Richard Ivey School of Business The University of Western Ontario

Intouch

IVEY

Doug Wonnacott, MBA '81, and other lvey alumni are working to feed the world's exploding population

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Nine billion people to feed by 2050, with less arable land and dwindling oil resources. That's the central challenge and opportunity facing agri-business today. It's a complex industry, involving technology, advanced science and global marketing and supply chains, all focused on meeting the most basic of human needs.

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Intouch on the Web www.ivey.uwo.ca/alumni/intouch/magazine

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Intouch

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Dean's Message

"A life is not important except in the impact it has on other lives." —Jackie Robinson

In this issue of Intouch we celebrate the Ivey Class of 2011. This year's graduates are entering (or re-entering) a world of rapid change and global hyper-competition. It is a world of enormous opportunity, but also one of great challenge.

I am confident that the School has equipped them to become great leaders in this new world. Our focus on cross-enterprise leadership has helped them develop "peripheral vision," so that they can look across an entire company and industry to understand the impact of their decisions.

We have also shared with them powerful lessons drawn from the recent financial crisis—lessons about the importance of ethical leadership, and the character, commitment and competencies needed to be a leader. We have introduced them to a myriad of other issues that will stand them in good stead in this new world.

As a business school, it's our job is to identify and understand the trends, and bring them into the classroom as quickly as possible. At the same time, we must also teach the things that don't change. At lvey we help students develop a systematic way of approaching opportunities through strategic analysis, planning and execution. We also help them become effective working in teams. The world is unpredictable and change is inevitable. Ultimately, the lvey experience gives our students resilience and the ability to adapt and learn.

As you will read, our newest graduates are a testament to the lvey experience. They see change as an opportunity to make things better. They have a truly global perspective. They are committed to sustainability. They embrace the risks and joys of entrepreneurship. They are powerful leaders in the making, burning with the desire to have an impact.

And they will. Of that I have no doubt. Join me in wishing them all the best on the great adventure of life.

Carol Stephenson

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



Coffee With Professor Jim Hatch

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

Jim Hatch attended a one-room high school in northern Manitoba and completed his first degree at the University of Saskatchewan. After a Masters at McMaster University he and his wife moved to Ann Arbor, Michigan for his PhD, "with no money and two children in diapers." He joined Ivey in 1972 and has been telling stories, creating knowledge and inspiring students ever since.

What brought you to lvey?

I had a number of job offers, but two things sold me on Ivey. One was Dean Jack Wettlaufer, who was a wonderful guy with a good story about why the School was so good. And from the beginning I liked the case method as Ivey used it.

What makes a great teacher?

A thirst for knowledge—you have to be genuinely interested in what you're teaching. Lots of preparation. A love of story-telling, because people remember stories better

than anything else. Ivey has incredibly high teaching standards, so you can't help ending up a pretty good teacher if you stay around here very long.

You're a finance guy but at one point you became an expert in biotechnology. Why?

I'm very curious. I decided there was huge potential in biotechnology so I read a dozen books in the area—everything from microbiology and physiology to clinical trials. It takes a lot of time and effort to go into a new field, and a willingness to get out of your comfort zone and take risks. There's a natural inclination to get out those yellowed old notes and do the same thing every year.

You also have a strong interest in Ivey's Chinese students. How did that develop? One day years ago I noticed a young Chinese student in the atrium crying. She was worried about running out of money for her MBA, and her baby was in China with her husband and mother. I managed to get her a scholarship and loan



to help her complete the program. It made me realize the sacrifices that many Chinese students make to come to Canada. To this day I spend two to three hours every two weeks talking to Chinese students about Canadian culture. I also take a group of Canadian students to China each year.

Why the fascination with China?

If you spend all your time with people just like you, you're not challenged and you don't learn. China does things so differently that it challenges you to ask yourself what you believe and what the world is really like. I'm not really interested in the usual touristy things. I'd rather meet people, talk to them, and find out what they're about.

What are the important lessons that each student should leave lvey with? Exercise your potential to be a leader in whatever you do. Never stop learning. Manage by fact. What do you enjoy doing when you're not working?

I'm a voracious reader of virtually everything and I get excited by ideas of all kinds. I spend a lot of time with my two daughters and four grandchildren. Last summer all eight of us went to Europe. We rented a minibus and drove through France and Italy. At the Trevi fountain we told the children about their mothers throwing coins into the fountain when they were girls.

What's next for you?

I'd like to help the School in China, perhaps by recruiting students or helping to develop the alumni network. I would love to take a couple of months and see the parts of China that the tourists don't see. I'm studying Mandarin, but my teacher says I'm the worst student she's ever had!

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

A Note From The Editor

lvey Buzz

Partnership. It's a very powerful concept, whether it's a formal partnership to open a new business, a joint venture to enter a new market, or an informal agreement to work together toward common goals. The magic of partnership is that each partner brings strengths and assets, and the whole is generally greater than the sum of the parts.

The lvey Business School works in partnership with many organizations and individuals to advance our mission. We simply couldn't do what we do without the contributions of those who share our vision of business education and knowledge creation.

In this issue of Intouch, you'll read about the wonderful partnership we have enjoyed with KPMG Enterprise for many years. You'll notice that this partnership goes far beyond financial support. The exceptional men and women at KPMG Enterprise provide ideas, enthusiasm, knowledge, expertise, hundreds of hours, and access to their national network. Together we have been able to build programs that neither of us could have created alone. Both of us are now recognized as leaders in entrepreneurship.

KPMG Enterprise is one of the many corporate partners who support the School. They help with recruitment, research, and case development. They enrich the lvey learning experience and keep us in touch with changing business realities. They mentor our students and hire our graduates, send employees to our executive development programs, and provide financial support. In return, lvey provides them with access to new knowledge, and prepares outstanding future leaders for their organizations.

Elsewhere in the magazine you'll read about the completion of Phase One of the new lvey building. Phase Two is under way. The Advancement team is very excited that we will be among the first to move in during August. And our alumni can experience the wonders of the new facility in October, when they return for Homecoming. Our heartfelt thanks

to everyone who has lent their expertise, energy, enthusiasm and resources to making this amazing project happen.

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

Compete. Win. Repeat.

Every year lvey students make the School proud by winning a variety of business competitions. This was a bumper year!

Meghan Bridges, Cameron Bossert, Will Meneray and Brendan Stevens, all HBA '11, won the Global Business Case Competition at the Foster School of Business at the University of Washington in April.

> From left to right: Brendan Stevens, Meghan Bridges, Cameron Bossert, Ivey staff member Emma Douglas, and Will Meneray.

Led by Neil Lane, Wayne Lam and Chris Chadwick, all MBA '11, team Stathletes tied for first place at the Cardinal Challenge Business Plan competition held at the University of Louisville in Kentucky. In addition to \$10,000 in prize money, team Stathletes advanced to the next level of competition, representing Ivey at the Venture Labs Investment Competition in May. (See page 48 for more on Stathletes.)

Pictured below are Meghan Chayka, Neil Lane, MBA '11, and John Chayka who presented on the team's behalf.



The Ivey Law Club sent four teams of HBA students to the Osgoode Cup Undergraduate Moot Competition in May, three of which earned their way to the semi-finals. The team of Omar Madhany and Meghan Bridges, HBA '11, won the competition, with the team of Emily Gilmour and Christopher Yeretsian, HBA '12, taking second place.



A team of HBAs, Kenny Cui, Arnold Ha, Jon Jhun and Melody Tao, won the Toronto Chartered Financial Analyst competition of the CFA Institute Global Investment Research Challenge, and advanced to the Americas Regional Challenge in April.

Four MBA students, James Larsen, Paul von Martels, Hussein Govani and Dan Moro, won the sixth annual Boston University International Tech Strategy Business Case Competition in April, bagging the \$25,000 prize.

Scott Aarssen, Geoff Killing and Yashar Farmanara, all HBA '11, played for Team Canada's men's hockey team at the World University Games in February, helping Canada clinch the bronze medal. Farmanara scored the game-winning goal.

In March a team of HBA students, Richie Bloomfield, John Wither, and Natasha Gajdemski, won a unique case competition with a focus on corporate social responsibility. The competition was sponsored by Company2Keep, a network of sociallyresponsible businesses. The Ivey team received the highest grade on its report and placed first in Facebook voting.

lvey Buzz

"The winners of our 'Canada's 10' program share an unshakeable belief that a robust corporate culture will result in improved financial performance. At Waterstone we know that talented people, guided by remarkable leadership, create an incredible culture."

—Alan Small, HBA '73, MBA '74, Managing Director, Waterstone Human Capital

Cultivating Corporate Culture

Ivey has become a partner with Waterstone Human Capital in the successful recognition program, Canada's 10 Most Admired Corporate Cultures. The program was launched in 2005. In 2010, nearly 400 organizations were nominated.

"We are thrilled to have Ivey on board," said Alan Small. "It's our goal to find partners that understand the impact of corporate culture on organizational performance. Ivey's unmatched expertise and insight will be of huge benefit to our program, to our nominees and to our winners." Waterstone and Ivey representatives will conduct interviews with organizations across Canada this summer. The program's 24-member board of governors, top executives from leading companies, will vote on the regional finalists in the fall, and the national winners will be announced in November.

"Corporate cultures are more than slogans or empty promises," said Dean Carol Stephenson in making the announcement. "As a place where leadership is studied and leaders are developed, we know that leaders set the tone and the culture in their organizations by their actions, not their words."







International Business with a Difference

"It was an amazing opportunity, definitely life-changing. I've always been passionate about international business, but I didn't really experience the impact of culture until I was working with the Mommas on the ground. The biggest lessons I learned from them."—Kinleigh Wiedeman, HBA '11

Wiedeman is talking about her experience as an intern with Western Heads East, an innovative social enterprise project that is helping to improve the lives of people living with HIV/AIDS in Africa. The Mommas are employees at kitchens in Tanzania, Kenya and Rwanda. The women make and sell probiotic yogurt, creating jobs and learning important entrepreneurial skills in the process. In turn the yogurt helps patients receiving anti-retroviral drugs for AIDS become healthier and stronger.

Wiedeman was one of five Ivey students who spent three months in Africa working with the five-year-old project. She helped the two Kenyan kitchens streamline their operations, set up a bookkeeping system, and develop a recycling program. "I had to adapt what I learned at school and my experiences working in western culture to the demands of rural Kenya," she says. "We had to work closely with the Mommas to make sure any changes were things they were willing to implement once we left."

Wiedeman is convinced that this kind of social enterprise offers real hope for the developing world. It has also changed her perspective on the business world back home. "I'm confident that businesses can be socially and environmentally responsible while having great profit potential and economic benefit."

🕜 Ivey in the News

As business leaders and educators we must reach beyond the simple arithmetic of business to embrace the more difficult and challenging moral calculus of life. Professor Jeffrey Gandz,

The Globe and Mail, March



You can't just quietly go about your job and expect people to notice. You've got to make sure that people know how valuable you are. Professor Ann Frost, The Globe and Mail, February

Ivey Buzz



"By focusing on the right levers in Canada's public health care system, we can make health care a source of sustainable competitive advantage in Canada."—Dr. Anne Snowdon

New Chair of ICHIL Announced

Dr. Anne Snowdon, a nurse, inventor and academic researcher, has been appointed as Chair of the Ivey Centre for Health Innovation and Leadership. Snowdon replaces Dr. Kellie Leitch, who was recently elected to the House of Commons.

"We are pleased that Anne has agreed to take on this leadership role," said Dean Carol Stephenson in making the announcement. "The Centre has benefited from her passion for a better, more productive and more sustainable health care system."

Snowdon holds a doctorate in nursing, and most recently served as Associate Dean Nursing at the University of Windsor and professor at the Odette School of Business and the Faculty of Engineering at Windsor. She is known for her research in injury prevention for children and families traveling in vehicles.

Dean appointed to Ontario Commission

In June Dean Carol Stephenson, O.C., was appointed to the newly formed Commission on the Reform of Ontario's Public service. The Commission will be chaired by Don Drummond, Matthews Fellow in Global Public Policy, Queen's University. It will examine the way government delivers services, with a view to identifying programs that could be eliminated or redesigned, areas of overlap and duplication, and areas of value. Other commissioners are Dominic Giroux, President, Laurentian University, and Susan Piggott, Vice President Communications, Centre for Addiction and Mental Health.



🕜 Ivey in the News

Now more than ever, you have to get the right people with the right set of skills and the right set of technical tools. Otherwise they can't do the job they need to do.

Professor Barbara Marcolin, PhD '94, Financial Post, March As China actively transitions from internal to international investing and Western companies seek access to China's fast-growing consumer markets, both face acute talent and experience shortages to take them global.

Janet De Silva, EMBA '94, Associate Dean Ivey Asia, Regina Leader-Post, April



If you don't pay your CEO the market rate, you can't attract the best for the position. Professor Colette Southam, PhD '06, MSN.ca, February

Passions

Michael Tang, HBA '09, experiences the power of teamwork as co-captain of a Dragon Boat.

Tell us about your passion! E-mail intouch@ivey.uwo.ca

I grew up in Toronto and I've been attending the Toronto International Dragon Boat Festival since my parents first took me as a child. To be paddling as a co-captain gives me great cultural pride.

In high school I was part of the Duke of Edinburgh Award program. In Grade 12, I got an e-mail from the program asking if anyone was interested in being part of a team. I thought, if they want a scrawny 18-year-old paddling with them, I'm in!

The focus of our team is to give people their first taste of Dragon Boat racing. We've had some 120 people come through. Many go on to join more competitive teams, but we're slowly building up our core group of passionate paddlers. There are lvey alumni on the team every year, and more are welcome.

We practice for the last five Sundays before the Festival. Practices last about an hour and a half. We start with stretching and a team run, spend an hour on the water, and then do a cool-down and team talk. We have an excellent coach who used to work with Team Canada.

At the first practice, our hands are out of sync and the paddles all hit the water at different times. From a distance it looks like a caterpillar crawling. By Festival day, we're no longer a caterpillar. We all strike the water in unison to the rhythm of the drum. It's beautiful to see how 20 people can come together and achieve this in just a month and a half.

Dragon Boat racing is more about technique and cardio than strength. A boat of Grade Sixers who are all willing to work together will beat a team of MMA fighters who are only thinking of themselves.

It doesn't matter how fast or how hard each person can paddle—if you're not paddling together, your boat will spin in circles. I think you can apply that concept to any business.

Left Turn

Jeannine Glista, HBA '91, MBA '97, found her sweet spot producing Biz Kid\$, a children's TV series about business and financial literacy

Made an interesting career "left turn?" Tell us about it! E-mail intouch@ivey.uwo.ca

After Ivey I had seven jobs in nine years, but nothing seemed to fit. A two-year stint at the public broadcaster in British Columbia whetted my appetite for working in educational media. I started working on this project at my kitchen table.

I shared the concept—teaching kids about business by profiling young entrepreneurs with somebody I knew in the TV industry and he said to develop a pitch video. I didn't know the first thing about doing a pitch video but I wrote a script, hired some film students, and shot a story about kids selling chocolates over the Internet. That video became my calling card for the next three years.

There were a couple of false starts but eventually I met the producers of *Bill Nye the Science Guy*, an award-winning series in the 90s. They wanted to do a show on money, so I convinced them to blend the two concepts. We opened the studio in November 2006. Three weeks later I had my third child. The whole first year was a blur.

When we're in production, I work on show design, help shape writing, review scripts, and produce and direct field pieces. When we're not in production, I focus on marketing and business development.

We've done 52 shows so far, and plan to complete 65. After production stops, our goal is to build Biz Kid\$ into a million-dollar global brand. I'm also working on a new series for pre-schoolers using hip-hop music.

I know that this is what I'm meant to do. I love being part of a creative process and having an impact on a large scale. The intersection of art and commerce can be very powerful.

www.bizkids.com



lvey Buzz

"Lemonade stands are a great test of entrepreneurship. You can do it badly and park yourself at the end of your driveway, or you can think strategically about location and branding."

- Professor Darren Meister, London Free Press

When Life Hands you a Lemonade Stand...

For the final "Learning through Action" event of the year, HBA1s used their business and leadership skills to raise money for the Boys and Girls Club of London by selling lemonade. Matthew Diamond, MBA '96, Managing Partner of Hunter Straker, a Toronto-based brand strategy company, provided the class with retail tips and techniques, and basic lemonade stands. Student teams were given 48 hours to raise as much money as they could. In total, more than \$31,000 was raised. The winning team raised more than \$1,600.

"Mike's accomplishment is particularly significant because the award is not conferred annually, but only when an individual's contributions deserve special recognition."

- Dean Carol Stephenson, O.C.





A Career Celebrated

Professor Emeritus Michiel Leenders has been a leader in the field of purchasing and supply chain management for decades. Recently he received the prestigious John H. Hoagland Award for Distinguished Service to recognize his contributions to the field.

In addition to his research and teaching, Leenders became academic advisor of the Purchasing Managers Association of Canada (PMAC) in 1961 and held the post until 1993. PMAC's professional development program, launched in 1963, received worldwide acclaim for its general management emphasis, practitioner-taught courses, and the capstone Advanced Purchasing Management Course. Leenders also worked with PMAC to create the Ivey Purchasing Managers Index, which has become a leading economic indicator.

Leenders was recognized during the 2011 North American Research Symposium of the Institute for Supply Management held in March in San Diego.

In related news, the Ivey Purchasing Managers Index celebrated its tenth anniversary by adding a seasonallyadjusted component in March. The index, which is based on a month-end survey of purchasers across Canada, will now be corrected for regular, intra-year fluctuations due to factors such as weather, holidays and institutional arrangements.

Ivey in the News

I expect bond investors to wake up eventually, lick their wounds and then kick themselves for being so gullible as to believe the reported inflation statistics.

Professor George Athanassakos, The Globe and Mail, March

Canada continues to cash out our non-renewable resource assets and use the proceeds to pay the operating expenses of governments.

David Emerson, Donald L. Triggs Lecture in International Business, as quoted in Financial Post, February When people lose everything, what's most important is providing for their families and keeping their communities together. Enterprise can be a beautiful setting where hope flourishes.

Professor Oana Branzei, Bloomberg BusinessWeek, March

Building the Future

How the new building will advance Ivey's place in the world

Check out progress on construction at www.ivey.uwo.ca/newbuilding



Creating Knowledge

Ivey has always focused on rigorous research rooted in real-world problems with important implications for managers. Here's a sampler of some of the new knowledge created at Ivey in recent months. To learn more, visit www.ivey.uwo.ca/alumni/intouch/research

Developing sustainability

Think sustainability is a western concept, one that developing countries can't afford? Think again, says Professor Mike Valente. He says progressive firms in developing countries are good at incorporating sustainability into their business models and working collaboratively with stakeholder groups. Can western companies learn from their approach? You bet.

Dotting the i's

Professor Dina Ribbink has discovered that contracts with buyers and suppliers are more complete when the "cultural distance" between the two parties is greater. She studied a European manufacturer, finding that contracts with Chinese suppliers were more likely to cover every eventuality than ones with a company in a neighbouring country. "Culture and cultural differences matter in negotiations," she says.

Not papered over

Professor Emeritus Michiel Leenders studied the World Bank's approach to paper procurement to explore issues of environmental sustainability in multi-national corporations. Leenders found that transparency, strong partnership across departments, and a commitment to sustainability as a part of corporate strategy were keys to success.



Brain power

Professor Dante Pirouz is using functional MRI to see how the brain responds to cigarette advertising. Surprisingly, smokers are more likely to resist the blandishments of these ads than non-smokers, probably because they have built up a resistance. It's an exciting new field of research, and Pirouz says it could be valuable to companies, consumers and policy makers.

Women notice

Marketers and new product designers take note: a new research study by PhD candidate Theodore Noseworthy suggests that women are better able than men to recognize dramatic new products, as long as they are promoted among competing products. The study also indicates that women tend to evaluate the new products more favourably, despite paying less attention to advertising claims.



Outsourced

Gone are the days when western companies simply outsourced their manufacturing to low-cost countries, says Professor Ning Su. Today companies in developed countries are "co-creating value" with companies in developing economies. The result is a win-win.

Unquenchable spirit

Entrepreneurship flourishes even in urban slums rife with civil unrest, ethnic clashes and terrorist events. That's the result of Professor Oana Branzei's research based on data from the six largest cities in Bangladesh. Branzei says these findings may suggest that international programs should focus on fostering entrepreneurship.

All change

A recent study in the context of municipal government suggests that change initiatives are much more successful when employees are part of the process of change. Professor Gerard Seijts and PhD candidate Michael Roberts concluded that senior managers have a number of opportunities to build enthusiasm and buy-in from their employees.



Gotta Eat

Facing daunting challenges and rapid change, the agri-business industry works to feed the world



Think about farming, and what comes to mind? A few hundred lush green acres with corn as high as an elephant's eye, a pasture filled with black and white cows, and a farmer in worn denim overalls? If so, it's time to think again. Agriculture today is a complex, technologically-advanced, globally competitive business. As alumnus Doug Wonnacott, Senior Vice President at Viterra puts it, "This isn't my grandfather's farm. Part of my motivation for being in this business is the sheer complexity and breadth of it." GLOBAL SUPPLY CHAIN: Grain unloads at an Archer Daniels Midland facility in Decatur, Illinois.

To feed the world now and in the future, it will take good science to increase the productivity and health of crops, address the food-versus-fuel issue, and adapt to climate change.

David Sparling, Chair of Agri-Food Innovation and Regulation at Ivey

And it's an industry that is not standing still. Facing the challenge of feeding nine billion people by midcentury, agriculture and food processing businesses are undergoing rapid growth and fundamental change. In Canada alone agriculture represents one in eight jobs, more than \$70 billion in economic activity, and some \$10 billion in exports, and growth is certain. Wonnacott compares the boom in agriculture to the Internet during the 1990s.

David Sparling, Chair of Agri-Food Innovation and Regulation at Ivey, is exploring a range of issues, including new industry strategies and policy frameworks to support innovation, development of a national food strategy, and novel approaches to agricultural risk management. Says Sparling, "To feed the world, now and in the future, it will take good science to increase the productivity and health of crops, address the foodversus-fuel issue, and adapt to climate change. It will also take good people who understand how global markets are changing and know how to market to the world."

Intouch spoke to some of those "good people" about their industry.

What are the biggest challenges and opportunities faced by your industry and organization?

Cam Davreux, MBA '63

Retired Vice President, CropLife Canada "About one billion people go to bed hungry every day. The only way to feed the growing world population is to achieve higher yields per acre of arable land. This is where the plant science industry comes in."

Doug Wonnacott, MBA '81 Senior Vice President, AqriProducts Group, Viterra

"The world will have about nine billion people by the year 2050. That coupled with the growth of middle classes in countries like China and India is creating enormous demand. At the same time, arable land per capita is decreasing. So the overriding challenge is land utilization and yield per acre."

Rory McAlpine, Participant in Ivey's Maple Leaf Academy executive leadership program Vice President, Government & Industry Relations, Maple Leaf Foods

"Our biggest challenge at Maple Leaf is getting competitive in an environment that has changed dramatically with the rise of the Canadian dollar.



That means getting our supply chain costs absolutely on a par with the best competitors in North America by investing in scale and technology, and focusing on value-added meats and meals."

How has your company positioned itself to thrive in the global marketplace?

Elias Partyka, EMBA '98

Head of Marketing at Syngenta Poland

"We're currently implementing a new strategy that will combine our seeds and crop protection assets to create and sell more complete solutions to help the farmer produce better crops, which will in turn make him or her more prosperous."

Marshall King, MBA '01 Grain Manager,

Organic Meadow Cooperative

"Our focus is on the North American market. Right now organic food in Canada represents 1 to 3% of total sales. In places like Holland and Germany, it's between 10 and 20%, so we see enormous growth potential."

Wonnacott "Viterra has become a global business. In 2009 we purchased a company in southern Australia. In the course of the last couple of years, we have opened up offices in Singapore, Beijing, Geneva, Hamburg, Naples and Kiev. We are looking for positions in the U.S. and the Black Sea area, and we are building a canola crushing plant in China. We're also working to diversify our business, and to drive operational efficiencies through our existing assets."

Ray Young, HBA '84 Senior Vice President and Chief Financial Officer, Archer Daniels Midland Company

"We're continuing to expand our global origination and transportation network, so that we can move grain and agricultural products from Canada, the U.S., Brazil, Argentina and other growing regions to markets around the world, especially Asia, Northern Africa and the Middle East. We're also establishing processing operations in critical places around the world—we have extensive operations in North and South America and Europe, and in Asia we've partnered with one of the region's largest oilseed processors."

McAlpine "Our immediate focus is on getting competitive with our assets in Canada, but we continue to export 25% of our sales value. And we are a major investor in the bakery



FOOD VERSUS FUEL: There are claims that using corn for ethanol production is pushing up food prices around the world. New biofuels using agricultural waste products may eventually be a viable alternative.

business in the U.K., and the frozen bakery business in the U.S."

Is the demand for corn for ethanol pushing world food prices higher?

Young "There are many factors driving corn prices—challenging and volatile weather conditions such as we have seen this spring, export bans of agricultural products in some countries, significant fund investments in commodities, high energy prices, and growing demand for food in China and other emerging markets. Ethanol demand is a factor, but not a major one. It's important to remember that when the starch portion of the corn kernel is used to produce ethanol, the remaining 40% of the corn is used for other products, such as corn oil and livestock feed. ADM is conducting research on the next generation of biofuels, including biofuels from corn stover, the stalks and leaves left after harvest."

Wonnacott "This issue centres on energy policy in the U.S., and the desire to increase their percentage of domestic oil production. My concern is that I'm not sure we really understand the net energy contribution of corn-based ethanol versus imported oil." Partyka "The long term solution is to reliably increase the amount of ethanol that can be distilled from an acre of corn harvested. We all know that over time converting a finite supply of fossil fuels into greenhouse gases is a one-way street, so investing in a viable biofuel sector is the right thing to do."

McAlpine "Maple Leaf has a successful rendering business that produces tallow from animal by-products and other food waste streams. From the tallow, we make a bio-diesel. It's a completely renewable energy from waste—a great alternative to turning

food crops into fuel."

Can we feed the world now and in the future?

Partyka "I strongly believe that we can feed a much larger population on our existing land base by simply increasing crop productivity per acre and ensuring that the health of our land, water and air is preserved to provide a sustainable production base. It's a large part of what keeps me wanting to come to work every day."

King "Conventional agriculture is built on cheap energy, abundant

ADM

OWNED BY: ADM TRANSPORTATION C

Agricultural yields have improved dramatically over the past 20 years, and we don't see technology slowing down...

Ray Young, HBA '84 Senior Vice President and Chief Financial Officer, Archer Daniels Midland Company

water and a stable climate. I don't think we can count on those conditions any more, especially in developing countries. There's research to suggest that the world's hungry people could be fed by small scale local organic agriculture in the places they live. I don't think the answer is to rip out all the trees in Africa and make mile-wide fields planted the way we plant here."

Young "Agricultural yields have improved dramatically over the past 20 years, and we don't see technology slowing down in that regard. The other critical factor is that there is a lot of waste and spoilage. In 2007 it was estimated that the amount of wheat and rice damaged after harvest was enough to meet the cereal grain dietary needs of more than 380 million people. That's part of the reason why we recently founded the ADM Institute for the Prevention of Post-harvest Loss at the University of Illinois to help farmers in developing countries."

McAlpine "I'm optimistic. There's a huge amount of ingenuity and technology available to expand our ability to grow more from the current land base. But water is perhaps the most critical constraint. We can get more from the land, but it will depend on more efficient use of water in many parts of the world. It will also depend on our ability to adapt to climate change."

How do you respond to changing consumer attitudes, such as preferences for organic food and opposition to genetically-modified (GM) foods?

Partyka "For some consumers generally the well-off in developed countries—organics and anti-GM may be consumer preferences, but they are not fact-based improvements to human health or the environment. There is no scientific research that says either anti-GM or organic is better for human health or the environment when compared to a properly operated conventional crop production system. My frustration is that the claims around organic production or anti-GM are sometimes misleading and not based on fact, and that the costs and risks associated are not fully considered."

King "Organic resonates with people. They feel it's better for them, the animals, and the earth. Many consumers have been disturbed to

Family farms will have to get more efficient and more technologically savyand that's happening on organic farms.

Marshall King (right), MBA '01, Grain Manager, Organic Meadow Cooperative

see what agriculture has become in order to produce food as cheaply as possible. Now they're demanding to have a say in how it's grown. We as an industry have to respect consumers' wishes."

Wonnacott "The GM issue is emotionally charged, as opposed to being based on science. Since biotechnology found its way into crops, there has been no scientific proof of any adverse health effects. At the same time, yields have increased dramatically—corn is up 36%, beans are up 12% and canola is up 25% in the last five years alone. To feed the world down the road, we need to see greater acceptance of GM products."

Davreux "Organic is a choice. There is no evidence to suggest that it's healthier. Biotech, on the other hand, is producing incredible benefits. The key thing for Canada is to develop science-based regulation."

McAlpine "We're very sensitive to consumer trends and work to understand those preferences as we develop new products. Our focus is on health and wellness. It's about how to produce healthier foods by reducing sodium and fat levels, and eliminating trans fats."

In a global marketplace, is there a future for the family farm?

Partyka "Yes, but farms must be profitable. I have seen farmers all around the world—big, small, family, corporate and otherwise—and I am always struck by the values held by those who work the land. They have a special respect for Mother Nature that differs from what you might see in more urban settings. Most people don't realize that most corporate farms in Canada are family farms and this is what allows them to be sustainable." King "Organic Meadow is a cooperative owned by the farmers themselves and part of our mandate is to ensure the survival of the family farm and support the rural economy. It's not just our product that people buy—it's our values. Family farms will have to get more efficient and more technologically savvy—and that's happening on organic farms. Supply management has helped protect the family farm."

Wonnacott "In Western Canada there are about 115,000 farms, of which 98,000 are less than 2,200 acres. There's a rule of thumb that



YOU CAN'T FOOL MOTHER NATURE: IS organically produced, non-GM food a luxury for the wealthy, or the way forward for developing countries?

says for one set of equipment—one tractor, one planter, one combine —the optimal number of acres is about 4,000. So family farms will likely get bigger."

Young "One of the effects of higher crop prices right now is that family farms are more financially stable. They're making money, which should allow them to re-invest in equipment and other assets to make them even more efficient."

McAlpine "Given the diversity of agricultural resources in Canada, there's more than enough opportunity

and global demand to sustain all kinds of activity, including small and large family farms. But we must be competitive."

What does the future hold?

Davreux "Canada's food and farming industry is highly regarded internationally, and we have a great opportunity to be part of the global picture—that's very important from both an economic and a humanitarian standpoint."

Young "Global demand for agricultural products is expected to as much as double by the middle of this century, so the world is looking to agriculture to do more to meet the growing needs and to do so sustainably—all against a backdrop of constrained natural resources and growing environmental challenges. Like others in the sector, we at ADM believe that agriculture can grow sustainably to meet the demand."

King "Agriculture has a responsibility to produce food that makes people healthy and protects and preserves the environment. Organic agriculture has an important role to play in producing food in the future." Partyka "Farmers will need to push crop productivity to new limits to meet the world demand for food. Syngenta's strategy of integrating seeds with crop protection will help improve crop productivity on a finite land base."

McAlpine "When you look ahead over the next 100 years, it's clear that we can't sustain our economy based on non-renewable resources. Our future is about renewable energy and food. When you look at it that way, agriculture is the future for our planet."

WORLD CHANGERS

The lvey graduates of 2011 prepare to enter a new world, armed with the skills, knowledge and commitment to make it better.

"The status quo isn't going to work any more."

That's James Larsen, MBA '11, one of the exceptional men and women who graduated from lvey this year. Like many of his classmates, Larsen knows that he's graduating into a new world and will face new challenges as a business leader. Like his classmates, he's determined to use his skills, understanding and passion to find solutions and make positive change.

At Ivey, Larsen established the Sustainability Club and participated in a winning case competition team. Now he's working at top consulting firm Bain. For him, the key issue facing business leaders is sustainability in a world where resources are depleted and the population continues to grow. "As a leader you can't be satisfied with simply earning profits for your shareholders any more," he says. "You have to start focusing on the triple bottom line, developing a holistic perspective of how you are affecting the environment and the society in which you operate, as well as making a profit. It's a paradigm shift."

Larsen believes the change must start with him. "The most important things are to spread the

message and act with integrity," he says. Eventually, he hopes to build on his training as an engineer to run his own renewable energy company.

Not surprisingly, sustainability is top of mind for many lvey graduates. Matt Gray, HBA '11, participated in a service trip to Costa Rica during his time at lvey, an experience that touched him deeply. "I saw people with so little who were still incredibly happy," he says. "It opened my eyes to the fact that material things aren't everything." Gray, who is working at Kraft, believes that corporations must build social justice and sustainability into their business models. "Consumers are becoming more aware of environmental and human rights issues," he says. "They will demand that companies create both shareholder and social value."

For Teddy Kuhn, HBA '11, the future of sustainability lies in "co-creating value," a concept he learned in an Ivey classroom. Kuhn, whose background includes working as an intern in the Prime Minister's Office and launching an Internet marketing company, joined Boston Consulting Group after graduation. "There are concrete examples of companies that have been able to make a profit and build value for shareholders, while helping societies and communities to grow," he says. "The challenge is to hold onto the ideals that have been instilled in us at lvey as we go into the working world."

Peru native Karin Cunza, MBA'11, has a unique perspective on issues of sustainability. She sees a big difference between environmental practices in developed and developing countries. "In the developing world there is still a lot of work to be done to influence government and business leaders," she says. "The whole world has to be committed to this because in the end we all share one planet." Ultimately, the challenge for business leaders, she believes, is to maintain a balance between "the search for growth and profits, and ethical practices."

Cunza, who joined Scotiabank's international program after graduation, feels a personal commitment to support the development of Latin America, and especially to help children living in poverty. "I also want to direct my efforts towards improving trade relations and increasing

**The most important to spread the spread the message and act with integrity.

"Our competitive set has no more barriers and boundaries."

Suzanne Roy, EMBA '11 (Toronto campus)

"The challenge is to hold onto our ideals."

Teddy Kuhn, HBA '11

cooperation between Peru and Canada, two countries that share the common goal of achieving sustainability within the mining industry."

Stephanie Cheung, HBA '11, is also concerned about inequities between the developed and developing worlds, and the issue of global warming. Cheung, who has joined consulting firm Oliver Wyman, believes passionately in ethical leadership and the impact of small actions. "As a leader your actions are scrutinized and their impact is amplified. Having CSR departments is good, but above all you need leadership that shows support and commitment at the personal level." Suzanne Roy, EMBA '11 (Toronto campus), Director of Business Development at McCormick Canada, sees globalization as both an opportunity and a challenge for future leaders. "Our competitive set has no more barriers and boundaries," she says. "Globalization will force leaders to evolve through the latest technologies and techniques, and to learn continuously. Businesses must be very flexible and nimble." She adds that business leaders must be able to translate their strategies into action through "flawless implementation."

Roy's role in a global environment, she believes, is to lead through inspiration and passion.

"If I can inspire someone to be better as a person, a worker, a colleague, then little by little I can make a real difference."

Changsheng Duan, EMBA '11 (Hong Kong campus), identifies global competition as a significant issue for business leaders in China, too. Duan holds a degree in chemistry and has worked in the fertilizer business for 18 years, most recently as General Manager of the Sinochem Fertilizer Company. "The competition between companies and between managers is very, very tough," he says. "To be a successful leader you must become extraordinary. You must have the foresight to lead your team in the right direction, and the ability to execute on your strategy."

Duan says he will change the world by ensuring the success of his company and industry. "Our industry is very traditional but its importance cannot be diminished," he says. "The Chinese use 9% of the world's arable land to feed 10% of the world's population. Fertilizer contributes 50 to 60% of the yield, so it is essential to guarantee food production for our country. My goal is to help my company be more profitable and also be good for society."

During her time at Ivey, Rebecca Risberg, HBA '10, MSc '11, worked as a research assistant on a social enterprise project in Kenya, did volunteer work in Costa Rica, and spent one semester on exchange in Spain. Her international experiences and studies have given her a fresh perspective on business issues. "We need to look more closely at the supply chain," she says. "We have to ask where we source our products, how they're made, what happens to the people involved. When you buy a cheap product in Walmart, you have to remember the people at the other end of the chain who worked long hours for low wages to make it."

Like her fellow grads, Risberg, who is working with Johnson & Johnson, sees significant challenges ahead. She's concerned that the corporate environment isn't open to change. "We are stuck in our ways," she says. "The system doesn't allow us to make big changes. And yet we must."

David Maslach, PhD '11, believes that organizations must get better at learning. His research focuses on how companies learn and then innovate from failure. "There are always going to be challenges," he says. "It's a matter of making sense of the problems and knowing how to respond to them. You can't understand the future if you don't understand the past." His role as an academic is to contribute by asking good questions and providing fresh insights.

The rapid rate of technological change is another major challenge for business leaders, says Sandy Towle, HBA 'o6, MBA '11. Before returning to Ivey for his MBA, Towle took over his father's business, Shoreline Records, best known for being the first label to sign the band Nickelback. "Everything is changing so quickly, especially in the music industry," he says. "The business model has totally changed, and the hard part is staying on top of the new technologies and finding people who understand them." Towle is now focusing his efforts on Shoreline Records and other entertainment industry projects.

The perspectives are diverse, but for members of the class of 2011 the challenges are real. And they are ready to meet and overcome them. Teddy Kuhn says being an Ivey graduate sharpens his sense of mission. "We've been given incredible opportunities and that comes with tremendous responsibilities. We must make sure that society works for everyone, not just those as fortunate as we are."

"I'm going to change the world one day at a time, using the skills I've learned at Ivey," adds his classmate Matt Gray. "Right now I can't connect the dots from here to the future, but looking back I know it will all make sense."

HBA Class of 2011:

Number of HBA students: 446 Percentage of female students: 43% Incoming class average: 82.6% Number of countries represented: 25 Number of languages spoken: 30

MBA Class of 2011:

Number of MBA students: 163 (including 17 AMBA students) Number of countries represented: 29 Number of languages spoken: 29 Years of work experience: 4.4 years Percentage with more than one degree: 19%

WHAT I LEARNED AT IVEY

A few words of advice from the Class of 2011 Live your values. Be true to yourself. Develop strong relationships and networks. Define success in your own terms. Be a leader of character and integrity. Know how little you know. Treat other people as you want to be treated. Seize the day, make a difference. Listen to all stakeholders. Keep learning and challenging yourself. Leverage the people around you—you're only as good as your team. See the world through other peoples' eyes. Maintain a balance between profit and social benefit. Take time to reflect.

"The system doesn't allow us to make big changes, and yet we must."

Rebecca Risberg, HBA '10, MSc '11

Giving to Ivey

KPMG Enterprise and Ivey partner to support entrepreneurship in Canada

Shifting into High Gear

We wondered how the group would get along, but it literally took minutes for the bonds to start to form.

Dave Cook, KPMG Enterprise

Professor Eric Morse calls it "my most enjoyable week of the year." Matthew S. Hannon, HBA '74, MBA '78, Chairman of Delhi-Solac Inc. describes it as "a profoundly enriching and energizing experience." For Cam Heaps, CEO of Steam Whistle Brewing, it was "an opportunity to start identifying where the cracks were in order to set up our business for sustained growth."

Participants rave about the impact of lvey's QuantumShift™ (QS), an intensive five-day business leadership program designed to help entrepreneurial leaders in Canada grow their businesses, create jobs, and contribute to a stronger economy.

QS was born on a sunny July afternoon in 2003. Dave Cook, a senior partner with KPMG Enterprise, was meeting with Ivey Professors Jeffrey Gandz and Eric Morse. Cook talked about KPMG Enterprise's commitment to the entrepreneurial sector. Morse said Ivey too was working to establish a reputation in the field. "We saw an opportunity to do something different and unique to help entrepreneurs succeed," remembers Cook. "Right there in the office we came up with idea for QuantumShift… and the rest is history!"

It was a marriage made in heaven, bringing together the best of KPMG Enterprise and Ivey to create a program renowned for challenge, rigor and impact. QS is also supported by TD Commercial Banking and The Globe and Mail.

Each year, more than 120 leaders of rapidly growing companies are nominated for QS, and 40 are chosen to participate. They spend a tiring but deeply satisfying week at the lvey Spencer Leadership Centre, exploring a wide range of business issues primarily through case studies.

Cook, who has attended every QS session since it was founded, remembers being a little anxious before the first one in 2004. "We wondered how the group would get along, but it literally took minutes for the bonds to start to form." Dennis Fortnum, Canadian Managing Partner of KPMG Enterprise, says the program gives entrepreneurs the rare opportunity to share their challenges with one another. "Being an entrepreneur can be really lonely," he says. "With QS, they find themselves in the room with 39 other people in a similar situation. They get fresh perspectives and it re-energizes everyone." Morse agrees, adding, "We get out of the way and just facilitate the conversation. It's almost cathartic for the entrepreneurs."

Every QS graduate becomes a Fellow of



Top left and right, bottom left: Quantum Shift Fellows exchange ideas and experiences at the 2011 Fellows program. Bottom right: At a special event to honour his contributions to the program, Quantum Shift Fellows don Dave Cook masks.

the program, joining an elite business network. Fellows are invited to gather each year for a twoand-a-half day conference held in conjunction with the QS program.

After eight years, there are more than 300 QS Fellows across Canada. Ivey and KPMG Enterprise recognized that they had access to an important resource. Led by Professor Stewart Thornhill, they extended their partnership to create the Ivey Entrepreneurship Index. Twice annually, QS Fellows complete a simple survey designed to tap into their perspectives on the business climate. "These are the people who are growing our economy," says Fortnum. "It's important to understand what they're thinking."

Also building on the success of QS, the company has launched the KPMG Enterprise Leadership Series across Canada. Led by Morse, the one-day sessions offer a taste of the QS experience to CFOs and other second-in-commands. "KPMG Enterprise was willing to put some significant resources behind QuantumShift," says Morse. "The partners have also been instrumental in finding interesting businesses and encouraging them to apply. We work hard to ensure that we have national representation, and that wouldn't be possible without this generous support."

KPMG Enterprise has broadened its support to include a lecture series for women entrepreneurs and a program exclusive to Young Presidents' Organization members. In total, KPMG Enterprise has contributed and pledged more than \$1 million in support to Ivey entrepreneurship programs.

Cook says KPMG Enterprise is delighted with the results of the partnership. "Entrepreneurial companies are a market we care deeply about," he says. "QS is a way to make that statement not just through advertising, but through actions that help develop entrepreneurship in Canada." Fortnum agrees, adding, "Entrepreneurs have lots of energy and great ideas, but sometimes they have limitations in terms of their own skills and perspectives. Through QS we are giving them the skills they need to grow their companies, and the Canadian economy."

www.ivey.uwo.ca/homecoming



Golf Anyone? 11:00 a.m. The Ivey Alumni Association London Chapter invites you and your guests for a round of golf at Forest City National Golf Club.

Friday Night Class Parties 8:00 p.m. Join your classmates for a casual get together.

SATURDAY

Welcome Back Open House 9:30 a.m. Complimentary continental breakfast at the NEW IVEY BUILDING plus walking tours of the Ivey main campus and Spencer Leadership Centre. Register and receive your welcome back gift!

New Building Partyl 11:30 a.m. The biggest event of the weekend! Celebrate your reunion in our fabulous new facility and share an unforgettable afternoon with friends. Join Dean Carol Stephenson at 11:30 a.m. for a complimentary lunch while experiencing our iconic new space!

Go Mustangs! 1:00 p.m. Cheer on the Western Mustangs vs. the York Lions at TD Waterhouse Stadium.

Ivey Ring Tradition Ceremony 2:00 p.m. Receive your Ivey ring from Dean Stephenson at a special ceremony.

Back to the Classroom Session! 2:00 p.m. Come back and re-live Ivey's unique classroom experience.

Private Class Celebrations 6:00 p.m. The real reason you return for Homecoming Weekend – to attend a personalized evening with your classmates and guests.

SUNDAY

Golden Alumni Lunch 10:30 a.m. – 1:00 p.m. For classes celebrating their 50+ year reunion, you're invited to join the Dean at a special lunch in honour of this remarkable milestone at Sunningdale Golf and Country Club.

JOIN US THIS FALL AT OUR NEW BUILDING FOR HOMECOMING

2011



① Powered by the Ivey Network

IVEY Richard Ivey School of Business

The University of Western Ontario

SEPTEMBER 30 - OCTOBER 2

Alumni Association



Building a Strong Alumni Network

When I first became Chair of the Ivey Alumni Association Board, we set ourselves the task of doubling alumni engagement with the School in three years. At the time, we estimated engagement in the high teens, considerably below some of our competitive set.

Alumni engagement is defined by specific touch points such as attending Homecoming or an alumni chapter event, or volunteering at the School. Why is engagement so important? Because engaged alumni are more likely to refer students, hire our graduates, mentor our students, support the School financially and build the brand. And perhaps more important, because the more alumni who are engaged with Ivey and one another, the more benefits there are for the whole community.

In the past year, two major initiatives have helped build alumni engagement significantly. Global Ivey Day last November brought the concept of a global network to life in an unforgettable 24-hour period. The Look Who's in your Network marketing program, featured in Intouch, online and elsewhere, reminds us about the unique and extraordinary individuals who make up that network.

So how are we doing? Engagement now stands at 28%. Definitely an improvement, but there's still plenty of room to grow.

Global Ivey Day 2011 will take us further. This year, we're focusing on the global power of the Ivey network, a key component in the School's brand strategy. We're also introducing a new element that will showcase the work of Ivey entrepreneurs. And we'll continue to push the caliber of alumni events at chapters around the world, which create more energy and engagement.

I'm half way through my term as Chair, and as determined as ever to see the Ivey network grow and strengthen. Anyone can help—contact me or your local chapter to find out how to get involved.

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



Eli Singer, HBA '01 Owner, Entrinsic (Toronto-based advertising agency)

Why Ivey?

By nature I'm a creative person. Ivey was my route to learning how to make a living off my imagination.

A great lvey moment I won't forget is...

Dinner parties with visiting exchange students. Though we were studying similar subjects, they had a different cultural lens. They inspired me to go on exchange my final year—a defining life experience for me.

My section descriptor...

Talented and driven. When I look at where my section mates are now, a decade out, I'm so impressed to see how well people have done for themselves. **Ivey really prepared me for my career by...** Showing me how to make revolutionary ideas feel tangible, profitable and 'less risky' to corporate Canada.

My fondest memory from my first job is... Inspired by Napster and Linux, we would brainstorm Internet-enabled business models that would strike at the dominant players. It seemed like anything you could dream up was possible—just add Internet.

The accomplishment I am most proud of is... Owning a successful business with my wife, and being the father of two fantastic kids. If you had asked me five years ago if I had it in me, I would have said 'no,' but now I can't imagine anything else.

The biggest career break I've had is...

Landing my internship with Don Tapscott at the height of the Dot-Com boom and bust. It's what put me on the path to what I'm doing now and showed me that it's possible to create something from big ideas, passion and tenacity.

The advice I would give an Ivey student today is... Place your trust in the Ivey program: submit to it, and challenge it from the inside. You'll enjoy the results. I used to think leadership was innate, but now I've come to realize it's a product of experience and constant self-reflection.

My life title Explorer.



Mary Heisz, HBA '82, MBA '02 Associate Director, HBA program, Ivey Business School

Why Ivey?

I was in Honors Math for my first two years of undergrad and that was dreadful! I kept hearing the buzz about Ivey and it sure sounded better than yet another Calculus course. The MBA was a more thought-out decision. Not having an MBA was limiting some of my opportunities at work.

A great lvey moment I won't forget is...

I dated (and later married) one of my classmates and we thought this was a big secret until the day my future husband strongly disagreed with my comment in class. That got way more reaction than it deserved, and when even the prof had a 'knowing' expression on his face, I knew the cat was out of the bag.

My funniest lvey memory is...

Jim Erskine's wacky marking system—he put a "clock" on the top corner of the report and depending on where he put the big hand, that was your mark!

Ivey really prepared me for my career by... I've spent a good chunk of my career teaching at Ivey and I've tried to model my teaching after some of our most memorable teachers— Randy Kudar, thank you!

My fondest memory from my first job is... Tripping over a phone cord and knocking out the entire phone system at one of my audit clients!

The accomplishments I am most proud of are... Quite a few teaching awards at work, and raising four terrific kids at home. The biggest career break I've had is... Being in the right place at the right time when a position in the Management Accounting group opened up.

The most embarrassing moment in my professional life was when... My wrap-around skirt came unwrapped!

The advice I would give an Ivey grad today is... Live a good, honourable life. Love your family. That's the stuff that people will remember about you.

My life title

Mom, at home and quite often at work too.

Ivey Class Notes

Tell us where you are, what you're doing, who you care about, and how you're staying in touch with your Ivey friends. Celebrate your achievements, activities and interests. Let us know about the latest matches and hatches—these are your pages.



Class Liaisons are alumni volunteers who act as the central point of contact between the School and their classmates with the goal of keeping their class connected, especially in preparation for class reunions. To become a Class Liaison, please contact Jennifer Wyant at jwyant@ivey.uwo.ca Class Agents are alumni who are committed to the development of the Business School through annual fund support and personally reach out to their classmates to encourage financial support and participation. To become a Class Agent, please contact Cathy Vitkauskas at cvitkauskas@ivey.uwo.ca











Looking for Class Notes?

To protect the privacy of our alumni, Class Notes are not available on the public Intouch website.

To view the most current Class Notes, please log in to the Alumni Portal, exclusively for Ivey alumni – <u>www.ivey.uwo.ca/alumniportal</u>

JOHN WOOD IS **STEPPING UP** FOR THE NEXT GENERATION.

John Wood graduated from Ivey in 1964 and went on to lead the family business, the W.C. Wood Company. "The Ivey experience was wonderful," he says. "There's no better way to learn business than the case method, and no better place to do it." John has supported the School generously through a major gift from his family foundation and by making a bequest to Ivey in his will. His goal? To create a legacy that will ensure Ivey students like Jonas have the opportunity to develop into exceptional business leaders for many years to come. John says: "If this gift through our estate plan helps Ivey continue to be the best in Canada and one of the best in the world, and I am confident it will, the return on investment will be wonderful indeed."

Mr John Wood, HBA '64 President Coldpoint Holdings Ltd

Jonas White, HBA '12 candidate Scholarship recipient



To find out how you can leave a legacy to Ivey and support the Ivey Campaign for Leadership, contact Terra Ahrens, Associate Director, Individual Giving at (519) 661 3874 www.ivey.uwo.ca/campaign

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lvey in one word Empowering

Anton Vidgen

Ivey really prepared me for my career Ivey makes work almost seem easy and relaxed by comparison. There's nothing like bashing your alarm into smithereens because it forced you to trudge through knee-high snow in the dark of the early morning to be cold-called and required to explain your discounted cash flow analysis in front of a jury of your hypercritical peers.

My dream job would be Continue to live my waking dream of not ever feeling like I'm in a dead-end job, so let the reverie continue. I will be pinched awake when I have to make mandatory RRSP withdrawals.

My section descriptor (a title that describes my section at Ivey is) Wildly hilarious

My life title Look Who's In Your Network Expert Filler-Outer (I can teach you if you want) The biggest career twist or break I've had along my career path was Being let go in the economic doldrums of 2008 was far and away the best career move, if perhaps a little unplanned. It allowed me to travel for 6 months, launch a new business, then segue into a series of independent consulting opportunities which led to my current management role with an airline in Brazil, one of the fastest-growing economies in the world.

The advice I would give an Ivey grad today is Whether you chalk up networking as just another dirty word, or love such events for the cheap wine and cocktail shrimp, Ivey is a supportive place to become proficient if not excellent at networking. Learn how to talk about something other than the weather, never order spaghetti at business dinners, and remember to keep in touch over the long-term (this goes beyond just "poking" on Facebook).

Look who's in your network.

Ivey Lives Remembered



Peter Markvoort, HBA '08 and Gerrit Dirk (Dick) Markvoort, MBA '80 (1954-2008)

He had a passion and a zest for life that you don't often see. Business was second to him. Love, life and happiness came first."

When Dick Markvoort knew he was dying of cancer, he made a "bucket list." It included things like going up in a hot air balloon and seeing a Caribbean "wink," but perhaps the most important item was watching his son Peter graduate from Ivey's HBA program. He achieved that in June 2008, a few weeks before his death.

Dick and his family immigrated to Canada from Holland when he was three years old. His parents had a construction company in Holland. His father was a freedom fighter in the Dutch underground resistance and recognized as a war hero by the President of the United States of America. They settled in London, Ontario. Tragically, his mother and father both died of cancer before he started university. He worked on the Great Lakes steamers to pay for his education at lvey.

Dick spoke highly of his time at the School and stayed in close touch with Ivey friends who remained in London. His wife Deanie was involved in the Biz Wives Club, and still plays bridge on a regular basis with friends she made then.

Although Dick had many career options, he chose to raise his family, son Peter and daughter Kimberly, in London, on the shores of Lake Huron and on the bluffs of Beaver Valley. He had a strong sense of community, with special interests in minor hockey and the reforestation of London. His work as an executive with GM Diesel took him to Europe, Australia, and across the Americas.

Peter says his father challenged him to excel throughout his life and always hoped he would attend lvey. When Peter was in Grade 11 and his grades were poor, his father told him that lvey was no longer an option and suggested he choose a different goal. "Motivated and determined I put my head down and got a 93% average in Grade 12," says Peter with a smile.

Dick was diagnosed with cancer in 2004 and given three months to live. He defied the odds, and in 2006 hosted a "celebration of life" party for hundreds of friends and neighbours at the family's Masonville home. When he died, the family held an additional life celebration at lvey's Spencer Leadership Centre, complete with good food, great wine, and live entertainment.

The Markvoort family is in the process of establishing a scholarship at lvey in Dick's name, designated for a student who has been affected by cancer. "Regardless of a student's financial situation," says Peter, "when you're going through cancer, it's catastrophic."

Dick Markvoort leaves his family with many bright memories. "My father was brilliant," says Peter. "He was a very free-spirited, crazy guy who was always the life of the party. He had a passion and a zest for life that you don't often see. Business was second to him. Love, life and happiness came first."

Future Leaders

Students talk about life and learning at Ivey

Exploring entrepreneurship

Neil Lane, MBA '11, got his new business into shape as an Ivey New Venture Project

"The concept of Stathletes is to get better insight into a player's game by tracking stats that have never been tracked before in hockey—things like passing success rate, steals, advancing the puck to the opponent's side of the ice, and making contact. They're the fundamentals of the game, but nobody has quantified them before.

"It started as a fun project to help my future brother-in-law. He had a hockey school for professionallevel players, and he needed a way to quantify their performance on the ice. He brought all the hockey knowledge. I contributed the skill to turn it into numbers.

"About two weeks into the MBA program I got a call from some general managers of NHL teams who were interested in what I was doing. They flew me out to Calgary to meet with them. I missed a day of school. I started wondering if I could manage the MBA program and carry on building the business. Someone told me about the New Venture Project.

"We had a pitch night where anybody with a business idea could present it to the class and see who was interested in forming a team. I didn't get enough interest. In the end, my team was made up of guys I played with on the MBA intramural hockey team!

"Dave Simpson, MBA '88, was our mentor—a perfect fit. He was a great hockey player in his day, and he was also our biggest cynic! We knew that if he bought into the concept, other people in the sport would too. He had a lot of useful insights for us when we were practicing our pitch, too.

"We were in four business competitions, and won one. The competitions help you understand what your business is, because you have to sum it up very quickly in front of investors. In one competition, the judges said they wanted to invest in the business, and to partner with us to build something that could be transferred to other sports.

"Now that I'm finished the MBA, I'm doing the business full-time. The plan is to have an 80% adoption rate in the NHL within the next five years.

"Every case we did in the MBA program related to what I was doing in real life, so I absorbed everything they were teaching us. Accounting, finance, marketing, operations—it's all valuable when you're an entrepreneur, because you wear all the hats."

Wear the mark.



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



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Wherever you are, wherever you go, the Ivey network is there. It's a huge worldwide family, linked by shared experiences and values. On November 3, the Ivey Alumni Association will once again present a spectacular global celebration. Join us online or in person for events from Beijing to Yellowknife. Get connected, feel good.

