANADA'S 1ST
HBA FOR BUSINESS (1922)
MBA PROGRAM (1948)
EXECUTIVE PROGRAM (1948)
PHD IN BUSINESS (1961)

NORTH AMERICA'S 1ST
BUSINESS SCHOOL CAMPUS IN HONG KONG (1998)

WORLD'S 1ST
CROSS-ENTERPRISE LEADERSHIP SCHOOL (2005)

Iveyfirst: Youfirst:

The introduction of Cross-Enterprise Leadership is just one of the many ways Ivey has been a leader in management education for more than 85 years. In 2008, the School celebrates the 60th anniversary of both its premier MBA and Executive Development programs as well as the 10th anniversary of its Hong Kong Campus – the first North American business school to make this commitment to Asia.

To mark these occasions, we have launched a campaign that highlights Ivey “firsts” and promotes the fact that Ivey has always been at the forefront of providing relevant, cutting-edge business education, and has developed some of the brightest business minds in Canada.

We realize that there are many possibilities for this theme – and that's where you come in! We're looking for stories such as:

- An Ivey grad who was a pioneer in his or her industry or profession – or introduced an innovative approach in other areas such as arts, athletics, social programs, etc.
- A student-initiated activity or event that took place during your time at Ivey that marked a first of its kind
- A faculty member who introduced a new approach to an issue

We're hoping to trigger some memories that you can share with us. Please take a moment to visit www.ivey.ca/iveyfirst or contact Maura Paré at mpare@ivey.uwo.ca and give us your perspective.

Richard Ivey School of Business
The University of Western Ontario

IVEY
CROSS-ENTERPRISE LEADERS

I am grateful for the education I received at Ivey. It allowed me to have a rewarding and fulfilling career, and to retire early. We can all make a difference by leaving a legacy to the School – a School that enriched our lives.

I hope my commitment will set an example for others.

Wendy Whyte, MBA '83



IVEY

Richard Ivey School of Business
The University of Western Ontario

Legacies for Tomorrow

Planned giving options at Ivey include bequests, gifts of life insurance, charitable gift annuities, gifts of retirement benefits, charitable remainder trusts, gifts of residual interest, gifts of property and gifts of securities. To determine which type of planned gift may be best for you, contact Ivey's gift planning staff at 519.661.3874 or e-mail at tahrens@ivey.ca or visit our web site at: www.ivey.uwo.ca/development.

Thank you for your support.

SUPPORTING IVEY

Scotiabank created the Scotiabank Leadership Awards at Ivey to help recruit students with talent, drive and commitment

Recognizing Leadership

When Jennifer Mitchell was deciding which MBA school to attend, receiving one of the first ever Scotiabank Leadership Awards at Ivey helped tip the balance. Fellow award winner Dan Annie Zhu, HBA '09 Candidate, had a similar experience. Torn between business and medicine, she says the Award "had a lot of influence on my decision to go to Ivey."

That's music to the ears of Sylvia Chrominska, HBA '75, Executive Vice President, Human Resources and Public, Corporate and Government Affairs for Scotiabank. "The Scotiabank Leadership Awards will serve as a key recruiting tool," she said when the \$1.9 million donation to create the awards was announced last September. "At Scotiabank, we are particularly interested in investing in educational institutions that help students acquire the skills, tools and information they need to become leaders in a global economy."

Zhu was born in China and attended high school in Toronto, where she volunteered at the Hospital for Sick Children and the Ontario Science

Centre. During her first two years at Western, she helped implement a heart health promotion program targeted at London's Chinese community.

Mitchell trained as a civil engineer, and then spent four months working on a housing project in Bolivia. She worked for five years with a building science consultancy in Vancouver before starting her MBA at Ivey. During her time in Vancouver she helped to found a local chapter of Engineers Without Borders.

Both women say Ivey was the right choice for them. "It was the first time that I really enjoyed all my classes," says Mitchell. "After my experience in the non-profit world, I appreciated the emphasis on leadership and working in groups." For Zhu, the HBA program was a transformative experience. "It was incredible," she says. "It exceeded my expectations. When I was studying for my final exams, I couldn't believe the amount I had learned at Ivey."

The Scotiabank Group and Ivey have a longstanding relationship that involves philanthropy, student

recruitment and executive education. "I am extremely proud of the multifaceted relationship that Ivey shares with Scotiabank," said Dean Carol Stephenson at the gift announcement. "This outstanding gift supports students with talent, drive and commitment and ensures that financial need is not a barrier to success."

In addition to helping her decide on Ivey, Mitchell says the Award was an affirmation of her commitment to volunteerism "It's really nice when someone else recognizes the importance of volunteer work," she says. "Winning the Award gave me a lot more confidence in terms of demonstrating leadership at Ivey." She hopes to eventually work in the non-profit sector.

Zhu, who sees her future in finance or marketing, says the Award provided powerful inspiration. "I was definitely very honored and very privileged to be the first HBA to receive the Award," she says. "It encouraged me to work harder both in school and in the community."

PHOTOGRAPHER: RACHEL LINCOLN





Jennifer Mitchell (left), MBA '08 Candidate, and Dan Annie Zhu, HBA '09 Candidate, are the inaugural recipients of the Scotiabank Leadership Awards. Says Jennifer, "It speaks volumes about Ivey that alumni and corporations are willing to make a contribution to help recruit the kind of students they want in their programs. The Award encouraged me to come to Ivey and I'm definitely glad I did."



TAKE ADVANTAGE OF US

The Ivey Leadership Centres in London and Toronto are home to Ivey's prestigious Executive programs. But they are also available to you for off-site meetings, training and special events. You get the exceptional customer service and amenities you'd expect from Ivey in a world-class meeting centre setting. In London, we offer 125 comfortable guest rooms and an array of large and small meeting rooms in a beautiful garden setting. In Toronto, the ING Leadership Centre at King and York provides state-of-the-art facilities in the heart of the financial district.

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Your Alumni Association

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ASSOCIATION
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A Message from Kevin O'Brien

Chair, Ivey Alumni Association
Board of Directors

"A master can tell you what he expects of you. A teacher, though, awakens your own expectations."—Actor Patricia Neal

In the immediate post-Enron era, the Traditions Committee of the Association created the Ivey Pledge and Ring Tradition – a formal way to recognize and celebrate the values of the School and its graduates. A few years later, recognizing that the Ivey Alumni network had under-realized value, the Association created the Ivey Expectations – Uphold Ivey Principles, Think Ivey First, Be an Ivey Ambassador and Give Back, finally answering the question, "what does it mean to be a good alumnus?"

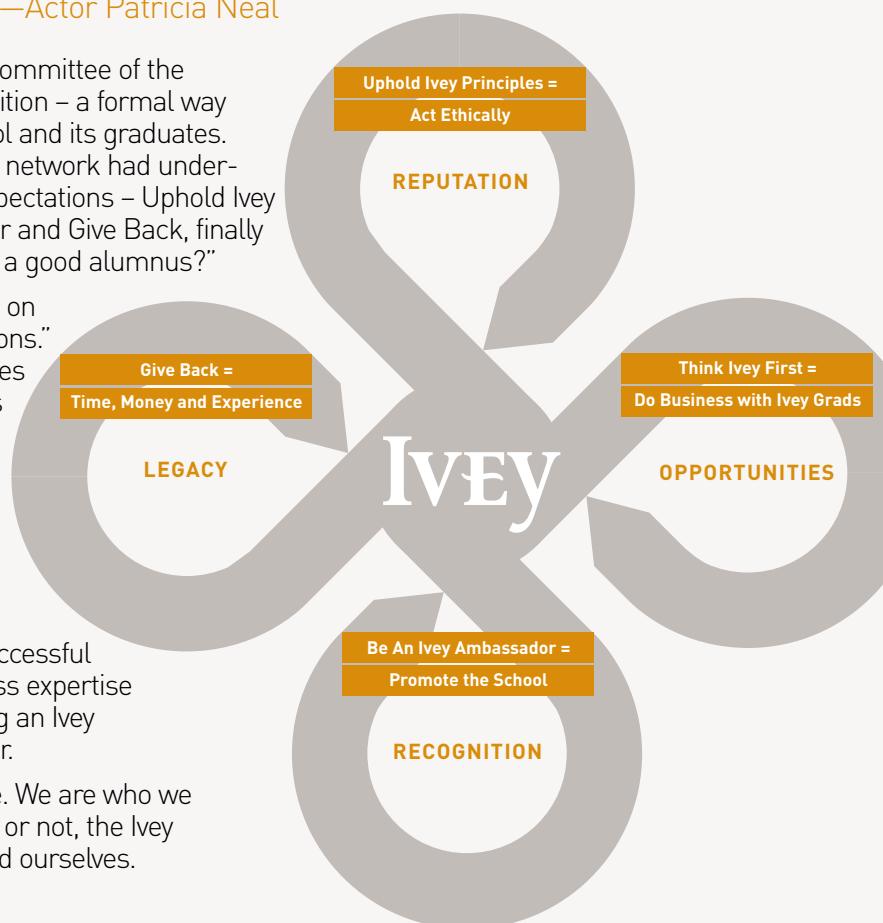
The third step, represented by the elegant graphic on this page, was to explain the "Return on Expectations." For each Expectation, there is a benefit that accrues to the grad who practices it. When each of us lives the Expectations, we all win.

The Ivey Pledge, Expectations and Return on Expectations make explicit something that all Ivey grads understand implicitly. This stuff is in our DNA. Ivey recruits with these values in mind, and fosters them in its students.

Kelly Duffin is a perfect example. After a highly successful career in publishing, she chose to use her business expertise in the not-for-profit world. Thinking Ivey first, being an Ivey ambassador and giving back come naturally to her.

We all chose to attend Ivey because of who we are. We are who we are in part because of Ivey. Whether it's conscious or not, the Ivey Expectations are what we expect of each other and ourselves.

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



The Three Pillars Making the alumni network more valuable



Expectations

Hearing the Call

Kelly Duffin, EMBA '02, is CEO of the Canadian Hearing Society

"Contributing to social issues has been the basis of my whole career. It's what motivates me. I also feel that those of us who are lucky enough to work in senior positions have an obligation to make a contribution."

Kelly Duffin studied English in university, determined to pursue her dream of a career in publishing. She went on to work with Penguin Books, Coles Books, and Random House. She also spent five years running her own business, and helped to launch the Giller Prize for Fiction, now Canada's most prestigious writing award. Looking for a broader perspective on business, she enrolled in Ivey's Executive MBA in 2001. She became CEO of the Canadian Hearing Society (CHS) in 2003.

"The MBA was an amazing experience for me. It was extremely challenging and that's what I really enjoyed about it. It was a very intense two years that opened up whole new ways of looking at the world for me.

"I fell in love with sign language in my late 20s and started studying it as a hobby. I studied it in as many places as I could. When I finished my MBA I started to think about what more I could do, and Random House gave me a great opportunity. Then I saw the ad for CHS and realized that this job would unite everything.

"The biggest challenges in the non-profit sector are financial. One of the things we have done is diversify our revenue streams and continue to grow them efficiently. It has been personally and professionally rewarding to see how we can make that happen.

"I keep in touch with classmates from the Executive MBA. Several of us have changed jobs in the six years since we graduated and we have really helped each other with that. It's a supportive network, whether for connecting with executive recruiters, giving references, hearing about openings or just moral support.

"I hired one of my classmates as VP marketing and business development. She was the best person for the job and has really proved herself. Some of my classmates have become donors to CHS, and two are coming to a CHS charity golf tournament this summer.

"I talk about the Ivey experience a lot. When I was still in the program, I encouraged a publishing colleague to observe one of our classes. She subsequently completed her MBA.

"For me the Ivey MBA was a great opportunity to make a career transition that I couldn't have made without it. For anybody who is thinking about what the next ten years may hold and how they can make change, I tell them that the Executive MBA really created the opportunity for change for me."



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The 5-year Homecoming plan. ^

2008:

October 3 - October 5

2009:

October 2 - October 4

2010:

October 1 - October 3

2011:

September 30 - October 2

2012:

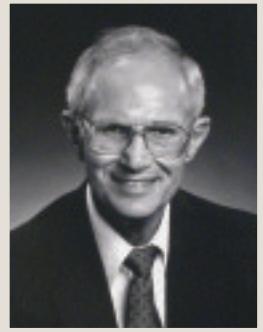
September 28 - September 30



IVEY ALUMNI
RELATIONS

POWERED BY THE IVEY NETWORK

IVEY LIVES REMEMBERED



Al Mikalachki, MBA '60, PhD '64, Dean Emeritus, 1933-2008

"I will remember Al as a consummate teacher, in the most encompassing sense of the word, inside and outside the classroom."

Alexander Mikalachki was the MBA '60 gold medalist. Al stayed on at Ivey to complete the first ever PhD in management in Canada. A longtime professor in organizational behavior, he received the Edward G. Pleva Award for Excellence in Teaching, the University's highest honor. He served as Associate Dean for nearly a decade and as Dean from 1989 to 1990. A brilliant athlete, he was also a member of the Concordia University Sports Hall of Fame. He died on May 27, 2008 after struggling with Lewy Body Dementia for several years.

At his memorial service Professor Nick Fry and alumnus Michael Needham spoke movingly about their dear friend. The following are excerpts from their comments.

Nick Fry, MBA '60

I will remember Al as a true friend. For me he was steady, thoughtful, challenging, encouraging, frustrating, competitive, predictable, stubborn, generous, but above all caring.

I will remember Al as a consummate teacher, in the most encompassing sense of the word, inside and outside the classroom. 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.

I will remember Al as a great athlete, somewhat ruefully, I must say, because our lifetime tennis record was decidedly one-sided in his favor. He had ample natural ability, but what took him to excellence was the way in which he studied these sports; the focused, methodical, disciplined approach he took to them.

I will remember Al for his appreciation of life and its rewards. Four or five years ago, with both of us recently retired, we had a reflective talk about our mutual good fortune over the years with our wives, families, friends, material comforts. We joked with each other about how smart we had been to manage all of this and then in a sober moment he

added: "You know, if it was all over tonight, I'd leave with no regrets. I've had a good life."

Michael Needham, MBA '68

Al's manner of engaging students was unique. From day one he unhesitatingly addressed us by our first names. As he entered a class the first impression was slightly underwhelming but then, kapow! The power of his unwavering focus (on you!) kicked in. As Al listened carefully and looked you straight in the eye there was the distinct sense of being sized up by a hopefully sympathetic expert.

Al liked to get to the core issue quickly and his probing questioning soon did that. Then Al's approach would change and become more challenging. "What do you really want to do?" "Why did you say that?" "Would that help the team?" "Would you commit to that?" And if he didn't think your answers stood up, Al would definitely let you know. But he wouldn't let you leave

without some advice for improvement.

As we grew closer over the years I never lost the comforting sense that Al was my trusted teacher and guide. My sense of what would be "Al's Way" of handling a situation became the measure by which I made many later decisions. The same is true of hundreds of students taught by Al.

I was always thrilled to be in Al's company – he always left you feeling you understood more about life. Damn right I'll miss him. We all will. But Al's message – that will live on, through his wonderful family, through his friends and through the thousands of students he taught in a brilliant career.



James Robert Brakel, EMBA '02, 1966-2007

"He seemed to have knowledge, intellect and wisdom well beyond his years and he would gladly share these gifts in a very calm and articulate way."

Jim Brakel, President of Robert Brakel & Associates Limited in Brampton, Ontario, died in October 2007 after battling cancer since 2002. This beautiful tribute was written by his fellow Executive MBA classmate, John McKenna.

'Still waters run deep' is a phrase that could be used to describe Jim. He confessed to being a wild teenager hanging out with the wrong kind of kids. At a summer church camp the seed was planted for the life in faith that would follow. He also met Jackie, a Baptist minister's daughter, in those troubled high school years.

We knew Jim through our MBA journey with him but few of us knew the trials he was going through. He had just assumed the presidency in his father's business when the sales manager left the business and opened a competing business. Few of us would ever guess the stress he was under. Jim's stoic nature, quiet determination and work ethic were

nothing short of amazing.

He didn't want to miss anything, including a class trip to South America despite health concerns. But oddly he was willing to miss Monday's dessert party at Ivey because he did not think it right to indulge while his people were working hard at the office. That was just the way Jim worked.

Jim and his wife Jackie have two great kids, Tyler and Melanie. However, they felt that their family was not yet complete. When asked why they were considering adopting, Jim said he felt that he and Jackie had an abundance of love between them and that there were children in the world who could share in this love. About four years ago, they welcomed their new daughter, Carly. It is ironic that during a routine physical for adoptive parents, the doctors discovered Jim had cancer in the kidney. About a week after returning from Ivey's South America trip he had the affected kidney removed.

Jim was passionate about his hockey and unwaveringly faithful to his Toronto Maple Leafs despite continual disappointments. While playing hockey in the fall of 2005 Jim was checked into the boards and his arm broke. That's how he discovered that the cancer was back.

Jim was a true gentleman. He seemed to have knowledge, intellect and wisdom well beyond his years and he would gladly share these gifts in a very calm and articulate way. He used his faith to give him strength. He felt he had a calling to be a minister himself and found he could do that by being an ear to anyone who wanted to talk. We miss him dearly but celebrate his life and legacy in our memories of him.

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



NO TIME

An entrepreneur reaches her breaking point

Shari Kell, the 33-year-old President of Networks R Us, a fast growing IT services firm, fell into her chair, exhausted. "I can't do this for much longer. All I do is work and I never feel that I am getting ahead. My husband never sees me. We want to start a family, but who will run the company?"

The Entrepreneur

In 2003, Kell was a successful sales representative at a major computer networking hardware manufacturer. When the company was acquired by a competitor, Kell received a package that gave her six months of salary. She decided to use the funds to go into business for herself.

Networks R Us focused on helping small and medium sized companies (SME) with IT issues. It was a perfect concept: the companies were too small to have their own IT specialist, yet they all had IT problems.

The first year was a challenge. She knocked on doors, went to every networking event, and made cold call after cold call. She also provided the IT services and did the office work in the evening. As she was single, Kell was able to keep her draws low. Slowly but surely, Networks R Us started to get service contracts.

Networks R Us today

Today, Networks R Us employs 20 technicians who service just over 300 customers. In addition, Kell has a lean office staff – a bookkeeper, a receivables clerk, a receptionist, an HR administrator, and herself.

Kell manages whatever doesn't fall under the staff's responsibilities. Kell still does sales calls, negotiates the contracts, arranges the capital assets (leased vehicles and testing equipment), hires the technicians, and helps to collect delinquent accounts.

The company's bookkeeper is good at recording history, but it's Kell who truly manages the finances. Kell's receivables clerk doesn't like making the difficult calls to collect overdue accounts, so Kell has to do that, too. The HR administrator processes all of the required paperwork, does the payroll and manages the benefits, but the hiring

and firing is left on Kell's plate.

New accounts keep coming in (revenue will be \$3.2 million this year) but Networks R Us never seems to have enough working capital. Networks R Us doesn't use bank credit – Kell was advised early on not to trust banks and this was consistent with what her first generation immigrant parents told her: "Don't trust anyone other than yourself." Kell's parents never bought anything on credit, except for their home.

Reaching breaking point

Three years ago, Kell married her longtime boyfriend Greg. He understood she needed to dedicate time to her company but now they both want to start a family. Kell wondered, "How can we find the time?"

Receivables are high at \$834,000 and cash is tight. Yet Kell needs to hire two more technicians to service new clients. She has had to stretch trade

payables and creditors are calling every day. "If we keep adding customers and growing revenues," she wonders, "why doesn't the working capital position get any better?" Why was the company under this much pressure when the financials show they will record before-tax profit of 15% this year?

Kell has been working 11 hours a day. She can't remember the last time she had a nice dinner out with Greg. The stress has reached a boiling point. What should Kell do?

Crack the case, share what you think, and read the thoughts of experts and other alumni online at www.ivey.uwo.ca/alumni/intouch/casestudy

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

 gyonemitsu.mba1989@ivey.ca

Wear the mark.



MBA '08 candidates Lauren Fleming, Kevin Halmos and Jill Newsome



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