


Intouch



India's Century

Vishal Jain, MBA '93, and many other Ivey alumni, are embracing the opportunities of an economy growing at a dizzying pace.



*“In India you can’t be a spectator:
you have to become part of the story.”*

Mayank Jain, MBA '99

Owner, Shyama Power

INTOUCH FEATURES

14 **The Tiger in the Room**

After the economic miracle of the 1990s and a strong performance during the 2008-2009 recession, India is poised for exponential growth. In the last two months of 2009, Canada and Ontario sent trade missions and Ivey also staked a claim. We asked some Ivey alumni to talk about what’s happening in a country that is still mysterious to many of us, and how best to realize its opportunities.

22 **Where Good Work Happens**

It’s the secret formula that every employer is looking for— a combination of benefits, perks and environment that attracts and retains the best and inspires employees to top performance. But maybe the real draw is meaningful work and a sense of belonging?





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Passions

Kevin Smith, HBA '92, has known the agony and the ecstasy of competitive long-distance running. He knows what it's like to be sidelined. He knows what it's like to start over. He knows what it's like to win. Now he helps others race toward their personal goals.

*“Running is like an addiction.
After a great run, I feel like I can do anything.”*

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Intouch on the Web
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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.

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Cover Photo: Nation Wong

Dean's Message

Ivey is committed to being a truly global business school. It's in our mission and it's part of our day-to-day approach to teaching and research. That's why we are interested in learning more about how to do business in and with India, and bringing that knowledge into our classrooms.

As you are no doubt aware, India has undergone some remarkable changes in the past two decades. It has developed many sophisticated enterprises run by exceptional leaders. The second most populous country in the world, it now has a burgeoning middle class that is already estimated at 300 million and is poised for exponential growth. India will eventually be the fifth largest consumer economy in the world.

Statistics are important, but the only way to get a real sense of how a country works is to be on the ground. In October, an Ivey delegation visited India to explore opportunities. It was a wonderful trip and an eye-opener for me personally.

India is a dynamic and exciting country, but there are challenges. Traffic jams in India make getting around in Toronto look like a cakewalk! Other infrastructure is also lacking. The Indian government has not always been encouraging of foreign investment, although things are changing rapidly. Poverty is still widespread.

Yet for all the problems there are many opportunities. For Ivey, India is a new market in which to share our expertise in teaching, case writing and research. We took the first step in October, signing a formal agreement with the India School of Business to set up a collaborative Centre for Case Development. Ivey faculty have already led three case-writing and case-teaching workshops in India. This agreement will foster further partnerships to write and distribute Indian cases.

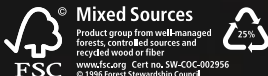
As we see it, the next steps are faculty exchanges and collaborative research projects. Ultimately, Ivey may consider offering educational programming in India.

Ivey has always attracted exceptional Indian students to our MBA program, and we have a very supportive group of graduates in India. As our experience in China has taught us, the Ivey alumni network is a powerful entrée into any new market.

Carol Stephenson, O.C., Dean
Lawrence G. Tapp Chair in Leadership



Carol Stephenson and ISB Dean Ajit Rangnekar sign an agreement to set up a collaborative Centre for Case Development





Coffee With Professor Emeritus Claude Lanfranconi

Is there an Ivey prof, current or retired, who you'd like to have coffee with? Send your suggestions to intouch@ivey.uwo.ca

“If you go to Loblaws to buy some beans, you want to know what’s in each can, and you have to trust that the label is accurately describing what’s inside. Without good disclosure you can’t have efficient financial markets.”

Claude Lanfranconi earned his CA, worked for five years with a major CA firm, and completed an MBA at McMaster University. He started his teaching career at St. Francis Xavier University in Antigonish, Nova Scotia. When he got tired of being called “Mr.” during faculty meetings, he enrolled in the Ivey PhD program. In 2005, he retired after more than 25 years as a professor. At his final Convocation, Lanfranconi received the first-ever Lawrence G. Tapp Award of Excellence in Teaching, a fitting way to cap a career dedicated to helping students succeed.

Why accounting? Originally it was so I could get a job! At first I saw accounting as a technical subject. But my viewpoint gradually changed and I began to realize how important disclosure is. Without good disclosure you can’t have efficient financial markets. China is a perfect example of what happens when you don’t have good disclosure: many people don’t trust the financial markets, so they put as much cash as possible under the mattress, not earning a reasonable return or investing in their country’s economic growth.

Why Ivey? I always had a lot of respect for the School’s real-world general management orientation. I never felt that I just taught accounting; I also taught management. I’ve always believed that the focus in a general management program should be on how to use accounting in making good managerial decisions. Even my corporate financial reporting courses were aimed at users more than preparers. Ivey’s focus on excellent



PHOTOGRAPHER: NATON WONG

teaching also attracted me. Ivey attracts good students and I've always enjoyed my interactions with them. I learned as much from them as they did from me.

Financial reporting has been in the news a lot in recent years—from the Enron and Worldcom scandals to the financial meltdown of 2008. From an accounting perspective, what's going on? Enron wasn't just an accounting issue. It had as much to do with ethics as anything else. I'm not convinced that accountants caused the current debacle either. It's true that accountants made companies write down their assets, but that's because they had garbage on their balance sheets. What happened was all about greed and poorly enforced regulation.

Will increased regulation solve the problems? I don't think so. The nature of accounting is that it requires a considerable amount of judgement. If I had my way, we'd have no rules, just well-trained accountants who are ethical individuals. Then

we'd get good disclosure. But of course we have to have rules.

How has retirement changed your life? I have time to read my Economist from cover to cover! I go out for my daily jog half an hour later. I still teach on the Hong Kong program. I'm on the board of the South West Community Care Access Centre, because I believe very strongly in the role community care will play in our health system. We visit my daughter in England regularly and help out my daughter in London with her busy children. We travel more. I've even drafted a murder mystery!

Any words of advice for Ivey as it moves into a new era? Maintain the real-world orientation. Business is more an art than a science—it's important to get out there and get a feel for how complex the problems are. Maintain the focus on students. Make sure students get their money's worth in terms of quality teaching by faculty who care.

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

A Note From The Editor

In this issue of Intouch, we explore what makes a workplace great. Ivey grads told us that it's not just the little extras and cool decor, but also the opportunity to do meaningful work and the sense of being part of something bigger than oneself.

That got me thinking about my own workplace. When it comes to meaningful work, I'm very fortunate. I help to generate support for one of the world's great business schools, in turn helping to educate global business leaders and create new knowledge. The faculty and staff I work with are bright, talented, and deeply dedicated to this endeavour. Dean Carol Stephenson and the School's leadership team keep us inspired and energized, and are always open to input from all levels. There's an atmosphere of collegiality and openness that makes the School a true community.

My workplace extends far beyond the four walls of the Ivey building in London. I interact with alumni around the world and am constantly impressed by their level of engagement and willingness to give back. In this issue, for example, you'll read about some of the Ivey alumni who are working with the School as it develops a strategy for India. As Ivey discovered in China, the counsel and the support of alumni is the best possible starting point for a successful venture into a new marketplace.

A cool office doesn't always make a great workplace, but it doesn't hurt! The new Ivey building will, I believe, foster an even stronger sense of community and collaboration. It will embody the spirit of this great workplace, and encourage others to experience it.

Please enjoy this issue of Intouch, and let me know if you have comments about anything you read.

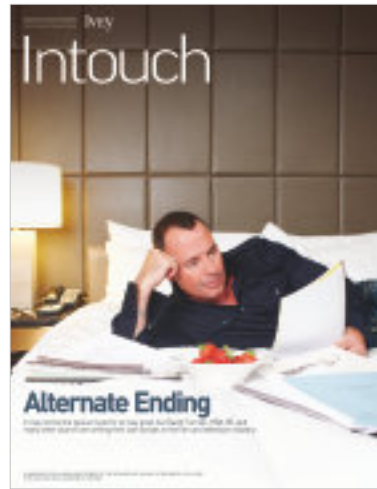


Kelly Cole
Intouch Editor in Chief
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PHOTOGRAPHER: NATION WONG

Readers Write



Just reading the latest issue of Intouch. I enjoyed the piece on the Celebrity Clowns. There are actually two others (that I know of) who do it with Jeff Weiss: Chris Tambakis and myself, both also HBA '86. Ivey is well represented at the parade!

Peter Farrell, HBA '86

I read with interest the article on The Ivey Ring Tradition, "established in 2004." For your information, the "tradition" was established many years before, with rings for MBA and HBA graduates. I have such a ring, which I proudly wear.

Hal Moran, MBA '62

(Director of Alumni Relations Terri Garton replies: "The Ivey Alumni Association Board of Directors formalized the Ring Tradition in 2004. It is my understanding that in previous years, many, but not all, graduating classes created their own ring and purchased it in their second year." If you would like to read more about the Ivey Ring Tradition, please visit www.ivey.uwo.ca/Alumni/iaa/ring)

Just reading another great issue of Intouch. David Smith's letter regarding alumni in the not-for-profit sector caught my attention. I could not agree more! I have thought for some time that alumni in this sector would be a great story. I owe so much to Ivey for where I am today. I hope the editorial board picks up on this.

Bob Baker, EMBA '01

I just read with interest the Fall 2009 article "You Can Take It to the Bank," which features our operating alumni. As someone who spent over 20 years in the industry, then nine years in Finance Canada, I certainly agree the Canadian industry escaped a bullet for all the reasons mentioned. It did occur to me, however, that there might be a reason missing — something along the lines of "prudential governance," citing changes made in Canadian financial boardrooms since Sarbanes Oxley and adding the perspective of a few bank board members who are Ivey alumni.

On a broader scale, I am also wondering if you have ever considered an article about Ivey alumni contributions in the governance world. It's been changing at such a pace in the last decade, and, in my opinion, it's one where Ivey grads should consider focusing, the earlier the better, as part of their operating careers (versus as an add-on at the end).

Jackie Orange, MBA '82

Intouch wants to hear from you.

Send us your thoughts on the articles in this issue of Intouch, or any other ideas you'd like to share with fellow Ivey alumni. Tell us how we can improve the magazine. Let us know what's on your mind. Please send your letters and e-mails to: kellycole@ivey.uwo.ca



"With the government taking the role of enabler, Canadian business and educational institutions can participate extensively in China's rise. Canada's strength in renewable energy, efficiency in building materials and expertise in urban planning and water treatment are all areas that offer opportunities for Canadian businesses to work with China to share best practices and to promote Canadian values."

Kathleen Slaughter, Associate Dean, Asia

Slaughter heads Canadian Chamber in Hong Kong

Kathleen Slaughter, Associate Dean, Asia, was recently appointed President of the Canadian Chamber of Commerce in Hong Kong, which represents the more than 220,000 Canadians living in Hong Kong. In this position, she had the opportunity to introduce Prime Minister Stephen Harper during his visit to the city in December. Harper made reference to Ivey in his remarks, noting that the School celebrated the tenth anniversary of its Hong Kong EMBA program in 2008.

"We can't continue with the status quo. The status quo won't get us where we need to go. We've got to get smarter about how we spend money on healthcare. Innovation is the order of the day."

Deb Matthews, Minister, Ontario Ministry of Health and Long-Term Care

Conference fosters health innovation

A conference in late November marked the first major public foray for the Ivey Centre for Health Innovation & Leadership (ICHIL), founded with an investment of \$5 million from the Government of Canada. The Centre is dedicated to "identifying, assessing and commercializing innovative health care technologies, systems and processes that have an impact on providers, patients and the system as a whole." The Conference, sponsored by AstraZeneca, featured Matthews, Jim Balsillie, Co-CEO of Research in Motion, Dr. Pierre Coulombe, President, National Research Council, Dr. Anne Doig, President, Canadian Medical Association, and others. To learn more, see full story on page 28.

Stephenson receives order of Canada

Dean Carol Stephenson was named an officer of the Order of Canada in the Governor General's 2010 New Year's honours list. She was recognized for "her contributions to the development of our national telecommunications industry and for implementing innovative changes to business school education in Canada." The Ivey community congratulates Dean Stephenson on this well-deserved honour, the highest Canada can bestow.

"This degree addresses the need for a new breed of manager—one who understands best practice, can assess the effect of innovation on international management and knows how to implement change."

Dean Carol Stephenson, O.C.

Ivey welcomed into international alliance

In early December Ivey was ratified as the newest member of the CEMS strategic alliance as part of the CEMS annual gathering in Cologne, Germany. Membership in CEMS, a group of top business schools from around the world, will allow the School to offer the prestigious Master in International Management as part of the new Ivey MSc Program launching in August 2010.

For more buzz, visit www.ivey.uwo.ca/inside

Ivey in the News

"While business schools may thrive on teaching courses on strategic renewal and managing change, business leaders face the daunting task of making it happen. Schools can create a platform for conversation among senior executives, the local political elite and other leaders, to identify creative ways to deploy human resources and continue risk taking and innovation."

Professor Charles Dhanaraj, Financial Times

"Over the course of the recession, a lot of companies took their eye off the labour shortage issue, which is just around the corner."

Professor Eric Morse on a possible talent shortage, National Post

"They're going to have to be searching the world for the best opportunities they can find."

Professor Steve Foerster, HBA '81, on the CPP Investment Board's need to diversify beyond Canada, The Globe and Mail

"There are lots of places around the world where local business people would love to do business with Canadians, as opposed to American or European companies, because we don't have the same colonial or imperial baggage."

Professor Jean-Louis Schaan on the advantages of being a Canadian businessperson, National Post

Ivey Buzz



"If Canadians succeeded in conquering the Great Lakes in the east many years ago, ushering in a golden period of business, diplomatic and human linkages with the U.S. and Europe, surely we can conquer the Great Lake to the west—the Pacific Ocean."

Yuen Pau Woo, CEO, Asia Pacific Foundation of Canada

Woo delivers Triggs Lecture

In November the Ivey Idea Forum hosted the inaugural Donald L. Triggs Lecture in International Business, delivered by Yuen Pau Woo, CEO of the Asia Pacific Foundation of Canada. In his remarks, Woo encouraged Canadian business people to include Asia "on their mental maps" and to consider business opportunities beyond the traditional focus on resource industries.

"Chinese business schools believe in the importance of cases in making business education come to life in the classroom."

Professor Paul Beamish, HBA '76, PhD '85
Canada Research Chair of International Business
Donald L. Triggs Chair in International Business

Ivey distributes Chinese cases

An agreement signed in late January with the China National MBA Education Supervisory Committee (CNMESC) will see Ivey distributing teaching cases written in China by Chinese business professors. The CNMESC represents 190 Chinese business schools, each of which is committed to writing at least two cases a year. The best of them will be translated and distributed by Ivey Publishing.

"A lot of times we feel pushed into a certain career path. What I got out of this conference is that if you know your passion and pursue it, everything will turn out fine."

Ora Morison, HBA '10 candidate

Leaders forum encourages students to pursue passion

Peter Aceto, President and CEO of ING DIRECT Canada, helped bring alive the theme of this year's Ivey Leaders Forum, "Redefining Possibilities." Aceto, who graduated from Western with a degree in psychology and then trained as a lawyer, told students that he met an ING executive in an auto repair shop one day. Inspired by his enthusiasm, Aceto joined the company as legal counsel when there were just seven employees. "Peter helped students see that building a career is about pursuing their interests," says Ora Morison, VP Promotions for the Forum. "They saw that if they do that, they'll end up in a place where they're happiest." The conference, designed to help HBA1 students think about future career directions, also featured Peter Houseley, former CEO of Lavalife, Tim MacDonald, HBA '81, MBA '88, President, A.T. Kearney, Michael Meagher, CEO, Dominion Automobile Association, and many others. Morison says students and faculty were enthusiastic about the two-day event.

"[This journal is] designed to afford its contributors the opportunity to perform rigorous analysis of contemporary business strategies, push the boundaries of student thought, and stimulate conversation and education in the Ivey community."

Editorial Board, Ivey Business Review

Students launch journal

In February HBA students at Ivey unveiled the first issue of Ivey Business Review, Canada's first undergraduate journal. The first issue discussed topics such as the globalization of telecommunications, the ethics of "death bonds," and how Google's quest for growth is hurting consumers. The next issue is due out in April. The Ivey Business Review can be found online at www.ivey.uwo.ca/ibr

For more buzz, visit www.ivey.uwo.ca/inside

Ivey in the News

"While there are still many unresolved issues with regards to the economic recovery and the financial markets, one thing is certain: whenever the economy has moved into the recovery phase of the business cycle, the November-to-April or "winter" stock market performance was almost always positive."

Professor George Athanassakos, The Globe and Mail

"If you're not visible, people don't know that you're doing great work."

Professor Gerard Seijts on letting the boss know an idea is yours, The Globe and Mail

"Now we claim to have all these sophisticated systems, yet one may argue that very little has changed. The only difference is that before it was millions and now it's billions."

Professor Mitch Stein on reform in corporate governance and financial accounting, Financial Times

"Organizations are realizing that sustainability issues are complex and require different perspectives to produce innovative solutions."

Professor Tima Bansal on challenges for sustainability, Environmental Leader

Left Turn



Elaine Frost, MBA '76, worked for IBM and Lexmark and ran her own management consulting firm. The experience of caring for her aging father led to the creation of Trusted Transitions.

In 2003 my dad, at age 80, had a diabetes-related amputation that meant he couldn't live in our family home anymore. The task of selling the house and moving him was overwhelming. Just a few months later, an old friend of the family passed away and my sister and I were the executors. Selling and emptying her house was an equally daunting task. I thought about writing a book based on my experiences but then I decided it was time to run my own business.

Trusted Transitions helps seniors and their families or executors make the transition out of

the family home. We project manage everything that needs to be done, from de-cluttering and sprucing the house up for sale, to unpacking and setting up a new home.

We've been in business since 2003 and have branches in the GTA, Hamilton, Stratford and Collingwood. In 2009 our revenues grew by close to 50%.

The people that work with me have a deep affection and respect for seniors. We understand that they are going through a struggle—wanting to be independent but knowing that they need help.

Some don't want to impose on their families, some have no family or none who live close enough to help. They really appreciate having an outsider who gives them the room to make decisions for themselves. No one would think to hire a life coach for an 80-year-old, but that's basically what we are. Life coaches that also do the heavy lifting!

www.trustedtransitions.com

Passions

Kevin Smith, HBA '92, started running when he was a boy and has never stopped. His favourite expression? "Gotta run!"

My father separated when I was six and my mother died when I was seven. I started running when I was nine or ten as an outlet for the rush of confusing emotions I was working through. I did well in the early years of high school and then I had a cataclysmic injury. I couldn't run for more than four years. In my last year at Ivey I got back to running and competed for Western. I earned All Ontario and All Canadian honours, and won MVP for cross-country.

While the rest of my HBA classmates were freaking out about interviews and jobs, I had my

head stuck in running magazines. The pros were all saying, 'follow your passion,' so I did. I tried to be a professional runner but another injury hit, so I switched to being a running professional. After four years in management with Running Room, I decided it was time to create my own company.

Marathon Dynamics helps long distance runners improve—we're all about individualization and customization. There are a myriad of physiological, psychological, attitudinal and situational variables that make every runner different. I'm in a good position as a coach because I was a competitive

runner and I know that game, but I also know what it's like to be a non-runner and how it feels to start up again and again.

I get an adrenaline rush just thinking about running. It's like an addiction. After a great run, I feel like I can do anything. It connects me to nature in a big way. When you live in a big city, you sometimes feel the world is dull and grey. Running makes things more vivid—not just environmentally but emotionally too. It makes you feel like a kid again.

 www.marathondynamics.com

Ivey Buzz

"The quality of the material and instruction was excellent. We had some very interesting case discussions, we examined companies and financial statements, and we talked about the current global economic environment."

Laurie Lockington, ReConnect graduate

Women readied for return to work

Sixteen women from Ontario, B.C. and Michigan participated in a graduation ceremony in November after completing ReConnect™, a unique seven-day career renewal program for professional women returning to work. The graduates had spent five intensive days at Ivey in London and two days at Ivey in Toronto. Now in its second year, the program is made possible by a contribution from CIBC.



"We must renew our politics to ensure that our political institutions can meet the challenges that the world is throwing out. Increasingly, smart, sensible people choose not to subject themselves to public life. The best minds are focused on private matters. We need to reverse that trend."

John Manley, President and CEO,
Canadian Council of Chief Executives

Manley urges students to consider public careers

As part of the Thomas d'Aquino Lecture on Leadership in October, John Manley, former deputy prime minister of Canada, spoke to students and faculty about the importance of ensuring that public life continues to attract the best and the brightest. "The 16 years I spent in elected office, I never once got up and wondered what the purpose of my life was," he told his large audience. "It was enormously satisfying." The d'Aquino Lecture is presented annually by the Lawrence National Centre for Policy and Management.

"It's a chance for students to learn about management consulting and non-profit industries from professional consultants. It's also a unique opportunity for students to have a positive impact in the community early in their careers."

Prashob Menon, HBA '10 candidate, Project Manager,
Ivey Connects Community Consulting Project

Students provide free expertise

In late November Ivey students and their non-profit clients celebrated the completion of the Ivey Connects Community Consulting Project, a free business consulting program run by students with support from Accenture consultants. This year, eight London-based non-profit groups got help with projects ranging from board development and strategic planning to fundraising and organizational development. Says Michelle Baldwin, Executive Director of Pillar Nonprofit Network, "Non-profits in London are very fortunate to have access to a program like this that can help them in areas where they could not normally find affordable assistance," she said.

For more buzz, visit www.ivey.uwo.ca/inside

Ivey in the News

"Whether you intend to or not, the way you use technology creates social relationships."

Professor Nicole Haggerty, HBA '89, PhD '04,
on e-competence in the workplace, Lead Magazine

"When organizations get into this they find it interesting, intriguing and fun. But to really engage... it takes some fundamental revisiting of what you do and how you do it."

Professor Mary Crossan, MBA '85, PhD '91,
on improvisation training, Financial Times

"I think what's happened over the last decade is that too many people got enamoured with the bottom line and not so much with building the long-term sustainability of their businesses"

Professor Glenn Rowe on leadership challenges, National Post

"It [privatization] makes companies more competitive internationally... and it leads to more efficient productivity and greater innovation."

Professor Guy Holborn, London Free Press

FOR MORE WISE WORDS, VISIT www.ivey.uwo.ca/iveyinthenews

Building the Future

Members of the Ivey community reflect on what the new building will mean to Ivey.

The new Ivey building is well under way! To check out the plans and keep track of our progress via webcam, visit www.ivey.uwo.ca/newbuilding



PHOTOGRAPHER: NATION WONG

Jay Hamilton, HBA '08, (left) first heard about the new building when he served as HBAA President during his final year at Ivey. After graduating, he joined Secor Consulting. In early 2010 he joined S-Trip!, a Toronto-based student travel company.

“When I think about the new building, I think about words that describe what Ivey is—community, collaboration, connection, team work. I think about what it will mean for everyone to be together for the first time in several years. We’re going to see collaborations we’ve never seen before—it will be truly impressive.

“It’s so important to have spaces where people accidentally bump into one another. In the old building, unless you make time to see somebody, you don’t see them.

With the new building, students and professors will build relationships informally, just through the way the building is set up. You can’t measure the impact of that, but I think it will be huge.

“The quad will also help to bring the community together. When students are in the quad they’ll be able to see people working together in study rooms—they’ll see the values of teamwork and collaboration in action and that will be inspiring and motivating. I’m sure it will encourage students to come to Ivey.

“When HBAs are doing their 48-hour reports every study group needs a room. Right now, it’s a battle to find space. In the new building there will be so many more study rooms—places where students can



Creating Knowledge

Ivey has always focused on research rooted in real-world problems, with important implications for real-world managers. Here's a sampler of some of the new knowledge created at Ivey. Chances are, there's something here that could make your enterprise stronger. Visit www.ivey.uwo.ca/alumni/intouch/research for more on these stories.

Pinballs and planners

You've got some employees who aren't sure how to turn the photocopier on, and others who can't get their hands on new technology fast enough. Professor Deborah Compeau, HBA '87, PhD '92, has sorted technology learners into six categories (including Pinballs and Planners) and says it's important to think about where your employees fit to maximize the benefit of your investment.

Blowin' in the wind



Wind. Solar. Biomass. Green energy sources offer new hope in a world faced with implacable environmental issues. Professor Adam Fremeth, HBA '00, is interested in how utility firms and regulators interact, and argues that both win when they find opportunities to cooperate.

Good cause, bad business?

Supporting a cause like breast cancer or child poverty can only be good for your brand, right? Only if there's a real fit between your company and the cause, says Professor Allison Johnson. Otherwise, the results could be disastrous.

Unfortunately, history repeats itself

With the wisdom gained from disasters like Enron and WorldCom, we have designed a corporate financial accounting system that's foolproof, right? Maybe, but Professor Mitch Stein says the history of accounting tells a different story.

Biomass shrinking?



David Sparling, Ivey's new Chair of Agri-Food Innovation and Regulation, recently studied Canada's bioproducts sector from 2003 to 2006, and found that the sector had actually shrunk. No worries, says Sparling—there are positive signs for growth ahead.

Keeping gazelles leaping

How do fast-growing entrepreneurial firms—often called gazelles—maintain growth? Professor Simon Parker says it's not simply a question of repeating what worked in the past. And he has some ideas about strategies that do contribute to rapid growth.

Generation why?

Professor Jana Seijts is interested in the next generation of business leaders—those born between 1980 and 2000. She says they have a lot to offer, but only if today's leaders know how to bring out their best.

Consumer's choice?

Professor Shih-Fen Chen believes that private branding can be a win-win for manufacturers and retailers, saving them both money. So who should brand a product? It depends...

focus together and learn how to work in teams.

"When I first saw the plans, the Grand Hall stood out to me. The old building doesn't really have a main entrance, a sense of arrival. The Grand Hall will be the beating heart of the new building—a place where the whole School can gather and celebrate its achievements. That will really empower and inspire students.

"The new building will change the way people work together in a very meaningful way. It will support them to live Ivey's values. It makes me wish I could go back!

"Ivey is about continuous improvement—always looking for what's next and how we can be better. The new building is that next step."

PHOTO COURTESY OF HARIRI PONTARINI ARCHITECTS

“This South Asian tiger indeed has awoken, and the world is standing in awe.”

Canadian Prime Minister Stephen Harper spoke those words during a visit to India in November 2009. Harper’s presence was significant: it was his first visit to the country since taking power four years ago. Ontario, Canada’s largest province, mounted an eight-day trade mission to India the following month.

Canadians may just be starting to take notice, but the story of the so-called Indian economic miracle began almost 20 years ago, when the country came perilously close to bankruptcy. →



The Tiger in the Room

India emerges virtually unscathed from the global meltdown, with enormous potential for growth. So, how can you get involved?

INDIA: A country of young people embracing Western modernity while retaining a strong sense of their own culture.





PHOTOGRAPHER: JYOTIKA JAIN

FAST FOOD: Vishal Jain, MBA '93 (right) buys a savoury snack on the streets of Mumbai.

Liberalization and globalization of the once largely state-controlled economy coincided with the development of a strong IT sector and the rapid growth of Internet and call centre businesses. As prosperity grew, the demand for consumer goods skyrocketed and homegrown entrepreneurs found innovative ways to meet it. "India has enormous human capital," says Professor Charles Dhanaraj. "What we're seeing now is the pent-up aspirations of millions of people."

While economies around the world plunged into recession in 2008, India, with its massive domestic market, young population and strong regulatory regime, proved remarkably resilient. Despite persistent problems with inadequate infrastructure and cumbersome bureaucracy, the economy posted GDP growth of more than 6% in 2009 and is expected to grow by as much as 8% in 2010. Dhanaraj recalls a recent visit to Infosys, India's most

successful IT company. "The guy making the presentation told us that because of the economic downturn, the company only grew by 21% in 2009," he says. "The growth rates are usually 60% year over year!"

Canada has begun to rediscover India. The opportunities are immense. The growing middle class now numbers some 300 million, and is projected to grow exponentially. By 2030 India will be the fifth largest consumer economy in the world. To support economic growth, the country

must invest billions in infrastructure.

The Canadian government has set a relatively modest goal of \$10 billion in trade with India within the next 10 years.

A delegation from Ivey also visited India last October, signing a case writing agreement with the Indian School of Business and meeting with alumni and other business leaders to explore future possibilities. (For more, see the Dean's Message, page three.)



A COUNTRY OF CONTRAST: Enormous economic opportunity exists side by side with intractable poverty. Mumbai is the commercial and entertainment centre of India, accounting for 25% of industrial output and 70% of capital transactions. It is also home to massive slums.

So what challenges and opportunities does India present for enterprising businesspeople? We asked knowledgeable Ivey alumni to offer their advice on how to get involved.

Mayank Jain, MBA '99, spent 10 years working in North America before returning to India three years ago. His company, Shyama Power, transmits and distributes power. It's an important and growing business in a country with over 100,000 villages, half of which don't have electricity. Despite the global

economic downturn, he doubled his workforce last year.

There are challenges in India—for example, working out regulatory issues and developing effective and profitable public-private partnership models. We also have to figure out how to control the liquidity in our economy, and ensure that the right education is being provided to our young people.

There are challenges in any business environment but if you're good, you'll be able to solve any

challenge that comes your way. What you have to decide is whether you want to live in a society that is growing, versus a society that is mature and has all the conveniences of life. It's a lifestyle choice. It's not the best place to be if you want a comfortable 9-to-5 job and then come home at 6 and do a barbecue. Here we don't have mature business processes so there are inefficiencies that mean I have to put in more hours. I work on Saturdays and often get calls on Sunday too.

When I go to a village and see people enjoying TV or reading a paper at night, or children studying, I feel I've been part of building the nation. In India you can't be a spectator: you have to become part of the story.

Hugh MacDiarmid, HBA '74, is President and CEO of Atomic Energy of Canada Limited (AECL). Canada helped India build its first nuclear reactors using Canadian CANDU technology more than 30 years ago. The relationship soured in the 1970s but AECL is again looking to India as a massive and growing market



PHOTOGRAPHER: NATION WONG



KEEPING PACE WITH GROWTH: India is investing billions in infrastructure development to keep pace with economic growth. In the meantime, Indian companies find creative ways around infrastructure challenges.

for power. MacDiarmid hopes a Nuclear Cooperation Agreement currently in the works will lay the groundwork for business opportunities.

It's important to be open-minded in your approach to India. Don't come with a solution looking for a problem. Get in and understand how people think and what they're looking for. Be respectful of what they have accomplished. The technology and science base is deep. Don't go with the presumption that we have vast stores of knowledge they don't:

look at it as an opportunity to learn.

Canadian companies have to remember that the cost base in India is very low. Any product that India is capable of producing, they will produce at a third the cost that we can. So Canadian companies have to figure out where they bring the real value added that isn't available in India.

There are lots of opportunities, but you have to be there. India is a country where senior level representation is required to

demonstrate seriousness of intent. You have to go the extra mile, literally.

Dipak Rastogi, MBA '82, grew up in India. After a career that has taken him to 100 countries around the world, he is currently Head of Venture Capital International for Citigroup Inc. in London, England. Citigroup currently has \$1 billion invested in India.

There are definitely challenges in India. The infrastructure is poor, but the government is doing all it can to improve it. It is a country of great wealth, but also of great poverty. India



PHOTOGRAPHER: NATION WONG

has to lift the have-nots and deal with the rural population to avoid social chaos. The judicial system works but it's slow. Labour laws also need to be restructured. The first time people visit India, they see chaos and wonder how it could possibly work. But it works.

I have a lot of conviction that India is on the right path for the next 15 to 20 years. My advice is simple: if you want to be in the centre of growth for many years to come and to participate in that



A lot has been written about the infrastructure challenges, but what's impressive is how Indian companies have been innovating around those challenges. —Parag Saigaonkar, MBA '94

DOWN TIME: Parag Saigaonkar, MBA '94, (right) relaxes from the rapid pace of business with a family game of cricket.

growth, India is a fascinating place. It's very easy to live there, the language of business is English, and there are lots of global companies. If I were growing up in India today, I would not be looking to the west to build my career.

To succeed in India you have to be turned on by multiculturalism and complexity. You have to be prepared for some level of uncertainty and discomfort, but in the long term you will learn a lot, gain a lot and enrich your life, while helping

to lift many out of poverty.

Parag Saigaonkar, MBA '94, joined Deloitte Consulting after his undergraduate degree. He worked for the company in Canada, Hong Kong and China before returning to India in 2004. He is currently Regional Managing Director for Deloitte Consulting India Private Limited, an operation of 7,500 people serving both the Indian and North American markets.

Wayne Gretzky once explained his success by saying that he skated to where the puck was going to

be, rather than where it was. In a business context, the puck is heading to India. With its sustained growth rates, India has probably lifted close to 200 million people out of poverty in the last decade.

A lot has been written about the infrastructure challenges and government bureaucracy, but what's impressive is how Indian companies have been innovating around those challenges. For example, mobile phone companies are sharing investments for cell sites and

major airlines are collaborating to buy jet fuel.

In our business of consulting, managing and developing people is critical. A major challenge for us has been to broaden peoples' mindsets from a focus on tactical operational execution to thinking more about strategy, innovation and leadership—moving from IQ to EQ.

In the pre-1991 period managers were never motivated to become more efficient because most manufacturing plants had production



PHOTOGRAPHER: NATION WONG



GENERATION NEXT: With an estimated population of 1.2 billion, India is the world's second most populous country and one of its youngest. Top: fourth-graders at Mumbai's St. Ignatius School embrace the digital age. A growing middle class creates strong consumer demand.

quotas. Now that has all changed. Meritocracy is a relatively new concept. It has created the economic opportunity of a lifetime for new graduates.

I recall a scene in the movie *Outsourced* where the guy walks into the water, fully clothed. That's the way to get involved in India—jump in fully. Don't tiptoe around to check if the water is warm. Come to India for a couple of years, just for the experience. Figure out how Tata builds its cars for under \$3,000 or how pharma

companies are able to develop drugs and get them to market for a fraction of what others are charging. If you can do that and enjoy the journey, you're set. Five or ten years from now, companies will be making a beeline toward you.

Irfan Hussain, MBA '78, is a Managing Partner with Landmark Builders, a niche-market real estate developer that has been building in India since the early 80s.

The future is very bright here. India is a vast country with

tremendous natural resources and a young population of more than one billion people. Infrastructure is way behind what we really need, but that in itself is a huge opportunity for foreign direct investment. There's also a big opportunity in human resource development—education, vocational training and so on.

North Americans like things to be in order and well planned, and they expect things to go as planned. In India you can't take that approach. No matter how much you plan,

something will come up. You have to be prepared to be flexible, to say, 'okay, this happened, let's deal with it.'

If you're thinking of starting a business in India and don't know the local conditions, come and work for somebody else for a time. Immerse yourself in the culture, the attitudes, the way things work here. Then study the market and choose your adventure. The potential is huge, there is



We need roads and power plants, but we also need to work on the softer aspects of the economy, such as health, education and the environment.—Vishal Jain, MBA '93

no doubt about that. Wherever you look there are plenty of opportunities. It's just a matter of being determined and finding the right niche. If you do well, it's a very comfortable life.

Vishal Jain, MBA '93, returned to India after completing his MBA, and joined Citibank, working in locations across India. Eighteen months ago, he moved to Barclay's to focus on providing wealth management services to India's growing elite.

This is the fastest growing free market economy in the world. India

has much to offer to the business community—we speak English, we have a time-tested judicial system and are now integrated with the world economy. India's growth story is robust and the business opportunities in infrastructure and large industrial projects is huge. It is estimated that we'll need \$500 to \$600 billion in infrastructure over the next six years. India's large and growing middle class and favourable demographic composition offer a strong consumption play.

A key challenge is that growth must be inclusive to ensure that the benefits are reaped across all strata. We need roads and power plants, but we also need to work on the softer aspects of the economy, such as health, education and the environment. The liberalization process must continue, particularly in the areas of labour laws and foreign direct investment, to support a double-digit growth rate.

A lot of companies enter India looking primarily at the middle class,

but there is also a large population at the bottom of the pyramid. The key is to develop innovative business models that make goods and services affordable to this group.

With India, you need a three to five-year plan to understand the country and develop the business model that will work in this environment. You have to be patient and be prepared to work with the system and adapt to how business is done here. You can't come in and expect miracles.



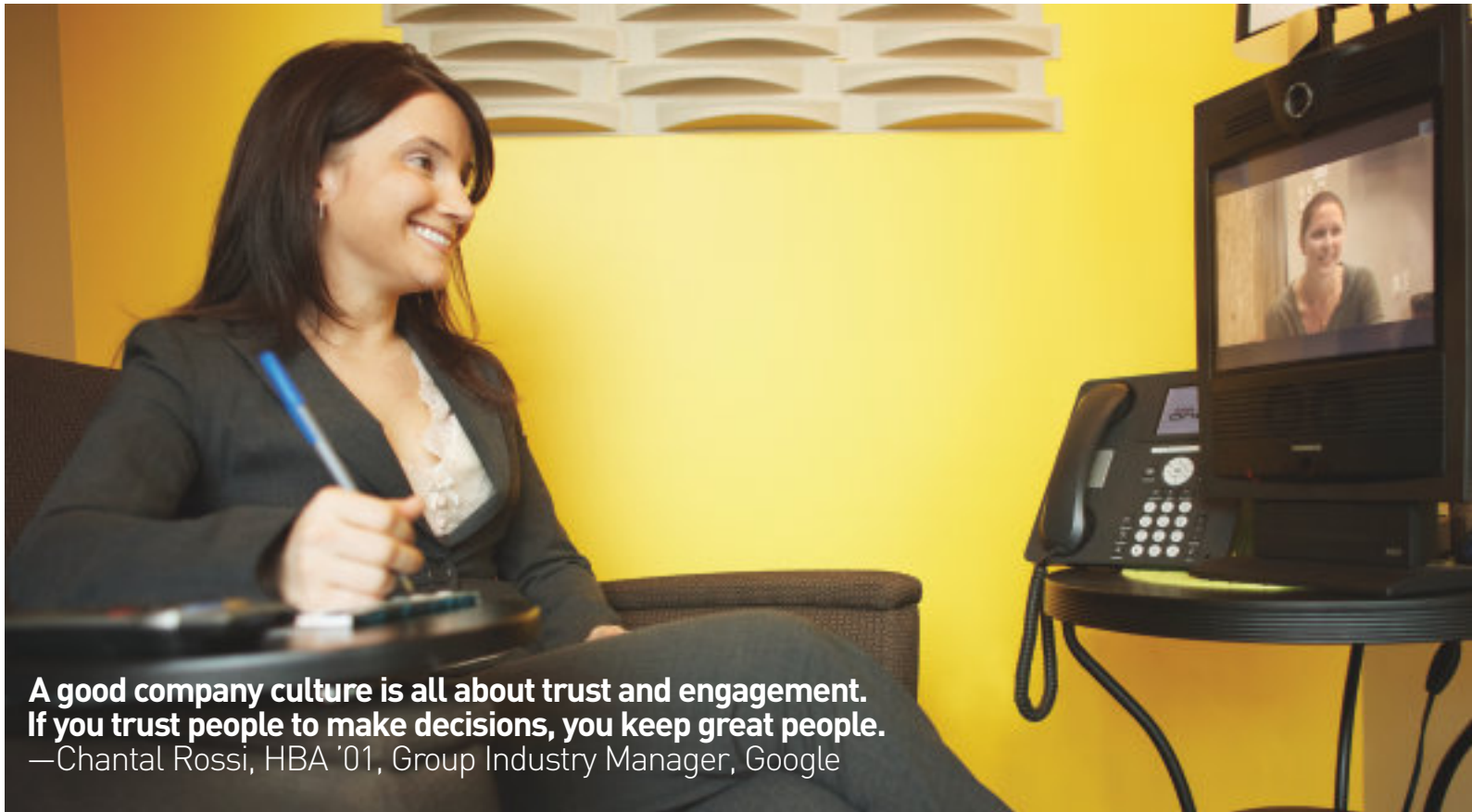
Where Good Work Happens

A game of pool on your break. Lavish free lunches. A massage at your desk. Are these the things that really make a company great to work for?



PHOTOGRAPHER: NATION WONG

Chantal Rossi, HBA '01, remembers a day when she arrived at work at Google Canada, already frazzled about the long to-do list ahead of her. "I slumped down in my chair, popped open my computer and dialled into the first teleconference of the day. Within ten minutes, there were people on the line from Japan, Brazil, Australia and the U.S., and we were all talking about a big multinational client. I suddenly realized that this was so much bigger than my crazy day. It was a very inspiring feeling."→



A good company culture is all about trust and engagement. If you trust people to make decisions, you keep great people.
—Chantal Rossi, HBA '01, Group Industry Manager, Google

A lot of ink has been spilled over what makes a great workplace—a place that attracts and keeps top employees and inspires them to be productive and creative. As the war for talent heats up, it's never been more important for companies to figure out the magic mix that builds loyalty and teamwork.

Rossi's employer, Google, is one of the companies most often recognized for its exceptional culture and myriad of perks. In 2009 The Globe and Mail named it Canada's best workplace. Rossi works in hip

new offices in Toronto. She enjoys the décor but says the real benefits go deeper. She values the opportunity to travel and work with colleagues around the world. And she is impressed by the fact that when people are being considered for a job at Google, they go through a series of interviews with people at all levels in the company. "All the feedback from everyone, no matter how junior, gets weighted equally," she says.

That egalitarian spirit also appeals to fellow Googler Charu

Gupta, MBA '96. Gupta works in what is arguably the most famous workplace in the world—the Mountain View, California campus of Google.

It's known for the fabulous free restaurants, at-the-desk massages, and celebrity visitors. (Al Gore recently dropped by to talk about his latest book.) But Gupta says what really matters to her is the transparent and open culture. "Right from your first week on the job they tell you all the secrets behind Google, and virtually every

engineer has access to the code base," she says. "The founders meet with the entire company at 4:30 every Friday afternoon to talk about what happened during the previous week and answer any questions. The CEO has a tiny office and gets his own lunch in one of the cafeterias along with everybody else."

She says it all adds up to an environment that fosters a sense of accountability and encourages the sharing of ideas. "You need people thinking like they're owners of the company," says Gupta, "and that's



PHOTOGRAPHER: NATION WONG

what this culture does.” Adds Rossi: “A good company culture is all about trust and engagement. If you trust people to make decisions, you keep great people.”

Nan DasGupta, MBA '96, is a partner and managing director with BCG, ranked third in Fortune Magazine's 100 Best Employers to Work For list. BCG offers a number of family-oriented benefits that have made a difference to DasGupta, a mother of three. “I took a year of maternity leave for each of my children and the company didn't

even blink,” she says. “I was encouraged to do what I needed to do to be happy.” She has been working part-time since her eldest child was born.

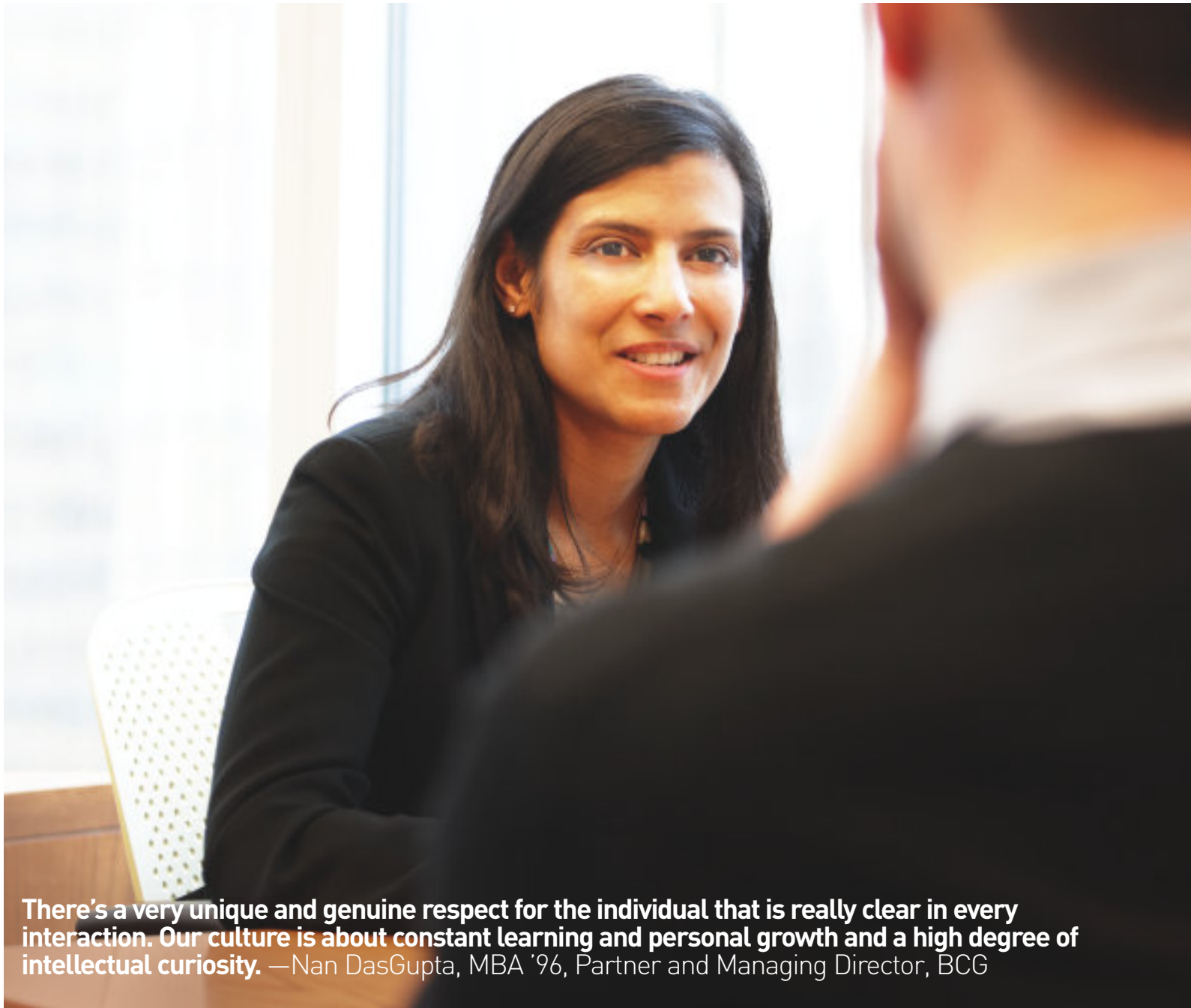
At the end of the day, though, it's BCG's unique culture that earns DasGupta's loyalty. “There's a very unique and genuine respect for the individual that is really clear in every interaction,” she says. “Our culture is about constant learning and personal growth and a high degree of intellectual curiosity. And BCG is a nice firm. We enjoy

spending time with each other.”

Info-Tech Research Group was rated as one of the Best Workplaces in Canada in 2009. Recently Joel McLean, HBA '95, the founder and CEO, tried an innovative approach to strategic planning for the upcoming year: he created a business case outlining the major strategy options, and asked several cross-functional teams in the company to prepare 48-hour reports. “It gave everyone a real sense of involvement and engagement,” he says. “It also gave us some

wonderful ideas—a much wider array of solutions and innovations than we would have had otherwise.”

Info-Tech renovated a heritage building in London, Ontario to create a lively work environment. The company has a tradition of shutting down on the first perfect day of summer. McLean recognizes long-term employees with membership in a “veterans” group that is engaged quarterly to share their experience and insights. But perks and recognition aside, he's a firm believer that what employees



There's a very unique and genuine respect for the individual that is really clear in every interaction. Our culture is about constant learning and personal growth and a high degree of intellectual curiosity. —Nan DasGupta, MBA '96, Partner and Managing Director, BCG

want most is a meaningful sense of achievement and opportunities to contribute and succeed. “Sure, you want to make work fun, but there’s more to it than that.”

Brad Farrow, MBA '83, is a managing director with RLG International, recently named to Canada’s 50 Best Managed Companies. He faces a unique challenge in creating a positive corporate culture for his company. RLG works with industrial clients around the world implementing performance improvement

programs. Teams work in Siberia, Russia, Alaska, the Gulf of Mexico and dozens of other far-flung locations, often on long-term assignments. “We have worked very hard to build an RLG culture,” says Farrow, “and we have succeeded. Our retention rate is over 90% and we have 100 employees who are owners.”

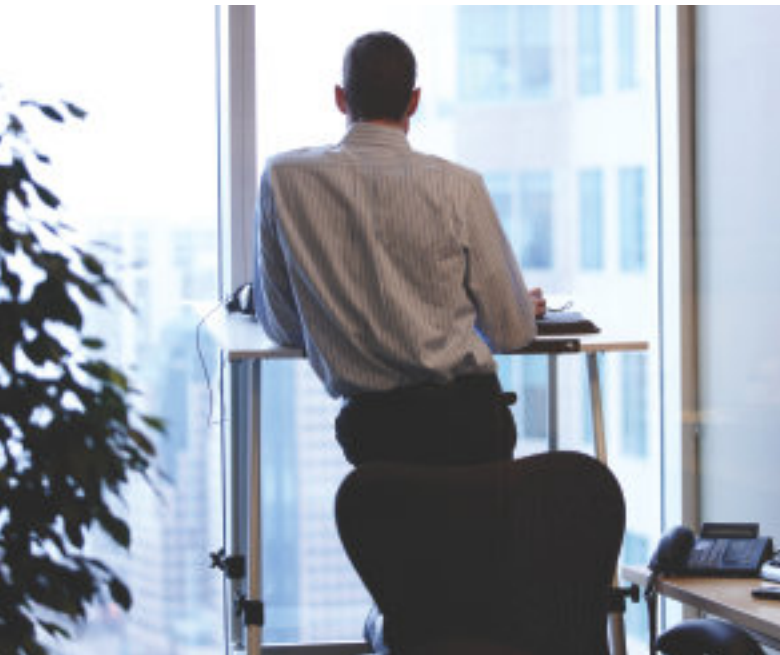
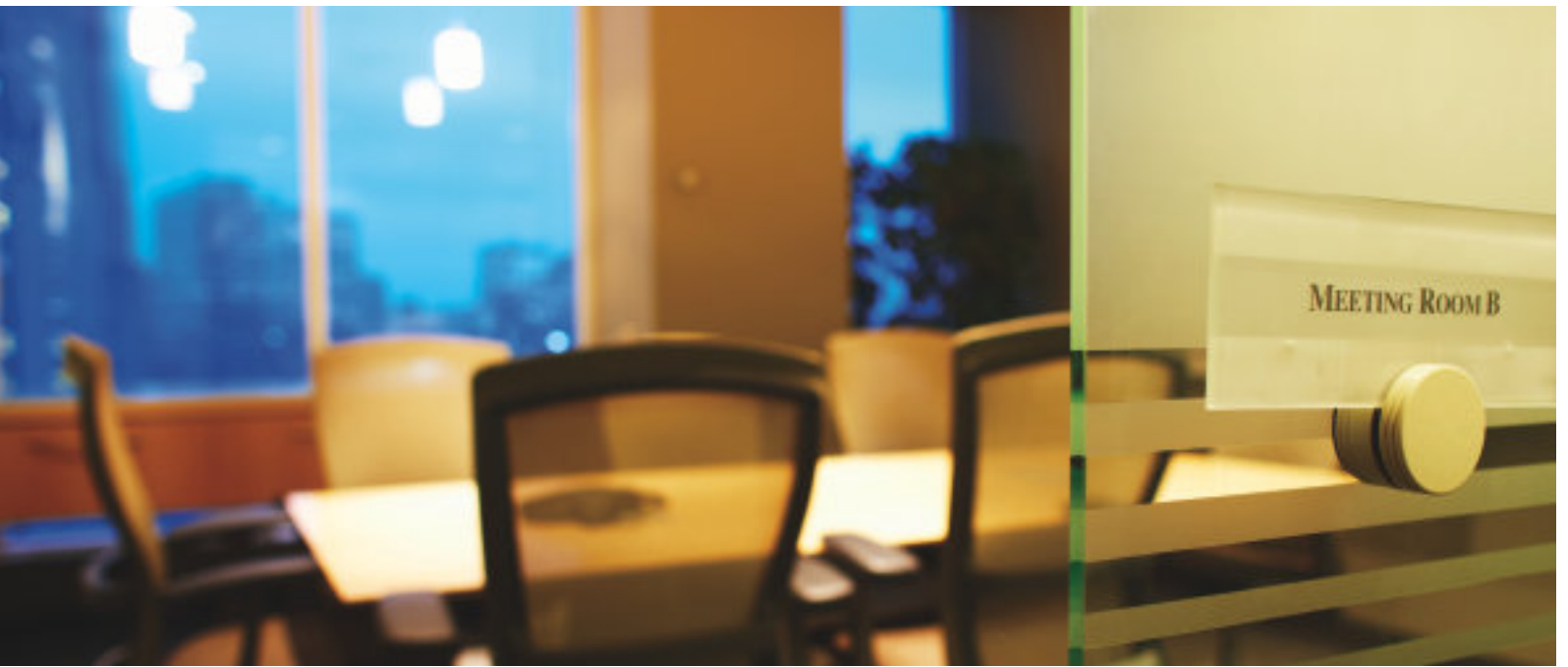
The keys, he says, are face-to-face meetings and employee recognition. All members of the company participate in at least two company retreats a year—

opportunities for training and sharing of ideas, and also for socializing. Last year, for example, the company brought its Russian and Canadian teams together for a four-day retreat in Nice, France. Partners are often included and are always welcome to attend the work sessions.

Once a year, the whole company comes together for “The Best of the Best,” a special recognition event that celebrates the most successful projects and individual employees of the year.

“It’s the best day of the year for me,” says Farrow. “The other 364 days we encourage our clients to celebrate their successes and recognize their employees, and then on this one day, we scream and shout and celebrate excellence and achievement within our own company.” There are awards for teamwork, product development, creativity, client satisfaction, first-year project managers and client results.

Last year the event was held at Disney World in Florida, to



PHOTOGRAPHER: NATION WONG

mark the company's 25th anniversary. Says Farrow: "It was an opportunity for our people and their partners to work and play together. We had corporate business reviews with all spouses, exclusive access to theme park rides, dinners on movie sets, and tours of backstage Disney. It was magic!"

John Kelleher, HBA '97, recently became President and CEO of R.J. McCarthy L.P., a leading Canadian school uniform manufacturer. McCarthy has never been included on a best workplace list,

but Kelleher is determined that it will someday earn its place. One of his first steps was to survey the company's employees. Their input helped create a new mission for the company—"To create the world's highest quality school uniforms in a socially responsible way"—which was then implemented through a series of focused actions. Among them: ordering independent audits of off-shore factories, becoming a carbon-neutral company, introducing employee "lunch & learn" sessions, and strengthening support for school

communities. "People want to be connected to a noble purpose," says Kelleher. "When work has meaning, people tend to levitate out of bed to come to work."

So what makes a workplace great? Pool tables and espresso machines don't hurt. Perks and benefits, for sure. But ultimately, as Kelleher says, it's a sense of contributing to something of value and being part of a whole that is greater than the sum of its parts.

Nan DasGupta captures

that feeling in a simple story about BCG. Every December the company holds an elaborate family holiday party. It's a big deal for employees with young families, but DasGupta is most impressed by the fact that it's planned and implemented by the company's new associates. "They're right out of school, super cool, on the club scene, and yet they put so much heart and soul into making this event happen," she says. "It gives me a sense of the unique spirit of this company and the feeling of community we have here."

Giving to Ivey



“At AstraZeneca we believe that Ivey is uniquely placed in Canada to combine business leadership and social awareness, and we see ICHIL as a powerful way to bring the two streams together.” —Bill Charnetski, Vice President Corporate Affairs and General Counsel, AstraZeneca

Mind the Gap

With support from AstraZeneca, the recent Ivey Global Health Innovation Conference began the process of bridging the healthcare innovation and leadership gap.

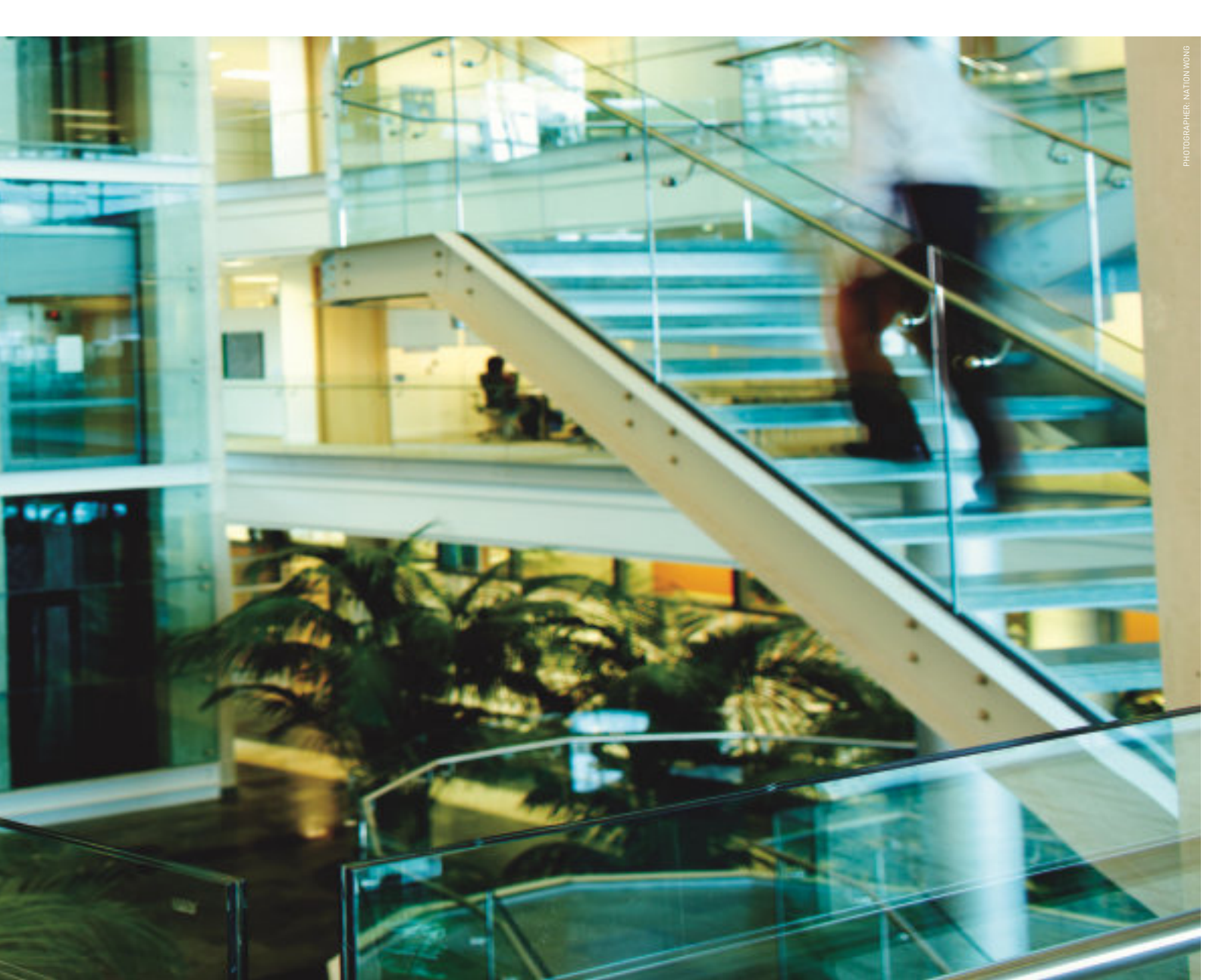
“My hope is that the thinking and ideas that begin here will help set Canada on a new path toward global leadership in health innovation.”

With those bold words, Dr. Kellie Leitch launched the first-ever Global Health Innovation Conference on November 24, 2009. The Conference is a project of Ivey’s new Centre for Health Innovation and Leadership (ICHIL), launched in March with an investment of \$5 million from the Government of Canada. The Centre is designed to further the commercialization of innovative health technologies and develop business leaders who understand and can lead change in the health sector.

“Canada ranks very highly in the world in terms of its investment in research,” says Leitch, a paediatric surgeon and Chair of the Centre. “But

when we get to the commercialization stage, we don’t do a great job, especially in healthcare. Many of our bright ideas sit on the shelf or are picked up by investors from other countries. We need to fill the gap between research and development and best practices and commercialization.”

The conference engaged four areas—health systems management, health finance, information technology and biotechnology—that have not traditionally collaborated. It was a day packed with bright ideas, new perspectives and thoughtful commentary, all focused on understanding the barriers to realizing the clinical and commercial potential of health innovations. The event attracted nearly 250 participants including industry and health system leaders, academics



PHOTOGRAPHER: NATION WONG

and students. It featured 23 presenters, headlined by Jim Balsillie, Co-CEO of Research in Motion, Dr. Pierre Coulombe, President of the National Research Council, and Deb Matthews, Ontario's Minister of Health and Long-Term Care.

The Centre's Executive Director, Lori Turik, was delighted with the results. "We had a robust dialogue with national and international speakers," she says. "Delegates told us that they were excited to be part of what they considered an historic opportunity to bring together the four sectors, and the Ivey students were inspired by the challenge laid out for them. It sparked a terrific dialogue on ways we can collaborate to make our health system better."

Conference delegates have been invited to keep the dialogue going

through a social networking site, health-innovation-leadership.ning.com. The conference proceedings themselves are expected to give rise to some key research questions. Students and faculty engaged in the Centre will explore the questions during the coming year, and report on them at next year's conference.

On a more pragmatic level, ICHIL will be actively seeking out "Rembrandts in the attic"—innovative ideas from labs or healthcare practices that are ripe for further development. Teams of MBA students will be assigned to work with researchers to create business plans or help in other ways to move their innovations closer to implementation. "There are dozens of scientific discoveries sitting in labs and hospitals all over Canada," says Michael Ras, Director of Stakeholder Relations and

Development for the Centre. "Scientists may have tried to bring them forward but not had the time, the resources or the business skills to make it happen. Ivey can help bring these technologies to market, and at the same time, provide our students with powerful learning experiences."

Pharma giant AstraZeneca has been a strong supporter of the Centre from its inception and provided lead sponsorship for the conference. Bill Charnetski, Vice President Corporate Affairs and General Counsel to the company, says the conference and ICHIL have enormous potential for addressing the challenges facing our health system. "As the bubble of baby boomers moves through, it will put immense pressure on a system that currently promises to be all things to

all people," he says. "At AstraZeneca we believe that Ivey is uniquely placed in Canada to combine business leadership and social awareness, and we see ICHIL as a powerful way to bring the two streams together."

Charnetski was delighted with the conference and looks forward to ongoing collaborations with ICHIL. "There is no one silver bullet for Canada's healthcare system," he says. "The solution will come from many different ideas over a long period of time. We believe that ICHIL has done great things already and will do even more in future, and we hope to be involved for a long time."

🌐 www.ivey.uwo.ca/ichil

Alumni Association

Okay, this one is big.

Global Ivey Day is a way for all Ivey alumni, wherever they are in the world or in their careers, to get together and connect back to the School. It's about celebration, networking and learning. And it will be on a whole new level. If you've never participated in alumni activities, this is a great way to re-connect.

Each chapter is planning a marquee event, and alums who aren't near a chapter will participate using today's technology. From forums and a global webinar to galas and networking events, there will be something for everyone.

Join us on November 4, 2010 for the first annual Global Ivey Day. And if you'd like to help, please contact me.

Mark Healy, MBA '05
Chair, Ivey Alumni Association
Board of Directors



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Global IveyDay

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Karin McCaskill, HBA '75, Paul Smith, HBA '75, Bruce Tilden, HBA '75, MBA '77

Remember that time... Thirty years later, HBAs still get together regularly

“About a dozen of us from HBA '75 have dinner twice a year, once in the summer and once around the holidays. It started with Karin McCaskill and Bill Berkhout. They had the idea and asked me to help because I had the e-mail class list. The list makes it easy and inexpensive to get the word out to our classmates.

We've been doing it for four or five years now. We don't get a huge turnout, but it keeps going. Why do we do it? I guess it's the ticking clock. As you get older, you

appreciate your long-term relationships. It's good to stay in touch with people you enjoy, people you share a common past with. It brings back the time we all spent together at Ivey. People start saying, ‘remember that time...’

We meet at Snug Harbour in Port Credit right on the lake. It's nice in the summer. We tried holding the dinners on Bay Street, but oddly enough, we get a better turnout in Port Credit. This is our year for Homecoming, so we spent some time talking about our 30-year reunion.

Our class usually has a pretty good turnout at Homecoming. I get a kick out of being involved with Ivey. I served on the committee that developed the Ivey Ring Ceremony Tradition. It's one of those ideas that took on a life of its own. It ties everyone together.”

—Paul Smith, HBA '75



Alumni Trio Do Well by Doing Good

“You know how Ivey
grads have been educated,
and the toolkit they come
equipped with. The first
hurdle has been passed.”



Successful entrepreneur and corporate leader and longtime Ivey supporter Don Jackson, MBA '67, founded Parkview Capital 15 years ago to pursue his passion for investing in operating companies. Catherine Herring, HBA '87, worked with Jackson first as a consultant, and then partnered with him in Parkview five years ago.

Suzanne Tyson, MBA '96, worked with Clearnet, Airmiles and in educational publishing before discovering Studentawards.com. The company connects students to scholarships and bursaries, and helps companies with customer acquisition, market research, and scholarship administration services. Studentawards has long standing relationships with major Canadian corporations, including financial institutions, consumer goods companies and telecom carriers. Tyson and her partner Lesley Gouldie wanted to buy the company and brought the deal to Parkview, where Herring and Jackson embraced it. Herring: "This is a different sector than we

usually invest in, and a small company relative to our other companies. Both Don and I liked the idea of the business—connecting kids who need money to further their education to funding sources that are often not being adequately accessed. For us, there's a real sense of excitement in seeing this business grow. We see it growing by getting more and more students engaged, and by offering more products and services to help students achieve success.

"We wouldn't have done the deal if we didn't have such high regard for Suzanne and Lesley. For us, this is really the sponsorship of a strong management team in a company that we think has significant growth potential.

"The Ivey connection is important. Don has a long association with Ivey and the highest regard for the School. You know how Ivey grads have been educated, and the toolkit they come equipped with. The first hurdle has been passed. And

there's also that sense of affiliation.

"Student scholarships are so important today—costs are soaring. I entered Western in 1983 and paid about \$1,200 a year for tuition. That's still my benchmark for value!"

Tyson: "I returned to Ivey for my MBA after six years in professional and educational publishing. For me, the program was exactly the right thing at the right time. After graduation, I landed a job in an entirely new industry and had the thrill of working at Clearnet during the start-up phase. That never would have happened without my Ivey MBA—it gave me immediate credibility with the hiring team.

"The first time I met with the people at Studentawards.com, I felt that all my business experience and personal passion was wrapped up in this business. It was doing something good for students, and the foundation was a strong business model in database marketing. I felt they had only scratched the surface on the

possibilities for the business.

"The relationship with Parkview goes way beyond the regular equity investor relationship. A huge amount of trust and confidence has built up. When we first approached Parkview, Catherine didn't know me and hadn't worked with me. Having that shared Ivey experience was very important. The Ivey MBA again built some initial credibility for me and opened the door.

"Today, Studentawards.com has 600,000 registered members and we're experiencing double-digit growth. We want to focus on building the three revenue streams where we've had success so far, and then expand the services we provide to students to help them succeed.

"At a recent industry event I went to pick up my name badge. The guy who handed it to me noticed the name of the company. He said, 'I love you guys—you paid for my entire education!'"

Ivey Mardi Gras

Homecoming
October 1-3, 2010

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www.ivey.uwo.ca/homecoming

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Richard Ivey School of Business
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Ivey Lives Remembered



Tevya (Teddy) Rosenberg, HBA '73, 1951 to 2009

“I don't think you can teach people to want to be an entrepreneur, but you can certainly teach them how to do it successfully.”

“I don't understand why more people don't contribute in this way,” Teddy Rosenberg said in 2008, when she received the Ivey Distinguished Service Award for her work on the Entrepreneurship Council. “It's just a whole lot of fun.”

During her remarkable career Teddy combined a passion for technology with a genuine liking for the people in the industry. “What really distinguished her was her fascination with creative people,” says her brother, Dr. Herschel Rosenberg. “She loved the world of ideas.”

Upon completing her MBA at Harvard, Teddy joined Xerox. She then moved to California to work with two start-up technology companies. She took a year off to work for the UN Secretariat on Aging in Malta, an experience that meant a great deal to her.

When she returned to North America, she rejoined Xerox in Boston, and then moved to Delrina Corporation in Canada to become General Manager of its enterprise software division.

When the company was sold to Symantec, she joined CIBC Capital Partners in the venture capital group, ultimately leading the group. “She enjoyed her work with CIBC thoroughly,” says Dr. Rosenberg. “It gave her the opportunity to go to a number of interesting places and to work with interesting minds. She was always very proud of the products she helped to foster.”

Teddy chose semi-retirement several years ago, and spent much of her time teaching and lending her expertise to early-stage technology companies. She also decided to give back to Ivey, a place to whom she felt she “owed a debt.”

Drawn to creative people, Teddy joined the Entrepreneurship Council and helped develop its strategic plan. She served as Chair of the Entrepreneurship Teaching Committee, developed new ideas such as the Entrepreneur in Residence program, judged its business plan competitions, and supported the 3X5 dinners, the internship program, and the New Venture project.

She was a great believer in entrepreneurial education. “I don't think you can teach people to want to be an entrepreneur,” she once said, “but you can certainly teach them how to do it successfully.” Concerned about the underrepresentation of women in this area, she created an HBA scholarship for women students in entrepreneurship.

Teddy enjoyed athletics and was an accomplished long-distance runner. She loved nature and adventure travel, climbing Mount Kilimanjaro and crossing the Andes. She was involved in community charity work, serving as a board member of Casey House in Toronto.

Teddy will be remembered by Ivey alumni as a thoughtful and enthusiastic supporter of the School, and a caring friend. Says Ron Close, HBA '81: “With a heavy heart, but also with great thanks, I will remember Teddy's intellect, humour, piercing insight and plain common sense. In a world of ever-increasing complexity, Teddy offered the gift of clarity. I will miss her smile.”

Case Study

Take a moment to read through the case and develop some ideas. Then compare your conclusions to those of other Ivey alumni and experts at www.ivey.uwo.ca/alumni/intouch/casestudy

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To Fire or Not To Fire DETERMINING WHEN A PAST CONTRIBUTOR CAN BE SAVED AND WHEN TO CUT BAIT

Glenn Yonemitsu wrote this case solely to provide material for class discussion. The author does not intend to illustrate either effective or ineffective handling of a managerial situation. The author may have disguised certain names and other identifying information to protect confidentiality.

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"She used to be such a good employee. What should I do?" Robert Paulson was the Vice President of Operations for Pacific West Inc., a natural resources company located in Vancouver, BC. He was thinking about Sharon East, his Manager of Quality Control.

Pacific West Inc. Pacific West Inc. was a vertically integrated natural resources company focused on timber, pulp and paper. PWI was involved in everything from harvesting and sawmills, to pulp and paper, processing, and distribution. The company had operations throughout B.C., mostly in remote small towns. With 500 employees, Pacific West produced close to \$100 million in revenue.

In an industry dominated by big multinational conglomerates, PWI was an entrepreneurial darling—a small, nimble company that took advantage of market opportunities. Senior executives had a solid reputation for being innovative, although middle managers were generally more typical of a forestry company.

Sharon East. In an industry and company dominated by men, East had to be strong to succeed. Trained in forestry management at UBC, she had worked in remote camps in the interior during her student years. East joined PWI after graduation in the 1990s, and had worked in several locations with a broad range of positions of increasing responsibility. She had a string of successes to her name, was respected, and had the confidence of senior management. She was 38 years old, married and had one child.

Manager of Quality Control. Two years ago, East was promoted to the role of Manager of Quality Control for the company, working from the head office in downtown Vancouver. While it was expensive to relocate to the Greater Vancouver area, the East family seemed settled in Surrey. In her new position, East worked normal office hours and was able to have a measure of control over her business travel. The new role took advantage of her diverse experiences, her broad network of managers around PWI's locations, and her seniority.

What have you done for me lately? East started out nicely in her new role. In the first year, she was able to implement a new tracking system, introducing new metrics, which led to greater efficiency, reduced waste and improved quality. Then things went off the rails. Her dedication and performance tailed off. She missed deadlines, didn't seem to have any new ideas, and was not even a good caretaker of the current programs. She arrived late, often harried, and regularly left early. She wasn't able to get plant management buy-in for programs, she seemed distracted and she started missing deadlines for reports to senior management.

Paulson knew that East's home situation was not ideal. Her husband hadn't found work in his field and that led to marital problems. Paulson asked himself if it was the challenges of her role, her management approach, or her personal problems that were affecting her work performance. He couldn't understand how a strong performer could have taken such a left turn.

Paulson's Dilemma. Paulson sought the help of the Vice President of HR, who suggested the use of an executive coach. For the past six months the coach had been meeting with East on a regular basis, but her performance had not improved. With the weak economy, Paulson's leash was short. He wanted to help East turn things around, but he knew that at some point it would be his head on the line. He wondered if he should start another intervention, or simply to cut bait and take decisive action. What should Paulson do?

Go to www.ivey.uwo.ca/alumni/intouch/casestudy to read the expert's opinion and share your thoughts.

This exclusive Intouch case was created by Glenn Yonemitsu, MBA '89, Partner, NEXT Strategic Advisors. © yonemitsu.mba@ivey.uwo.ca
All characters and locations in this case are fictitious.





HBA 2011 candidates Lisa Wu,
Marino Felice & Wenchelle Lao

Wear the mark.



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Powering Dreams

"My parents moved to Canada so that I could get a good education. Now I'm able to travel back to Russia and teach what I'm learning at Ivey. What could be better than that?"

Anton Tchajkov, HBA/JD '12 Candidate

Anton Tchajkov is one of many Ivey students learning today to lead tomorrow. Anton, who is studying for a combined degree from Ivey and Western Law, received an admission award to help cover the cost of tuition. "This is a six-year program," he says. "Without financial assistance it would be impossible for me to achieve my dream of getting the dual degree." But the degree isn't all he hopes to get out of his Ivey experience. "I learned a lot about leadership through my involvement in the LEADER Project," he says. Anton is HBA Executive Director of LEADER, which sends Ivey students to teach business in the former Soviet Union. "Ivey is about the way you think. It's about being a leader. The case method tests you—if you don't think critically the person sitting beside you will!"

Your contribution to the Ivey Annual Fund helps attract, inspire and reward future leaders like Anton.

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