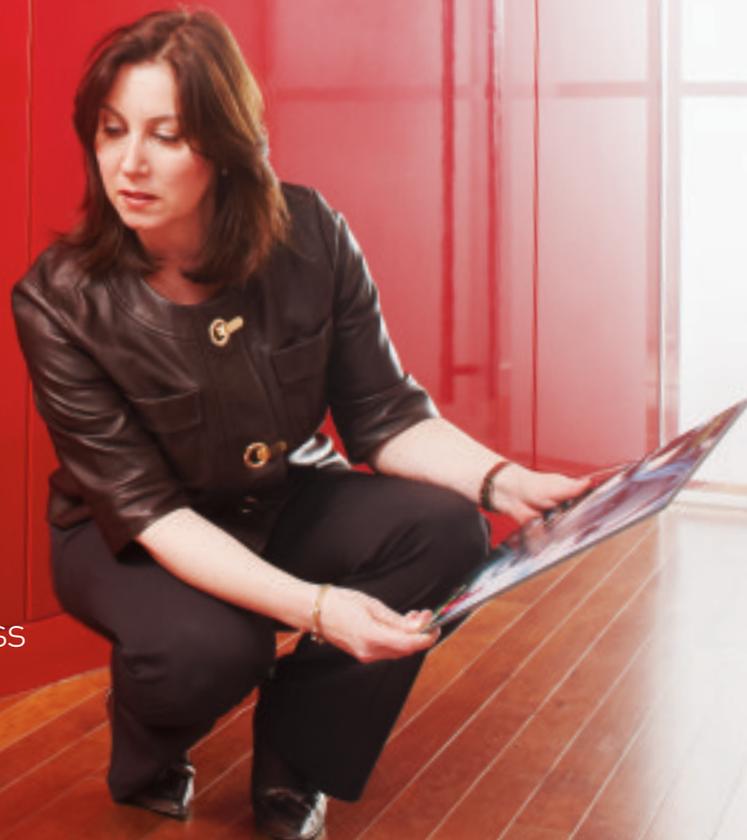


Intouch

RED HOT

Tamara Steele, HBA '85, and other Ivey alumni use creativity and business savvy to build powerful brands





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Ivey alumni are leaders in creating and sustaining unforgettable brands

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Online dating services, spas, jewelry, romantic getaways—all part of the romance imperative

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"Why is Niagara Falls the ultimate romantic destination? The best answer I have ever heard is that the thunder of the Falls is so powerful you can actually feel it in your heart, like love. It makes you feel alive."

Len Cade, HBA '73, Owner
Best Western Cairn Croft Hotel, Niagara Falls, Ontario



LEFT TURN 10

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"I love the clothes and still get excited when the new styles come out."

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INTOUCH ON THE WEB
www.ivey.uwo.ca/alumni/intouch/magazine

LETTERS
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INTOUCH

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Intouch is published by the Department of Advancement at the Richard Ivey School of Business, The University of Western Ontario, London, Ontario, Canada, N6A 3K7

Intouch welcomes input from all alumni for letters to the editor, articles or ideas on themes. Please send all address changes to Advancement, Richard Ivey School of Business, The University of Western Ontario, London, ON, Canada N6A 3K7, via e-mail to alumni@ivey.uwo.ca or over the web at www.ivey.uwo.ca/alumni. Copyright 2009—Richard Ivey School of Business. Reproduction in whole or in part without permission is prohibited.

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Cover Photo: Nation Wong



What a difference six months makes.

I returned in January (after an administrative leave) to a very different economic environment from the one I left in July. Many of you have been asking how the current downturn is affecting the School. I would like to take this opportunity to address the questions I hear most often.

Q. How are Ivey students faring in the shrinking job market?

A. Our students are the cream of the crop; if there are jobs, they will find them. The placement rate for 2008 grads was 91% for MBAs and 92% for HBAs. Understandably, the total number of official job postings for 2009 is down a bit, but we still have an impressive roster of top-tier organizations recruiting at the School. Ivey's Career Management department is working hard to expand the recruiter base, and help students develop personal plans of action.

Q. Is Ivey doing anything for alumni who find themselves out of work?

A. There are several Ivey services available to support alumni, accessible through www.ivey.uwo.ca/alumniportal. They include job postings, a resume service, and other resources.

Q. How is Ivey contributing its expertise to dealing with the current crisis?

A. Ivey's focus always has been on developing and sharing relevant, real-world knowledge. Later this spring, for example, Ivey's Lawrence Centre for Policy and Management will host a critical conference: "Canada-US Partnership in the Obama Administration." I have also consulted with the Ontario and Canadian governments.

Q. What's happening to the School's plans for a new building?

A. We are moving ahead with this much-needed project. The site has been chosen and we expect to select an architect this spring. We will need to raise money to fund our ambitious plan.

Q. How has the School's own operating budget been affected?

A. The major impact is on the income from our endowment funds, and the revenue from Executive Development. We are working hard to bridge the gap.

Q. What is the impact on fundraising?

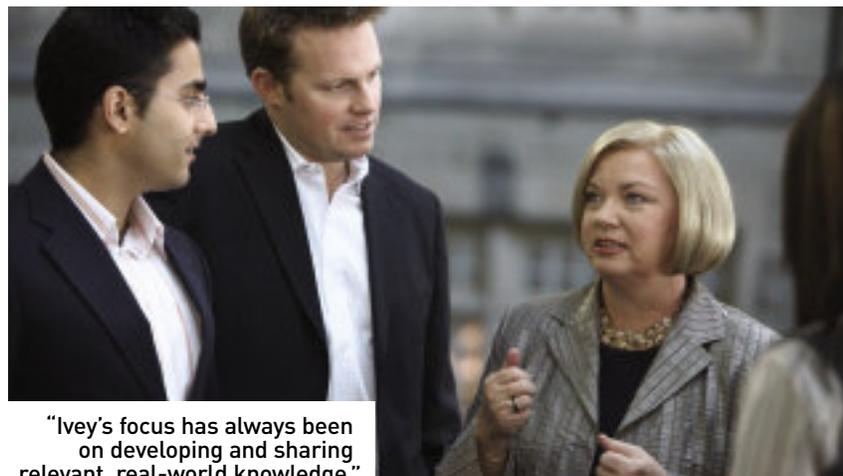
A. Our annual fund is on target to reach our goal of \$3.5 million. Alumni and corporations remain committed, but timing of some major gifts may be delayed. The need to invest in the quality of infrastructure of the School remains despite the economy.

Q. How can alumni support the School in tough times?

A. Do what you have always done—talk positively about the School; think Ivey when you know of jobs, contracts or promising future leaders; and, give what you can. The Ivey network is a powerful force in any economy!

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

PHOTOGRAPHER: BRIAN HILLIER



"Ivey's focus has always been on developing and sharing relevant, real-world knowledge."

COFFEE WITH PROFESSOR DARREN MEISTER

“The HBA is great program that most people in the world have never heard of. By graduating more students and especially more international students, we’re building a global reputation.”

- MULTINATIONAL
- DISTRIBUTED

Darren Meister, Faculty Director of the HBA Program, never thought he'd be a professor. It was while he was doing graduate work at Cambridge University (his supervisor's office was on the same quad as Sir Isaac Newton!) that he fell in love with the academic life. A graduate of engineering at the University of Waterloo, he joined Ivey after teaching at Queen's University and Carleton University. His research focuses on two related topics: technology adoption and the use of technology to transfer best practices. When Darren isn't working, he spends time with his wife Jennifer, and two children, Matthew, 12, and Andrea, 14.

What's your approach to teaching?

If you ask students, they'll probably tell you I'm pretty tough in class. If a student says something that's not well thought out, we're going to spend some time understanding where the thought came from. My experience is, the more you challenge smart people to be accountable, the better they are.

Why did you agree to take on the HBA program?

It's a great opportunity to work with excellent students and faculty. I think I can help the program be recognized as one of the best in the world.

The program is certainly growing—six sections in 2009 and a planned eight in 2011. Can you maintain quality with such rapid growth?

Absolutely. The section-based experience—75 students in the same room for the entire



first year, taught by the same team of outstanding faculty members—isn't changing, and that's the key to program delivery. That hasn't changed. That won't change.

How do you grow quickly and maintain the quality of students?

Simple. We're not just going deeper into the same old pool: we're fishing in new pools. In 2004, 85% of the incoming class was from Ontario. In the 2008 incoming class, it was 70%, with 10% international and 20% from other parts of Canada.

How do you know the quality is there?

If you look at academic record, leadership skills and community involvement, it's harder than ever to get into the program. And we've got recruiters coming to look at our HBAs who haven't come for ages. Last year's class had a 92% placement rate after six months.

What drives you?

Personally, my parents came to Canada from Germany in the early 50s with absolutely nothing, created a great life and contributed to the country. With that example, I feel an obligation to work hard, given the sacrifices they made to give me opportunities. I tell my kids that they are incredibly blessed to be born when and where they were, because it means they can do something great with their lives.

www.ivey.uwo.ca/HBA/growthstrategy

www.ivey.uwo.ca/Faculty/Darren_Meister.html

A NOTE FROM THE EDITOR

Welcome to the Winter 2009 Edition of Intouch, and thank you for the many kind comments we received about our Fall '08 issue.

Recently I've read several articles about alumni magazines by editors of award-winning U.S. publications. They point out that successful universities generally have exceptional magazines. They also stress the importance of creating magazines that are provocative and informative, and engage readers' minds by telling compelling stories.

Above all, they underline the point that an alumni magazine must be a two-way street—responsive to the interests of its readers, as well as carrying institutional messages. Tom Griffin, longtime editor at the University of Washington, says the mission of an alumni magazine is to “keep the link alive between the graduate and the alma mater.”

At Intouch, our goal is to create a publication that's pleasing to look at and lively to read. We shape stories that we hope will entertain, inform and even educate you. In this issue, you'll find a rather light-hearted piece on the “Business of Love,” and a more serious article with some insights from masters of the art of branding. As usual, you'll find news from the School and your Ivey Alumni Association, and the always-popular updates on your classmates.

If we're doing our job right, Intouch should be playing an important role in strengthening the Ivey alumni network. Is it working? Please let me know what you think. Is Intouch engaging you and connecting you to the School? How can we improve? What don't you like? What would you like to see more of? I look forward to hearing from you.

Kelly Cole
Intouch Editor in Chief
intouch@ivey.uwo.ca



PHOTOGRAPHER: NATION WONG

FROM OUR READERS

This issue we offer a sampling of responses to the case study in our Fall '08 issue, entitled “An Ethical Dilemma.” If you'd like to respond to the case study on page 48 or read comments from faculty, experts and other alumni, visit www.ivey.uwo.ca/alumni/intouch/casestudy



I've heard a similar story while golfing with a colleague. His response? “Lets make it \$1M a hole!” Pushing the stakes beyond your opponent's means might not be practical, but it should get a chuckle and break the ice.

Jason Green, MBA '08

Young must decide as to the probability of success of his future career versus his integrity/dignity. No mention is made of the bank's policy on bribes. As it is against the law in Canada, we assume that bribes are not permitted. This attempt to bribe would likely be just the beginning... A possible way out is to say company policy allows only \$100 per green...

Peter Quail, MBA '67

SEND COMMENTS

We want to hear from you. Send us your comments on anything you see in this issue of Intouch magazine (intouch@ivey.uwo.ca), and we'll enter your name in a draw for an Ivey prize pack worth \$50. And don't worry, we can take criticism!

My solution: Smile, if custom allows put a hand on his shoulder, and say, “Sorry, I don't gamble, but dinner is on me.”

Al Hunter, MBA '66

I handle a lot of vendor negotiations all over Asia. While private vendors are used to offering bribes, the government vendors expect bribes in some parts... We maintain a strict no-bribe policy in our company. To begin with, when going into such meetings the person should have done his homework well and be ready for such a request...

Khawar Ahmad Khan, MBA '06

Basically I see it as a bet, with Young representing his company; and that it only becomes an ethical dilemma if Young decides to play below his ability so as to increase his opponent's winnings... Young should determine what the maximum amount he wants the Mayor or he (on his company's behalf) to risk losing. He should set this limit with the Mayor at the start and then play as well as he is capable. If Young does win, then over a quiet beer later he should politely decline his winnings...

Michael Needham, MBA '68

I believe the question comes down to Young's perception of the purpose of the transaction. If he believes it to be merely a bet, and betting is not against his own moral code or company policy, then I see no problem with it. And even if he does allow the Mayor to win by playing slightly below his level, it's often not the money that's at issue—it's the giving of 'face'... Having lived in Asia for over 14 years, I've seen all the tricks, and one to watch out for here is the 'middleman' angle. There's the change that the whole 'wager' is actually a ploy by the aide the Mayor knows nothing about it...

Mark Brown, MBA '95

“Tima has shown great leadership in curriculum development and design, and innovative scholarship in sustainability. I cannot think of a more deserving person to receive this award.”

Acting Dean Larry Wynant

Bansal Honored

Professor Tima Bansal was named the 2008 Faculty Pioneer for Academic Leadership by the Aspen Institute Centre for Business Education in New York City in early November. The awards are considered the Oscars of the business school world and recognize MBA faculty who have demonstrated leadership and risk-taking in integrating social and environmental issues into academic research, educational programs and business practice.

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



“Every time someone comes to me with an idea that involves our capital, I ask, ‘Would you do this with your own money?’ I must ask that 100 times a year.”

Endowment Celebrates Chuck Winograd’s Career

On January 21, colleagues and friends gathered at a special dinner to honor Chuck Winograd, MBA ’71, who retired as Chairman and CEO, RBC Capital Markets at the end of 2008.

Winograd joined Richardson Securities as an analyst in 1971. He became head of Richardson Greenshields in 1987 and then joined RBC when the company was acquired in 1996. Under his leadership, RBC’s investment banking profits soared from \$349 million to \$1.3 billion last year. He is credited with leaving RBC strong enough to weather the current economic crisis.

Winograd, who is one of more than 200 Ivey alumni working at RBC, kept his connection with Ivey alive by helping with the Ivey Business Leader Award Dinner for many years and serving as co-Chair in 2001 and 2002. In celebration of his many contributions to RBC, Ivey and the Canadian business community, \$500,000 was donated to Ivey in his name. Matched dollar-for-dollar by the Ivey Family Challenge Fund, the Charles M. Winograd Endowment will provide \$40,000 annually in support of Ivey’s highest priorities.

“One of the biggest challenges was staying focused and staying consistent with our strategy. Although we did take risks, we were careful not to put the entire portfolio in jeopardy.”

Heather Tobin, MBA ’09 Candidate

Ivey Students Win Investing Competition

During one of the worst stock market declines in history, a team from Ivey edged out 15 MBA rivals to win the Financial Post MBA Portfolio Management Competition.

The Ivey team, which achieved a 28 per cent return, was one of only three that made money during the competition. Team member Heather Tobin described the team’s strategy as “disciplined and conservative,” investing in companies with strong fundamentals that had simply been hurt by the storm in the markets and locking in gains consistently.

Each team in the competition was given \$100,000 in pretend money to buy, sell or short any stock or exchange-traded fund listed on the TSX, NYSE, NASDAQ or AMEX. The Ivey team had \$128,372 at the end of the competition.

“I think our team cohesiveness played a big role,” says Tobin. **“We met frequently and were constantly tapped into what was happening in the markets.”**

“

“The timing couldn’t be better. We are meeting one of the most critical decision-makers of the century at one of our most critical moments.”

Christopher Lau, MBA ’09 Candidate, one of the 10 Ivey students who produced videos that won them the opportunity to attend “An Afternoon with Alan Greenspan,” a Toronto event co-sponsored by the School

“Companies are going to be searching for good people who can help them with the recovery.”

Professor Jeffrey Gandz in The Globe and Mail

“It is a good time to build those bridges, build those roads which, by policy, we neglected in the 1990s because we were broke. This needs to happen as soon as possible.”

David Dodge, former governor of the Bank of Canada, speaking at Ivey in November about the economic crisis



“History shows it is challenging times that create the circumstances for great leaders to emerge. I’m optimistic that history will repeat itself.”

D'Alessandro Accepts Award

On October 29 Dominic D'Alessandro, President and Chief Executive Officer of Manulife Financial, addressed a sold-out crowd of more than 500 at the 2008 Ivey Business Leader Award dinner. D'Alessandro shared his perspectives on leadership and commented on the economic crisis. The Dinner raised more than \$315,000 in net proceeds, a new record, to support student awards and a faculty fellowship.

“I wanted to help with this program because I know how valuable it is for the School and for the students. It’s so important to be able to connect with students, to de-mystify the firms and learn straight up what the recruitment process is like.”

Mike Liebrock, MBA '07

MBA Students Get Connected

In early November MBA students spent a week in Toronto, meeting recruiters and alumni and learning important career management skills.

Fifty companies and 119 alumni and recruiters participated in the Get Connected events, which included a keynote address by Kevin O'Brien, HBA '93, partner at SECOR Consulting and Chair of the Ivey Alumni Association board, industry-related panels, an alumni/recruiter networking night, mock interviews, and corporate information sessions. Michael Liebrock helped organize a new addition to the program, an informal breakfast that brought Fall '07 MBAs together with students who will graduate in Fall '09. Liebrock participated in Get Connected as a student, and found it “invaluable.” This year in addition to the breakfast, he attended the networking night and hosted a reception at the Boston Consulting Group, where he now works. “Of course it’s important for students to connect with older alumni who have been very successful,” he says, “but it’s also useful to talk to recent graduates who have just gone through it all. I was frank and honest about the recruiting cycle, and shared some strategies that worked for me.”

“Students learned how rewarding it can be to work with non-profits because their work has a lasting and visible impact. We hope it will inspire them to take a more active role in shaping their communities.”

Stacey Hsu, HBA '09 Candidate,
Director, Ivey Connects Community Consulting

Students Advise Non-profits

A total of 70 HBA students consulted with 12 London non-profit organizations on issues such as governance, volunteer recruitment, fundraising and long-term sustainability. For example, students working with the Brain Tumour Foundation of Canada drafted a three-year plan for educational sessions with financial advisors and recommended the creation of a monthly newsletter. “The students made a direct contribution to our goal of increasing the number of legacy gifts at a time when we need these gifts most,” said Susan Relecom, Director of Development for the Foundation. Other non-profits included the Alzheimer Society of London and Middlesex, Autism Canada Foundation, Canadian Medical Hall of Fame and Community Living London. Consulting firm Accenture provided each team with two consultants, and gave the project financial and administrative support.



“Even as an infantry officer, the MBA got me ready to run and lead large organizations, ones that are three million people strong. The kind of work you are doing here at the Ivey School is very valuable.”

General Colin L. Powell, USA (Ret.),
speaking at Ivey’s tenth anniversary celebrations in Hong Kong

“To succeed, organizations need four kinds of people: investors, leaders, employees, and customers. All of these segments were diverse in Mr. Obama’s campaign.”

Professors Joerg Dietz and Joe Compeau in *The Globe and Mail*

“The event of Obama becoming president resonates way beyond the political realm... I can’t remember another brand built this fast and this well, in such a short period of time.”

Professor Niraj Dawar in the *Montreal Gazette*

PASSIONS



LARRY AGRANOVE, HBA '50, PHD '71

Opera puts a song in his heart

When I was a little boy, I hated it when my mother would play the Saturday Afternoon at the Opera broadcast. I rejected opera until university when I got in with a group of people who were classical music devotees. They exposed me to opera, and I had a new passion.

The Met used to go on the road, touring to Maple Leaf Gardens in Toronto, and to Detroit. On one occasion I was lucky enough to get some seats front row centre for *La Bohème*, a beautifully romantic three-Kleenex opera. I took a young lady who had never attended an opera before.

She simply melted. We got married and Susan and I lived happily ever after!

I made a major gift to the Canadian Opera Company in honour of the late Maestro Richard Bradshaw. He was an incredible man. When Bob Rae's government killed the plans for an opera house, Bradshaw worked and campaigned and buttonholed people, and eventually got a magnificent opera house built, on time and just 3% over budget. Maestro Bradshaw also put together a number of magnificent seasons of opera, including the complete

Ring Cycle. He conducted brilliantly from the pit. His sudden death affected me deeply, as it did a lot of people.

Once my wife and I were staying in a hotel right across the street from La Scala. We were fortunate in getting two tickets to *Othello*, starring the magnificent Plácido Domingo. When I walked into the building, to my utter amazement I started crying—it was so exciting just to be in such a temple. And then when the curtain went up, I started to cry again. One of the things I like about opera is that you don't have to have any shame about letting your emotions flow.

LEFT TURN



ERIN TOOLE BUDD, MBA '01 www.energyexpressions.com

From printing and graphic design to yoga wear wholesaler

In January 2006 I traveled to Israel with my nephew. On our last day, we had some time to kill before going to the airport for the long flight home. As we were walking along a street I spotted some pieces of the Margarita activewear line through a store doorway.

I instantly noticed the vibrant colours. I'd never seen another line with such an energetic design. Feeling the material I could tell it was very good quality. I spent the afternoon studying the company website and decided

right then that I would try to bring this line to Canada.

I had no experience in retail—I just like to work out. So I went back to Israel that summer to visit the company and secure the Canadian distribution rights. Using my own money, I made an initial purchase, came back to Canada and started to sell.

I learned some valuable marketing strategies at Ivey but I haven't really been able to use them—as soon as I put up my website, the inquiries and sales just started to

come in. The clothing really sells itself. In addition, clothing manufacturers from other lines have since heard of me and have approached me to represent their brands as well.

I like keeping my own hours and being my own boss. I love the clothing and still get excited when the new styles come out. The most important thing I learned from the MBA program is that you can be successful at whatever you choose to do.

CREATING KNOWLEDGE

Ivey professors and graduate students create new knowledge around issues that are top of mind for practicing managers. Their findings translate into competitive advantage for people in the know. www.ivey.uwo.ca/research

Is Driving a Sports Car like a First Kiss?

A recent ad compared driving an Alfa Romeo sports car to the ecstatic sensation of a first kiss. Ivey professor Miranda Goode says that's an example of using an experiential analogy—one that compares a product to an emotional experience. Does it work, and if so, why?

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

It Works

Professor Greg Zaric's research, recently published in the Canadian Medical Association Journal, takes a close look at the real issues involved in Vancouver's highly controversial safe injection site. Zaric found that the site improves health and saves the system money. What can management science do for your business?

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

Never Again

The sponsorship scandal in Canada rocked the political landscape. It also brought about the reinstatement of the Comptroller General's office to ensure it doesn't happen again. Professor Vaughn Radcliffe recently explored the move as a managerial response to an ethical crisis and made some interesting discoveries.

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

Go Ahead, Mess Up!

You don't hear that advice often, but perhaps you should—learning from mistakes can be valuable. Professor Fernando Olivera's research explores how organizations can help their employees recognize, own up to and learn from their mistakes.

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

Swords into Plowshares

Ongoing research by Professor Oana Branzei and PhD candidate Samer Abdelnour is exploring how entrepreneurship can empower individuals living in extreme poverty and help communities rebuild after war. "Our findings surface important pro-development, pro-peace functions of business activities," says Branzei. Their work led to a forum on Grassroots Enterprise Capacity in Darfur and Southern Sudan, and some exciting success stories.

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

“

“One thing the Chinese government should consider doing is to pump money into the U.S. economy, rather than the Chinese economy. Then you increase demand for Chinese-made products.”

Professor Shih-Fen Chen on the Chinese government's economic stimulus package on CBC Radio

“The great thing about retailing is that it is one giant ongoing experiment in which the results from new efforts are known within a few days or weeks. Indeed, this recession may be the time to go on the offensive with enthusiasm and creative common sense.”

Professor Ken Hardy in the National Post

Brand New

From celebrity scents to retail empires, bubbly drinks, pet food and phones, Ivey grads are helping to build brands that stand out in a crowded marketplace.





PAUL DANONDS
THE ART OF BEING A WOMAN

PAUL DANONDS
THE ART OF BEING A WOMAN

A portly man is stretched out on the back of a couch in the family room, rumpled and sleepy. A woman enters the room, followed by a nicely-dressed couple. “Boris, our neighbors are here,” she announces brightly. Boris turns onto his substantial belly and asks grumpily, “Did they bring any food?”

Boris, although played by a human actor, is of course a cat. He stars in one of a series of TV advertisements that breathed new life into the Whiskas cat food brand. “Real cat people recognize that the moments of affection with their cats are few and far between, and that food is often involved,” says Jay Bertram, HBA ’83, President of TBWA/Canada. “By celebrating the essence of cats, we were able to disrupt the category and refresh the brand.”

Bertram is one of many Ivey alumni who practice the arcane art and science of brand management. A brand, says Stephen Quinn, MBA ’84, Chief Marketing Officer for Wal-Mart Stores U.S.A., is “shorthand for the promise that a company makes to its target audience.” Victoria Caswell, HBA ’97, Senior Brand Manager for Diet Coke, agrees, adding that brands promise both functional and emotional benefits. “Diet Coke offers great taste and no calories,” she says, “and it also stands for style and sophistication.”

Wade Oosterman, MBA ’86, Chief Brand Officer for Bell Canada, argues that branding is even broader. “A brand is the embodiment of what a company stands for,” he says. “It’s a clear set of expectations that customers have of that organization, and everything—pricing, product development, customer service—must be aligned with it.”

Branding can differentiate a

product or service, encourage more people to try it, build customer loyalty by transforming a transaction into a relationship, and in many cases, command a premium price. But it’s also important to understand what a brand can’t do, says Luke Sklar, HBA ’78, whose company Sklar Wilton works with icons like Mars, Heinz and Harvey’s. “A brand can’t compensate for a weak product or inferior performance. It can’t manage your expenses or ensure excellent execution.”

According to Niraj Dawar, the R.A. Barford Professor in Marketing Communications at Ivey, every enterprise has a brand. “The real question is whether you’re managing your brand effectively, or just letting it happen.” Building and sustaining a powerful brand takes a lot more than clever advertising. “If you do brand work carefully, nothing is accidental,” says Oosterman. “Everything has a purpose, a reason and a logic behind it.”

Based on his research, Dawar identifies five key elements in branding: targeting the right customers, making a promise that’s relevant to their needs, delivering on your promise, being consistent, and executing with imagination.

Hit the target

Choosing a target audience and developing a relevant brand can help to clarify a company’s strategy, says Quinn. “It’s tempting to think that you

can be all things to all people, but as a brand that’s impossible to communicate and simply not credible,” he says. “In Wal-Mart’s case, we went back to our customers and they told us that what they valued was low prices and saving money.” With that insight in hand, marketers developed “Save Money. Live Better.” The tagline has also become a company mission. Wal-Mart continues to engage with its customers on a daily basis, using new customer insights to inform every aspect of branding.

Be relevant

TBWA helps its clients develop a relevant brand through a process called “disruption.” The agency researches the conventions around the category, and then creates a vision that turns those conventions on their head. The Whiskas ads are an example of a successful disruption. The campaign was wildly popular with cat owners and pushed sales up substantially.

Stand and deliver

Bertram notes that in today’s fast-moving and crowded marketplace, companies face a “crisis of attention” and a “crisis of credibility.” That’s why he encourages his clients to base their branding on a belief system and a set of associated brand behaviors. “When brand belief and brand behavior are aligned, that’s when you get →

“Television can’t do everything for your brand. The landscape has become much more fragmented in terms of how people receive messages. Marketers must take a look at what else is available to them to reach their consumers. With on-line channels you can reach people with more tailored branding messages because you know who you’re talking to.”

Victoria Caswell, HBA ’97, Senior Brand Manager, Diet Coke

“Consumers are human and humans are rational but they’re also very emotional. When you create and deliver a promise that consumers can integrate into their lives, you create something with magic. You build a long-term relationship.”

Jeff Caswell, HBA ’95, Vice President of Marketing, Evian

PHOTOGRAPHER: NATION WONG



“Our goal is to create a new market space by understanding the conventions that are constraining the category and unleashing the hidden aspirations within the organization by disrupting those conventions.”

Jay Bertram, HBA '83, President of TBWA/Canada



“Our company holds a mirror up to our clients and asks if they really understand the hopes, dreams, fears and needs of their customers. The more they understand, the better they can place their product or service in a positive yet truthful light. Vision is powerful, but in this world of high stakes, it’s helpful to confirm vision with real consumer input.”

Luke Sklar, HBA '78, President, Sklar Wilton & Associates

“If your customers believe that your company does the right thing and is honest and fair, then you’re already halfway home when something goes wrong. If you continue to be open and upfront and to communicate effectively about what happened and what you’re doing about it, I think dealing with a crisis can be relatively straightforward.”

Wade Oosterman, MBA '86, Chief Brand Officer, Bell Canada

powerful traction in the marketplace.”

Oosterman agrees that authenticity is critical. “If the brand is what the company stands for, then all the products and services you deliver have to be supportive of that. There must be truth in advertising.”

Stay the Course

Consistency is what makes a brand a brand: once consumers decide they like a product, they know they can count on it to taste or perform the same way each time they buy it. But Jeff Caswell, HBA '95, VP Marketing for Evian, notes that brands are also dynamic, constantly changing in response to the needs of their customers. “Branding is not linear,” he says. “It’s a circle that starts with the brand’s history and heritage, works with consumers, and then evolves based on what we are learning.” Evian, for example, is named for a health spa established in the 18th century. Yet Caswell and teams from around the world meet every six weeks to discuss the brand in the context of consumer research. One way Evian has moved with the times is by modifying packaging to be more environmentally friendly, and committing to become a carbon-neutral brand by 2011.

Oosterman recently oversaw a complete re-launch of the Bell brand, supporting a new corporate strategy based on improved customer service and enhanced network investment. “The new brand,” he says, “is clear, bold and instantly recognizable. The taglines ‘Today just got better’ and ‘La vie est Bell’ reflect our commitment as a company to deliver on our strategy.”

Imagineering

Dawar says the best brands use imagination in every aspect of execution, from understanding consumer needs to formulating a unique promise and delivering the message memorably. Quinn agrees. “The real magic happens when you pull the story together in a way that is

credible and believable and gets into the mind of the very savvy consumer.” Bertram calls this process “media arts”—using every available medium to its best advantage in a way that is consistent with the brand belief system.

When the going gets tough

Branding is traditionally associated with glitzy full-on marketing campaigns. So what happens when times are tough and marketing budgets are trimmed? “Great brands can emerge even stronger with more share at a time when their weaker competitors are more vulnerable,” says Sklar. Winning during a downturn doesn’t necessarily mean a big investment: it could be product innovation, packaging, distribution, or improvements in service. Bertram agrees, pointing to research that shows that companies that maintained or increased their investment in branding during the 1970s recession emerged with a significantly larger market share.

Caswell notes that when the economy is poor, consumers make “trade up” and “trade down” decisions. Evian, primarily served in expensive restaurants in North America, is hoping that consumers who are no longer going out as much may buy Evian to help re-create the restaurant experience at home.

Wal-Mart was identified as one of the winners in the otherwise bleak holiday season of '08. Although Quinn agrees that the company’s focus on saving money is timely, he doesn’t think brands should be adjusted dramatically in response to the economy. “For retailers with brands that stand for say, fashionable or tech savvy, it would be a mistake to try to stand for low prices,” he says. “It’s just not credible and they’re putting their original brand at risk when things improve.”

Boris would surely agree. After all, he knows that only cats can be cats. <—



Branding with Britney

If you live on Planet Earth, you’re probably aware that Britney Spears has been through some tough times in recent years. For most of us, her escapades helped fill a few minutes in a waiting room or on a treadmill. For Tamara Steele, HBA '85, they’re serious business.

Steele is Senior VP Marketing at Elizabeth Arden, a publicly-traded company with \$1.3 billion in sales. Most of its revenue comes from the sale of fragrances—Elizabeth Arden’s own brands, brands associated with leading designers, and an extensive portfolio of celebrity brands that include Spears, Elizabeth Taylor, Hilary Duff, Mariah Carey and Usher.

Steele says celebrity brands sell because they’re aspirational. “When you wear White Diamonds by Elizabeth Taylor, you feel glamorous, beautiful, and elegant. All the imagery associated with the celebrity is built into the product.” Spears attracts a different demographic but the appeal is similar. Her first fragrance, Curious, was targeted at women 16 to 28, says Steele. “They are women who like her music and her style while recognizing that she goes through real-life situations and pushes boundaries. They understand her.” Both celebrities come with millions of loyal fans.

Of course, there are risks associated with celebrity brands. While negative publicity about Spears’ personal life cooled the enthusiasm of some retailers for a brief period of time before her return to the spotlight in late 2008, most of her fans continued to purchase her fragrances. Steele says it’s crucial that a celebrity brand be more than the celebrity—it must be a sophisticated and high quality product with strong brand positioning and marketing programs carefully crafted to meet the needs of the target market.

Some people might be surprised to learn that celebrities are quite involved in the development and marketing of their own fragrances. Elizabeth Taylor, who has several fragrances under her name and whose White Diamonds fragrance has generated over \$1 billion in retail sales, sees everything and gives unambiguous feedback. Says Steele: “If she doesn’t like something, it’s very clear.”

What do celebrity brands tell us about the nature of branding itself? “The world of celebrities and the world of celebrity branding blur”, says Steele. “Celebrities understand that branding is a powerful tool through which they can manage their image, add value to consumers, evolve and even reinvent themselves. In reality celebrities are brands.” <—



Cupid Inc.

Spa owner Eveline Charles, Quantum Shift '07, is just one of many members of the Ivey community in the business of love.



“Most people can expect to meet maybe ten people in a year the old-fashioned way. We can help them meet ten people in a week. This is technology at its best, empowering people and broadening their horizons.”

In the early 1990s, when Nicholas Paine, HBA '83, and his partners approached banks for a loan to support their rapidly-expanding business they were met with blank looks and shaking heads. “We’d walk in and say, ‘We have no assets, just a few PCs that are depreciating at 50% to 100% a year, but our gross margins are over 90%.’ They’d say, ‘This is too good to be true—nothing but pornography earns money like that.’ It was hilarious.”

Funny maybe, but the banks missed out on a very good opportunity—a business built on the basic human need for companionship and love. At the time it was called “Tele-personals,” but it’s better known today as Lavalife, one of the world’s oldest and most successful online dating services.

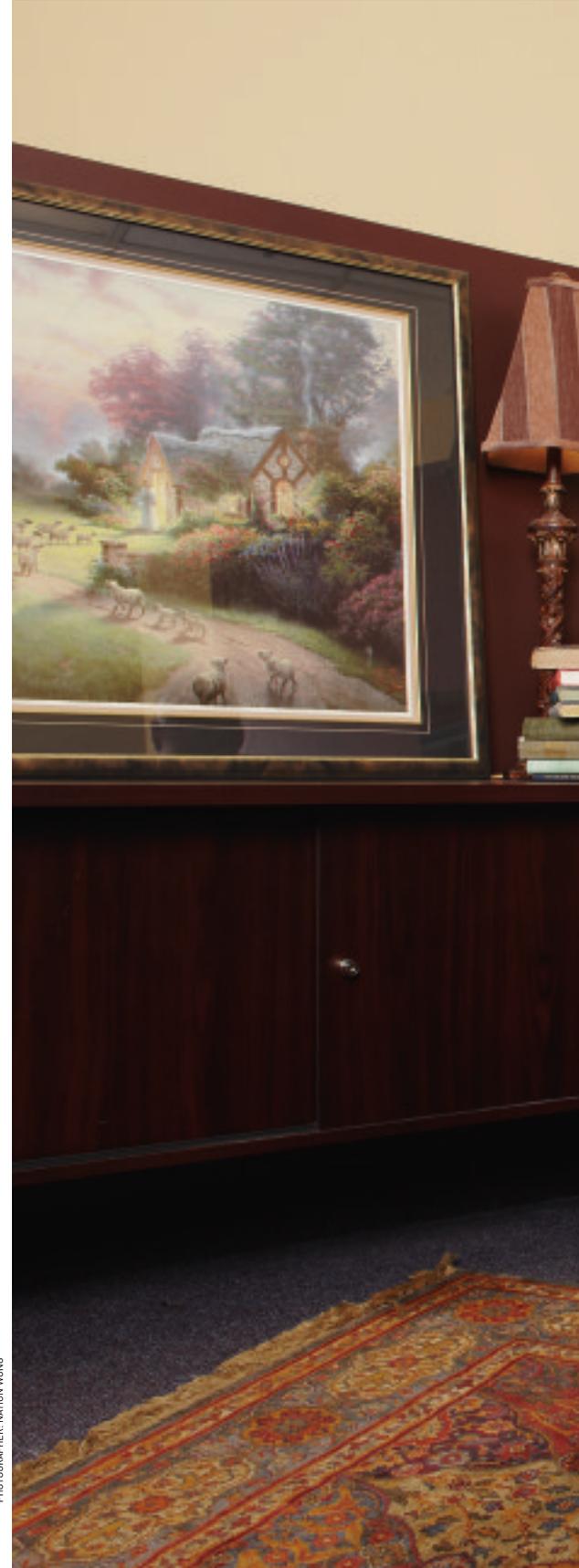
The founding partners in Lavalife started out dabbling in the business of celebrity voice tapes for answering machines—meeting the growing consumer need to have Elvis answer the phone when you’re out. It wasn’t much of a jump from answering machines to using PCs to answer telephones automatically and interactively. The partners developed a product called “Tele-classifieds”—a version of newspaper classified ads available by phone using the technology-du-jour, voicemail. Within voice classified, they soon found that personal advertisements had the most potential. Expansion

was rapid, leaving the company well positioned for the Internet revolution in the late 1990s. Webpersonals launched in 1997 and became a hit.

By 2001 the founding partners had left the business in the hands of a professional CEO, with a mandate to create an over-arching brand. Lavalife was the result. Today, the company offers its voice, Web and mobile services in more than 60 markets across the United States, Canada and Australia.

Paine says his experience with Lavalife opened his eyes to the fallacy of Hollywood-style romance. “The way you were supposed to meet your partner was by accident—you go to a cocktail party and your eyes meet across the room, love at first sight. But there’s a massive gap between the aspirational romantic model and the reality of human loneliness.” Lavalife helps its subscribers to meet more people more quickly, with the result that many form lasting relationships.

But that, says Paine, isn’t always the point. One unique feature of Lavalife is that subscribers can choose the kind of relationships they’re looking for—long-term, casual, or intimate. Again, it’s a feature rooted in reality. “Through testing and adapting, we learned that our customers are not always looking for marriage,” says Paine. On the other hand, he notes that all content is carefully monitored. →



PHOTOGRAPHER: NATION WONG

"I'm bringing people together and creating happiness that they might not otherwise find. That's a legacy that will far outlive me."

Sam Moorcroft, MBA '95, President and CEO, RealCafes.com Inc



Sam Moorcroft and wife Pollyanna at home awaiting the birth of their second set of twins



**“For a bride, it’s best to go with something simple and classic
—you’re going to be looking at those pictures 20 years from now.”**

Eveline Charles, Quantum Shift '07
President and CEO of EvelineCharles Salons and Spa



PHOTOGRAPHER: DANIEL HAYDUK

Sam Moorcroft, MBA '95, discovered online dating services when he found himself single and unemployed in Toronto in the late 90s. After some false starts, he came across a U.S.-based site specifically for conservative Christians, and ended up meeting women locally and across North America. A friend suggested that he create his own site, and Moorcroft and brother Philip, MBA '97, jumped in.

His brother continued to work full-time as a financial analyst while Moorcroft returned to tree-planting during the summer as a quick and easy way to make money. The rest of their financing came in the form of short-term low-interest credit cards, which they swapped when the introductory rates ended. At one point the servers for ChristianCafe.com were hidden in Moorcroft's bedroom cupboard—"a million-dollar business in a closet!"

The key to the success of Christian Cafe.com was filling a niche in the market. Moorcroft knew from the women he had dated that they wanted to meet believers like themselves. "They said that way half the battle was already won." The Moorcrofts also chose to make Christian Cafe.com a subscription service. "It was unheard of back then," says Moorcroft, "but we rejected the ad model right from the start. When the dot com bubble burst in 2000, we knew we had been right." They have since added JewishCafe.com using the same business model, and BarBrasil.com.br, a generic site for Brazilians. ChristianCafe.com has grown into a multi-million dollar operation, and is now celebrating its tenth anniversary online.

Like Paine, Moorcroft learned that the yearning for love and romance is a basic human need. "Toothpaste, toilet paper and romance—you need them,

no matter what," he says. "We're recession-proof, as far as we can tell." The other big lesson for Moorcroft? "People come in all sizes, shapes, colors, creeds and backgrounds, but there's someone for everyone."

Including Moorcroft himself. He met a woman online who taught English as a Second Language in Toronto. They became friends, and through her he connected with a young Brazilian woman in her class. She eventually joined the small staff at ChristianCafe.com to help with marketing. Sam and Pollyanna have been married now for five years, and recently had their second set of boy/girl twins.

"I'm passionate about what I do," says Moorcroft. "I'm bringing people together and creating happiness that they might not otherwise find. That's a legacy that will far outlive me." ◀

(Almost) All You Need is Love

Of course, online dating is just the beginning of the business opportunities that arise from the biological urge to meet and mate. Meet four others whose businesses cater to those with stars in their eyes.

Eveline Charles, Quantum Shift '07,
President and CEO of
EvelineCharles Salons and Spa

"Gift certificates to the Spa are very popular because people want to give pampering to their loved one. At Valentine's Day we had a special campaign suggesting a gift certificate for the one you love. And if there isn't anyone in your life at the moment, we say, 'Love yourself!'"

"We have a bridal concierge

who works with brides to make all the bookings and communicate back and forth. Brides are busy and don't have much time, so they want someone to take care of them. Mostly it's hair and make-up on the day—manicures and pedicures are usually done a couple of days earlier.

"We always try to recommend to a bride not to do anything too crazy with hair and makeup. We have trial days before the wedding. When we do a

trial day, we have happy brides. When we don't, sometimes we have tears. "We always tell the bride not to get her makeup done until an hour or two before the wedding. We use a really good foundation and then a nice pressed powder to lock it in.

"We appreciate brides, of course, but the fact is they're often late and always very emotional. The more planning they do, the less emotion happens on the day of the wedding." →

Len Cade, HBA '73

Owner, Best Western Cairn Croft Hotel,
Niagara Falls, Ontario

“Why is Niagara Falls the ultimate romantic destination? The best answer I have ever heard is that the thunder of the Falls is so powerful you can actually feel it in your heart, like love. It makes you feel alive. There is scientific evidence that Niagara Falls produces the largest volume of negative ions in North America. Negative ions help the body produce endorphins. Basically, the Falls are an aphrodisiac!

“In the old days Niagara Falls was more of a honeymoon destination but it’s still a very popular place for romantic weekends. When honeymooners show up they are given a certificate that entitles the bride to free admission at any of the local attractions.

“We have two specialty rooms in our hotel. One has a red heart-shaped tub surrounded by mirrors and a canopy bed with smoked mirrors on the underside of the canopy. The other has a lovely brass bed, a large Jacuzzi tub, a sitting area for two, and a double shower.

“For romantic activities, you can take a carriage ride through Victoria Park, bike the Niagara Parkway to Niagara-on-the-Lake, take off in a helicopter and land at a winery for dinner, try your luck at the casino, or have dinner at the Skylon Tower 775 feet above the Falls (as long as you don’t get queasy when you realize the room is rotating!)

“From time to time someone proposes right here at the hotel and the couple decides to get married on the spot. Our staff members secure the minister, make the arrangements and are often asked to witness the event.”

Dan Stock, HBA '78

Owner, CruiseShip Centres,
Newmarket, Ontario

“There are a lot of elements to cruising that make it perfect for a romantic getaway. You can be active, you can be relaxed. You can dine in the main dining rooms or one of the specialty restaurants. There are great spa facilities. And although you can stay connected by Internet or phone, there’s a sense that you’re really away. Many ships have private balconies where you can sit back and enjoy cocktails or breakfast. There’s lots of entertainment to choose from—you can sit in a quiet lounge and listen to the orchestra, or take in a full-fledged Broadway-style show.

“There are many wonderful destinations, too. The Mediterranean is nice for a romantic getaway—Venice, Naples, the Isle of Capri, the Greek Islands. Or you could cruise the Hawaiian Islands and stay on one of the islands before or after the cruise. Mexico is wonderful, too.

“Many couples choose to get married on a cruise. Some ships even have chapels. Friends and family come along, and the staff will arrange a private reception and dinner and a special suite for the bride and groom. Some couples arrange to get married when the ship docks at an island, in a little local church or on the beach.

“Cruising has changed a lot in the past 15 years. It used to be mainly something for an older generation. Now there are ships that cater to everyone. There are massive ships that are floating cities, and much smaller ships with maybe only 100 passengers. What’s nice about the smaller ships is that they can visit different ports. That can make for a very special honeymoon.”

Brent Trepel, HBA '84

CEO, Ben Moss Jewelers

“Throughout civilization, diamonds, gold, and pieces of jewelry have been used to show love. Diamonds are one of the rarest stones available. They are millions and millions of years in the making. Over the years De Beers has played a large part in creating the idea that diamonds represent the ultimate gift, and it’s caught on around the world.

“The rule of thumb for an engagement ring is two months’ salary. Of course, our clients are often buying something very important at an early stage in their lives. We have a lifetime trade-up guarantee—at any time in the future customers can come back and trade up to a higher-priced diamond and receive the full 100% credit for their initial purchase.

“After the engagement ring, the big five are the anniversary ring for the right hand, the eternity ring, diamond earrings, a diamond bracelet and a diamond necklace. Men are most comfortable with diamonds, but women buying for themselves are more geared to colored gemstones and gold.

“There’s a lot of trust and confidence involved in a jewelry purchase. You’re spending a huge amount of money on a tiny little thing and you’re relying on someone else for the diamond quality, the diamond weight and the gold value. We’ve been in business since 1910. We also try to provide a warm, relaxed environment with staff members who are really interested in the customers and their events, as opposed to simply closing the sale.”

PHOTOGRAPHER: NATION WONG



“Valentine’s weekend is big here. The hotels are generally booked and many offer special romantic getaway packages.”

Len Cade, HBA '73, Owner, Best Western Cairn Croft Hotel, Niagara Falls, Ontario

Canada's Rhodes

Ivey launches prestigious scholarship program with help of committed donors

“This is more than a scholarship for a couple of years. It’s about building a legacy among recipients and patrons and within the School—a legacy based on the concept that education is for life, and Ivey is for life.”

That’s Michael Kanovsky, MBA ’73, President, Sky Energy Corporation, talking about the newly launched Ivey Leaders program. Kanovsky helped develop the program and is one of its first donors. Ivey Leaders will provide HBA and MBA student scholarships valued at half to full tuition (\$10,000 to nearly \$70,000 per year depending on the program). Scotiabank has also created two awards under the new program.

Premier business schools in the U.S. compete for top students by offering attractive financing packages, including merit-based scholarships, to cover the full cost of education. Although some 45% of Ivey MBA students receive some form of financial award, the average amount is small relative to the cost of tuition. In the HBA program less than 23% of students receive any form of assistance. “There’s no shortage of applicants to Ivey,” says Kanovsky, “but costs continue to go up. There are exceptional candidates out there who might not be able to attend Ivey, or more likely, might be attracted to an educational institution outside Canada by an offer of financial support.”

Ivey Leaders will help ensure that top Canadian students stay in Canada,

and that the best and brightest from around the world consider Ivey as an option. Recipients of the scholarships will be encouraged to stay connected to Ivey and to recommend the School to others. Ultimately, the program will help improve Ivey’s competitive situation, build its international profile, and strengthen its global network.

Kanovsky said it was an easy decision to become a “Champion” of the Program. “Ivey has a special place in my life,” he says. “I had an exceptional experience there—it was a time of great personal development. When I was approached to consider supporting something truly unique, the idea appealed to me.”

Kanovsky started his career in investment banking, and then became a founding partner in Northstar Energy Corporation, which eventually merged with U.S. giant Devon Energy. He had already established an endowment in his parents’ names, the Dr. Samuel and Mrs. Vera Kanovsky MBA Award Fund, and will now be adding to it to create an award that will cover at least half the tuition of an MBA student.

Students will be selected for Ivey Leaders on the basis of their exceptional leadership potential, as measured by scholastic achievement and community leadership. Champions have the opportunity to name their scholarship and will have direct contact with the students their gifts support. They may,

if they choose, play a mentorship role—an opportunity, Kanovsky says, to give back some of what they took from Ivey. Says Dean Carol Stephenson: “Students who are selected for this program will benefit for years to come from their connection to an outstanding network of donors and fellow recipients, all committed to enriching the world class Ivey brand.”

In addition to financial support, Kanovsky hopes the Ivey Leaders program will some day have the prestige associated with Rhodes Scholarships. Established after the death of diamond baron Cecil Rhodes in 1902, Rhodes Scholarships were designed to educate future leaders by supporting them to study at the University of Oxford for two years. “The Ivey Leaders program will attract and train future leaders who will contribute to our great country,” says Kanovsky. “When someone says she is an Ivey Leader, it will have the connotation of being the cream of the crop.”

Ivey is currently seeking other individuals and organizations that believe in the concept of Ivey Leaders and are willing to support it financially. Says Kanovsky: “I challenge my fellow alumni to think about their experience at Ivey, and to think about how their lives have been impacted by their days at Ivey. I encourage them to share, not just of their financial resources but also of their time and experience.”



PHOTOGRAPHER: LYLE STAFFORD



“The Ivey Leaders program will attract and train future leaders who will contribute to our great country,”

Michael Kanovsky, MBA '73, President, Sky Energy Corporation

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Melanie Cooper, HBA '99, Ivey Spencer Leadership Centre

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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/portal and click "Career Services"

Web-based career services for alumni, including:

- CareerLeader, a self-assessment tool
- Job postings specifically for Ivey alumni
- Job Hunter, job postings from thousands of job boards and corporate websites

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. Morrissette 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

Kevin O'Brien Reports on Alumni Survey

Chair, Ivey Alumni Association
Board of Directors

Last April the IAA's Voice of Alumni Committee completed a survey of Ivey alumni to explore some key issues for the Association. We wanted to know what you thought about your experience at Ivey, both during and after your time at the School, and what the IAA could do to build strength and value in the Ivey alumni network.

Ultimately, our goal was to foster two-way communication. We wanted to hear from you, but we also wanted to improve our outbound communication. That's why I'd like to take a few minutes to highlight some of the findings of the survey.

First, let me thank the more than 1,000 alums who participated in the survey. That level of participation attests to the vibrancy of the Ivey network, and bodes well for the future.

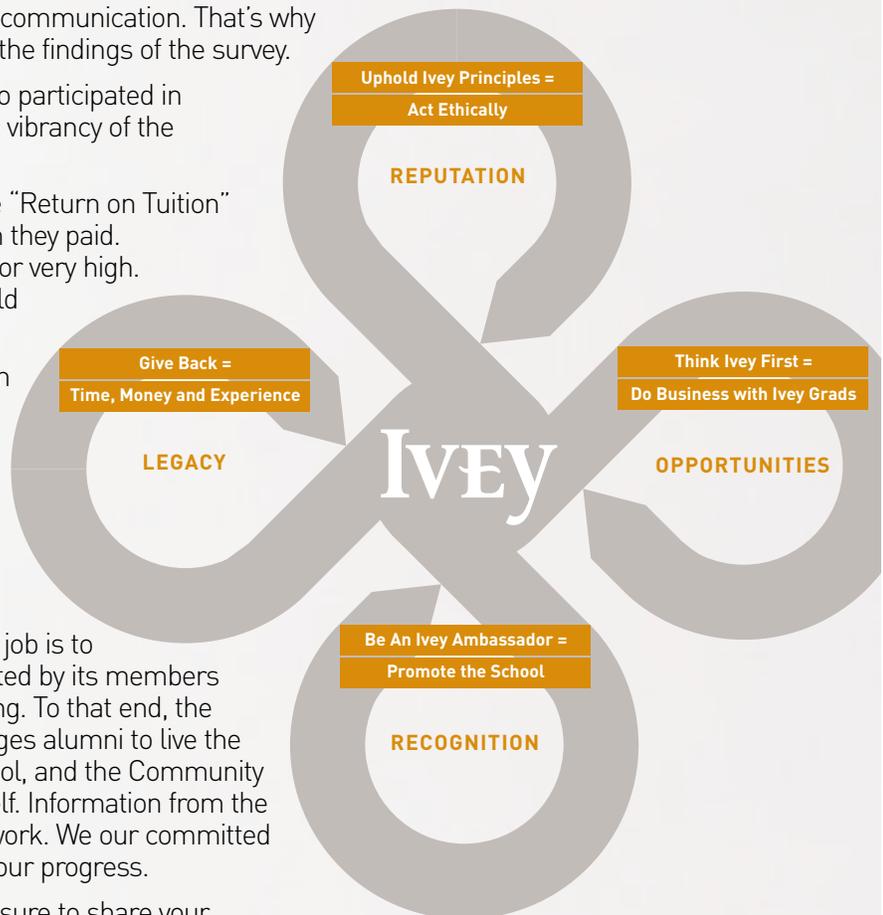
One survey question asked respondents about the "Return on Tuition" —the value of their education relative to the tuition they paid. An overwhelming 84% rated the Ivey ROT as high or very high. I doubt there are many business schools who could boast such a positive response.

Another question explored the sense of connection alumni have with the Ivey alumni community. Some 43% rated their association as high or very high. Put another way, more than half did not feel a sense of connection. This confirms what I've long suspected—that the Ivey alumni community, although strong and united, doesn't really think of itself as a community.

And of course, that's where the IAA comes in. Our job is to make this a community that is valued and supported by its members—a community to which people are proud to belong. To that end, the IAA's Return on Expectations Committee encourages alumni to live the Ivey values and support one another and the School, and the Community Committee is working to build the community itself. Information from the survey will help them establish priorities in their work. We are committed to doing the survey annually so that we can track our progress.

Watch for the next IAA survey next month, and be sure to share your perspectives with us. We're listening!

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



The Three Pillars Making the alumni network more valuable



Expectations

Thinking Ivey First

John McNain, HBA '93
Vice President, Strategy and Marketing, Capital One

“An Ivey degree is more than a two-year classroom experience: it’s a brand that we are associated with for life. So it’s in our own interest to continue to grow and leverage the brand.”

In high school John McNain decided he was going to Ivey. There was room for three choices on the university application form for first year. He chose Western, and two of its affiliated colleges, King’s and Huron. His guidance counsellor urged him to include at least one other university to hedge his bets but as McNain says, “I knew what I wanted.”

And he got it—a high quality business education, surrounded by other motivated students and outstanding faculty members. “By far the best part of the program was the opportunity to work closely with a small group of talented people and see the spirit that developed in our HBA section.” McNain also spent a semester at a university in Belgium. He says the Ivey experience helped him develop a talent for “integrative thinking” and appreciate the value of team work.

After Ivey, he spent five years working in telecommunications as the industry underwent deregulation. He considered returning to Ivey for his MBA but instead chose to broaden his perspectives by attending Wharton. After working with Bain Consulting, he joined Capital One Canada, where he is now Vice President, Strategy and Marketing.

McNain attended his 15th reunion in October and regularly meets for breakfast with a group of former section mates. Three years ago, he worked with Professor Robert Fisher to write an advertising case based on Capital One.

McNain is a strong believer in “thinking Ivey first” when he’s looking for expertise to support new business initiatives. “It’s just natural to reach out to my network,” he says, “and Ivey is a big part of my network.” For example, McNain has

worked with Gord Sanford, HBA '93, MBA '99, at Deloitte Consulting, and Kevin O'Brien, HBA '93, at SECOR. He has also recruited a number of graduates from Ivey, including Dion Yungblut, MBA '03, who joined Capital One right after his MBA and has gone on to become a Senior Director.

McNain supports Ivey financially on an annual basis. “It’s simply the right thing to do,” he says. “Ivey helped me get started and I’m now enjoying the benefits of a very successful career. It’s right to do what I can to ensure that others enjoy the same educational experience in the future.”

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IVEY LIVES REMEMBERED



John Cheshire, HBA '43, 1920-2008

“The friends you make at university last a lifetime.”

Warton, Ontario native John Cheshire attended Ivey during World War II, graduating in 1943. Because many young men were at war, it was a small class and its members were very close. Canadian Officers in Training replaced other intramural activities, and after third year all students attended a 3-week training camp at a local golf course.

For a small-town boy, university was a shaping experience that opened John's eyes to the larger world. He joined the Army Medical Corps after graduation, achieving the rank of Captain. The combination of his university and military experience taught him how to assess, motivate, evaluate and reward people—important skills in his business career.

After the war, John ran into Ivey professor Fred Jones, who recommended him to a job in with Hobbs Glass. The glass industry was

a great fit, calling on his business knowledge, building savvy, sales ability and people skills. He managed sales in the Maritimes, London, and Toronto, successfully bidding for the glass contracts for the Toronto Dominion Centre and Terminal One at Pearson Airport. After retiring as a VP of PPG Canada, he continued to contribute to the industry as President of the Insulated Glass Manufacturing Association.

John and his wife Shirley were married for more than 60 years, and had two children, Robert and Pamela. He was a devoted and thoughtful husband, a fun-loving father, and a mischievous grandfather to four. He loved a good party, mixed bridge or a weekend with guests at the lake. He was always generous, contributing his time and talents to Kiwanis, his community, and his church. He also contributed to business mentoring

projects in South America.

“John was a happy person,” recalls his daughter Pam. “Success breeds happiness, or perhaps happiness breeds success. A chance encounter with Fred Jones gave him the opportunity, and his training and experience gave him the knowledge and confidence to succeed.”

John helped lead the creation of the “HBA '43 Meeting Place” at Ivey to commemorate the 60th anniversary of his class graduation. Both Robert and Pamela are graduates of The University of Western Ontario, and his son-in-law Jim Gallagher is an Ivey alum and good friend to the School.

John valued the bonds he formed with his university classmates and was proud of their accomplishments. He told his children and grandchildren: “The friends you make at university last a lifetime.”

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

AND THEN THERE WERE TWO

Selecting the right candidate

“Who is the best person for the Sales Manager position?” debated Michael Chin, the Vice President of Business Development for The Trac Corporation. Chin had shortlisted two candidates and while both were qualified, each person brought different strengths to the role.

The Trac Corporation

Trac was a leading dealer of materials handling equipment for industrial, production and warehouse facilities. Products included forklifts, pallet jacks, dock equipment and storage racking. A privately-owned \$100-million business with locations across the Midwest, Trac had been in business for more than 50 years. The company serviced customers from ten locations and employed just over 150 people.

The Economy

With major automakers in severe financial distress, Trac was feeling the pain. The company had seen its revenues and profitability drop significantly in fiscal 2008 and prospects for 2009 were not bright. But Trac’s president and major shareholder always preached that a slowdown is an opportunity for good companies to win market share from the competition.

Novi Branch

The sales manager in the Novi (a fast-growing suburb of Detroit) branch had decided to retire, rather than weather the slowdown. The Novi branch represented almost 20% of Trac’s revenues and profits. But with the downturn of the auto industry the branch’s performance declined in 2008.

Sales Manager Candidates

Chin decided that he had enough qualified candidates for the position within the company and didn’t need to look outside, especially when the company might have to consider some downsizing measures. Two individuals were shortlisted: Steven Green and Don Canton.

Green, 57, was a 30-year veteran sales representative from the Novi branch. He served as the previous Sales Manager’s second-in-charge and knew all of the customers. Chin believed that

Green, who trained in the School of Hard Knocks, would easily slip into the manager role and everything would continue as it had in the past. Promoting Green would be well accepted internally.

Canton, a rep at Trac’s Grand Rapids branch, was almost the opposite. In his mid-30s, he was university-educated, confident, and aggressive. Before joining Trac, Canton was in sales with one of the large equipment OEMs, so he brought with him many different ideas and processes. These ideas were not always welcomed by everyone, but in the two years he had been with Trac he had become one of its most successful reps.

Chin’s Dilemma

Chin’s mind was racing. Green was the safe choice and at this point in the economic cycle, security could be valuable. Canton was not familiar with the area, he didn’t know the customer base, and he had never managed. But

he had some innovative ideas. Novi was Trac’s most important branch. Could Chin afford to take on the risk of someone who was not tried and true?

Chin wondered how the economy should affect his decision. A revenue decline was probably inevitable and Green was less likely to try different tactics to counteract it. Canton’s novel approaches might be risky but could win share during this declining market.

Chin knew he had to make a decision for this crucial role at his most profitable branch. He wondered what criteria he should use to frame his decision.

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This exclusive Intouch case was created by Glenn Yonemitsu, MBA '89, Partner, NEXT Strategic Advisors. gyonemitsu.mba1989@ivey.ca



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