

# INTOUCH

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## UPWARD MOBILITY

Wendy MacKinnon Keith, MBA '89, and other alumni are riding the wave of new mobile technologies, and changing our everyday world in the process.

*Also in this issue*  
**LESSONS FROM THE BATTLEFIELD**  
*and*  
**PARTNERING FOR ENERGY**

# Intouch Features

## **UPWARDLY MOBILE** | *Page 12*

Mobile phones that know you better than you know yourself. Drones that can track a lost pet. Mobile scanners that sound like a Star Trek Tricorder. The mobile revolution is under way, and the sky may not be the limit.

## **FIGHT CLUB** | *Page 18*

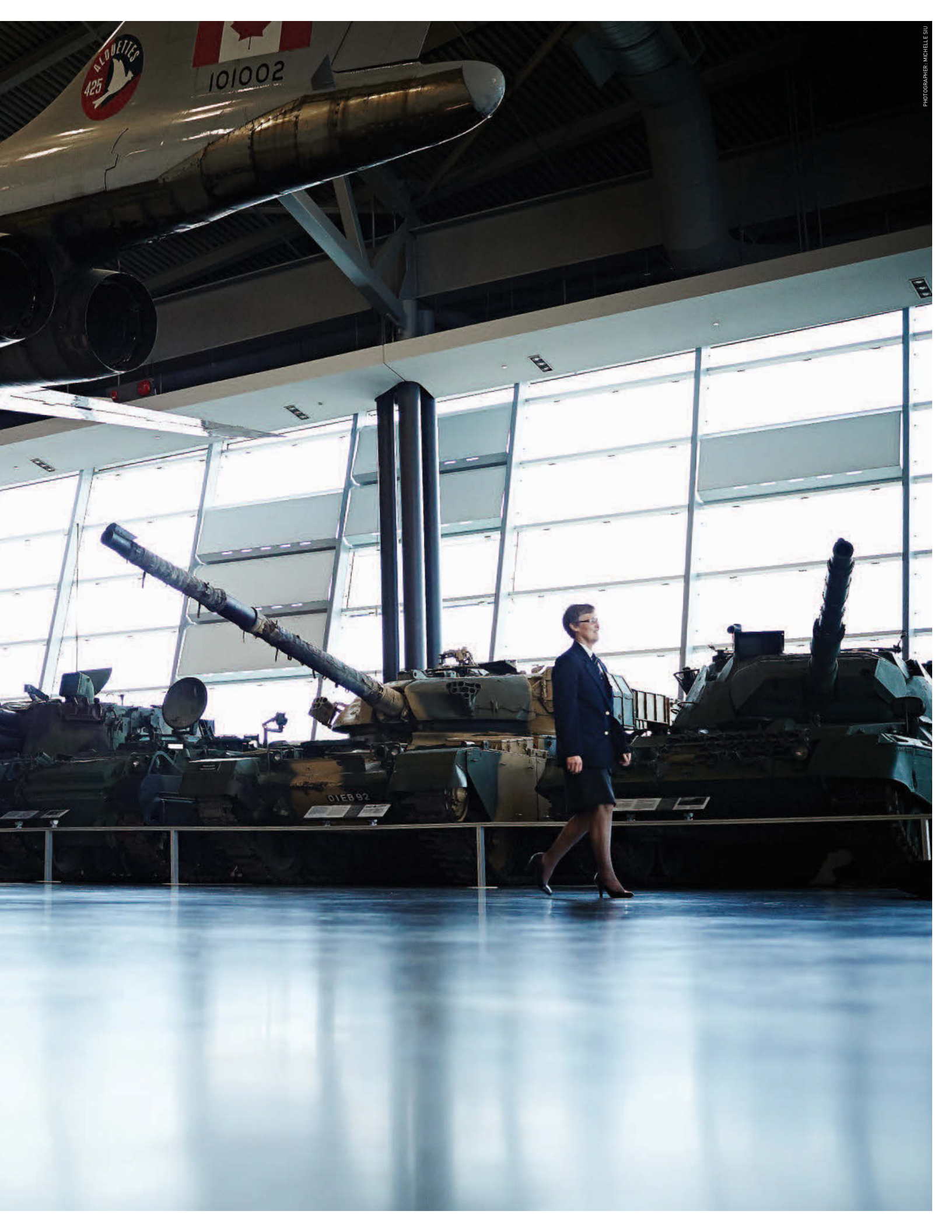
They say that business is war. But these Ivey alumni have experienced both war and business, and have a more nuanced perspective.

## **CELEBRATING OUR BEST** | *Page 26*

For many alumni, Jim Erskine and Ivey are virtually synonymous. Erskine was one of four outstanding Ivey graduates honoured at Homecoming 2014.



Linda J. Colwell, MBA '89, at the  
Canadian War Museum in Ottawa.



# Intouch Departments

## **LEFT TURN** | *Page 9*

It's not easy shooting a documentary in the far North, but Laura Rietveld, MBA '04, embraced the challenge to tell a compelling story.



## **DUET** | *Page 4*

Lynn Imai and Andreas Schotter have experienced the world of international business, and now they're sharing their passion with Ivey's MSc students.

## **IVEY BUZZ** | *Page 6*

Great news on the rankings front, celebrity visitors, research that moves the needle—all this and more.

## **PASSIONS** | *Page 10*

Wendy Liu, BESC/HBA '13, has built an online following of thousands for her quick and easy sewing lessons.

## **GIVING TO IVEY** | *Page 24*

A unique partnership brings the key players in the energy industry together with Ivey researchers—and the results are exciting.

## **YOUR IVEY NETWORK** | *Page 31*

Homecoming, Global Ivey Day, Emerging Leaders, and more. This is your section—enjoy! And don't forget to share your news with us.

# Dean's Message



PHOTOGRAPHER: GABRIEL MARAS

I believe it takes about one year to truly understand an organization and “learn the ropes.” I have been at Ivey just over a year now, and I am encouraged by what I see.

The expansion of our HBA program has been a huge success. Rest assured the increase in numbers has not come at the expense of quality. In fact, we boast the highest employment rates (92 percent) and highest average salary (\$61,754) of any undergraduate program in Canada. The class that matriculated in fall 2014 was the most competitive ever to gain admission.

Like other programs in North America, our MBA has faced challenges. However, you'll be pleased to know that, this year, the number and quality of our applicants and our acceptances are tracking well ahead of last year. While other schools have focused on quantity, the decision by former Dean Carol Stephenson to focus on quality over quantity has paid off. We have the overwhelming confidence of our recruiting partners. This confidence is reflected in recent *Bloomberg Businessweek* MBA rankings that placed us first overall, among 27 international schools. Ivey was also first in the recruiter satisfaction portion of the survey.

Despite dropping in the *Financial Times* Global MBA Rankings, along with all other Canadian schools, our performance in key areas that align with our MBA Program strategy—such as student experience, salary, employment rate and recruiter satisfaction—remains strong. We do pay close attention to areas where the School does not perform as well and review the data to determine if there is opportunity to improve. But we will not change the successful Ivey formula to better conform to any particular ranking.

Our other programs have also maintained their quality. Western's Senate recently approved two new program streams for our MSc program—in Analytics and Entrepreneurship & Innovation. Ivey's EMBA program continues to lead the Toronto market and attract the type of high caliber students you'll find in all of our programs.

In this issue of *Intouch*, you'll see this quality exemplified in our alumni who have also served in our military—men and women like Matthew Foley, EMBA '06, Lu Li, MBA '14, Don Kester, MBA '78 and Linda J. Colwell, MBA '89. Their stories are inspirational.

I hope you enjoy this issue of *Intouch*. Please stay in touch with the School.

## ROBERT (BOB) KENNEDY

Dean, Ivey Business School  
Lawrence G. Tapp Chair in Leadership

### INTOUCH ON THE WEB

[www.ivey.ca/alumni/stay-connected/intouch/alumni-magazine](http://www.ivey.ca/alumni/stay-connected/intouch/alumni-magazine)

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Cover Photo: Nation Wong



# Duet

Meet two Ivey professors who work closely together

## Lynn Imai and Andreas Schotter are globe-trotters with a passion for international business

Andreas Schotter, EMBA '04, PhD '09, is a dual Canadian and German citizen who has lived and worked in Canada, Europe, Asia and the U.S. He speaks German, English, French and Mandarin. An expert in global strategy, Schotter is currently Director of Ivey's MSc in Management and the CEMS Masters in International Management programs.

Japanese-born Lynn Imai grew up moving from country to country across the U.S., Canada, and Belgium, because of her father's career in international business. Her research interests focus on cross-cultural organizational behavior, and she teaches one of the MSc's core courses, "Global Management Practice."

"Andreas and I get each other," says Imai. "Culturally there are similarities between Japan and Germany, and we both have a facility for moving across cultures." Schotter agrees, adding, "We're very straightforward people, and I know I can trust Lynn no matter what."

Both are passionate about the future of the MSc program. Schotter says graduates of the program are "special paratroopers, ready to drop into any ambiguous or complex situations and hit the ground running." Adds Imai, "The program is not just about learning new things. It's as much about self-awareness—understanding who you are, and unlearning the specific ways you tend to look at the world so that you can adapt better to a new cultural environment."

Schotter expects the program to grow and evolve over the next three years. In addition to two new streams—Analytics and Entrepreneurship & Innovation—he plans to launch a four-week pre-Ivey knowledge program for students who don't have a business undergraduate degree.

"The future is in the hands of these students," says Schotter. "They have the skills and competencies to become truly transformational leaders wherever they want to go."

**Best business book ever**

**The Age of Unreason** by Charles Handy

**Best career advice**

There is a difference between purpose and process: have the courage to focus on the purpose and you will create impact that people notice.

**Best business movie ever**

**Outsourced**, because it shows so colourfully the many facets of cross-cultural dynamics, and this despite relying heavily on stereotypes.

**Why I love my job**

Being allowed to teach, learn, inspire and get inspired by very intelligent people every day, all day, is a privilege, not a job!



**Best business book ever**

**Cultural Intelligence: Individual Interactions Across Cultures** by P. Christopher Earley and Soon Ang

**Best career advice**

Have the guts to define your own success.

**Best business movie ever**

**Outsourced**, because it's hilarious but more importantly, it shows that international business ultimately needs to be conducted through people who can effectively manage across cultural differences.

**Favourite getaway spot**

The lake in my rowing shell on a calm day.

**Favourite getaway spot**

Na Pali Coast in Kauai, Hawaii

**Why I love my job**

I have a bit of a mischievous streak and I like provoking people. It's fun to challenge students to think about how and why they tend to see the world through a particular cultural lens.

# Editor's Note



For me, a very special moment occurred during Global Ivey Day this year.

At the end of a long and busy day, I was at the Toronto Celebration talking with Mark Healy, MBA '05, who developed Global Ivey Day when he was Chair of the Ivey Alumni Network. I looked around the room. There were nearly 700 Ivey alumni in attendance, all talking, laughing, having a wonderful time re-connecting and networking. I realized in that moment that Mark's vision had been realized, and Global Ivey Day was bigger and better than any of us could have imagined five years earlier. And I knew that it couldn't happen anywhere else.

You can read more about Global Ivey Day, and Homecoming 2014, which was also a huge success, elsewhere in the magazine. These two fall events are reminders that the Ivey network is unique in its strength. It is also unique in its diversity. In this issue of *Intouch*, you'll read about Ivey graduates who are on the leading edge of the mobile revolution, and those who have served in the military. You'll meet the 2014 Ivey Distinguished Service Award, Faculty Service and Emerging Leaders Award recipients. You'll read about the first-ever female Ivey Business Leader Award winner, the amazing Bonnie Brooks, and meet three young female graduates—a YouTube star, a Bollywood star, and a documentary filmmaker!

*Intouch* will now be published twice a year in late winter and late summer. If you have any suggestions for how we can make the magazine more relevant and interesting, please don't hesitate to send us a note at [intouch@ivey.ca](mailto:intouch@ivey.ca).

Another big change has happened at *Intouch*. Our beloved and incredibly well-organized production coordinator Rachel Condie has left to take up new challenges. It was Rachel's energy, creativity and relentless pursuit of perfection that made *Intouch* what it is. She will be much missed here at Ivey, and by the many alumni she interacted with over the last 15 years.

*Correction: I apologize on behalf of the Intouch team for misspelling Cecilia Yau's name in our last issue. We do our best to get things right, but unfortunately mistakes happen.*

## TERRI GARTON

Acting Editor-in-Chief  
Director, Alumni Relations

There are many ways to follow us including on Twitter via [@iveyalumni](https://twitter.com/iveyalumni) or search for Ivey Alumni on Facebook or LinkedIn. For a complete list visit [go.ivey.ca/social](http://go.ivey.ca/social)



# Ivey Buzz

What's happening around the School and around the world

## New Leadership in Hong Kong

Professor Chris Chan has been named Associate Dean (Asia), Ivey Business School to replace Jan De Silva, EMBA '94.



De Silva served in the position from March 2011, introducing innovations such as the EMBA Silicon Valley trip. De Silva was also instrumental in initiating Ivey's growth in mainland China.

Professor Chan has worked closely with De Silva over the past 18 months in his role as Regional Director, Executive Education. Prior to joining Ivey, Chan was Professor at Cornell University's School of Hotel Administration and Dean of the Cornell-Nanyang Institute in Singapore, and was previously in charge of the University of Hong Kong's various MBA programs.

Chan says that Ivey's strong track record in Hong Kong is a big competitive advantage, but points out that the environment has changed since the campus was established in 1998. "Many of the top 10 business schools in the world now have programs or campuses in Hong Kong and China," he says. "We have an opportunity today to reposition Ivey's programs more strategically." Building on the success of Ivey's executive education programs in the region, degree programs will likely focus on marketing business-to-business

by building relationships with institutions and companies. The program structure may also change to enable students from further afield to participate. Executive education offerings will continue to grow and expand in Hong Kong and mainland China, focusing on multinational companies and Hong Kong companies with a strong presence in China.

Ivey's expertise in Chinese business, combined with the Case-Method of Learning and large collection of Asian business cases, positions the School well for the future, Chan says. He points to a recent executive education program delivered for a large Hong Kong-based company in China. "The executives had done a lot of in-house leadership training, but they needed Ivey's unique learning model and case materials to help them apply and bring the concepts to their daily work," he says. "We designed a capstone program that brought all the learning together around two Ivey cases and interactive exercises. And we delivered it all in Mandarin! There are very few business schools operating in the region that can do all that!" <http://go.ivey.ca/5xaB>



Bragging Rights:  
Honours and Awards

# Ivey Tops Businessweek Ranking

*Bloomberg Businessweek* named Ivey the top-ranked international full-time MBA program, based on student satisfaction, employer satisfaction, and faculty research in esteemed journals.

“Because this ranking methodology aligns with what we consider to be important, we were pleased to place so high,” says Dean Bob Kennedy. “This is a coup for the School because it affirms that we are fulfilling our goals.” <http://go.ivey.ca/5xaE>

## Best Paper Award for Mary Crossan, MBA '85, PhD '91, and colleagues

“Developing Leadership Character in Business Programs” was awarded the 2015 Best Paper Award from the Academy of Management Learning and Education Journal, the most prestigious teaching journal in the field. <http://go.ivey.ca/5xaF>

## Education Excellence Award for Ivey

The Canada China Business Council awarded Ivey a gold Education Excellence Award for its education efforts in China for the second time in a row. <http://go.ivey.ca/5xaG>

## Dawar Book “Noteworthy”

Professor Niraj Dawar’s book, *TILT: Shifting your Strategy from Products to Customers*, topped

*Forbes*’s list of eight noteworthy books of 2014. The book was also named in *Fortune* and *strategy+business* as a top business book for 2014. <http://go.ivey.ca/5xaH>

## Brooks named Business Leader of the Year

Alumna Bonnie Brooks, Vice Chairman of Hudson’s Bay Company, was the first woman to be honoured at the Ivey Business Leader dinner in October. “Bonnie has a corporate reputation that is second to none, not only in Canada but also internationally,” says Kevin O’Brien, HBA '95, Chair of the dinner. “She has defined herself as an outstanding leader within an extremely competitive industry.” Brooks was introduced by fashion maven and television personality Jeanne Beker. <http://go.ivey.ca/5xaI>

# Dragon Words



COURTESY BELL MEDIA

Television personality and entrepreneur Kevin O’Leary, MBA ’80, visited Ivey in November to share his ideas.

He identified three factors for success:

**Being able to articulate the business opportunity with clarity in 90 seconds or less**

**Proving you’re the right person to execute on the business plan**

**Knowing the numbers inside and out for every line on the balance sheet**

“When I go to look at companies, I don’t take the CEO out to dinner,

I take the head of sales. Salespeople know more about the business than anybody else because they’re on the front lines. Without sales you have no business.”

“Service trumps price. You could charge up to 15 percent more for a product or service that is associated with being number one in customer support. People want the path of least resistance when buying a good or service. They won’t switch if they think they are getting the right support.”

“Business is war. You are the general and your employees are your soldiers. You have to go out and kill the enemy by stealing their market share.”

<http://go.ivey.ca/5xaC>

# On Thick Ice

Students at Ivey heard from three icy icons recently. Tessa Virtue and Scott Moir, two-time Olympic medallists in ice dancing, shared ideas with HBA students at the Troost Annual Leadership Event on October 27, 2014.

“We are very different people, but we worked hard at communicating and understanding one another’s process,” said Moir. “We learned to make effective and productive use of every minute on the ice by working through our differences and

cultivating a code of respect.”

Hockey giant Mark Messier visited the School on January 21, 2015 for the Ivey Leadership Conference: Character and Candour. “The art of leadership is finding out what is holding people back and then helping them to be the best that they can be,” said Messier. “Once you’ve built a strong culture, it’s easy to identify people who are fitting into it, but you also have to give others who aren’t fitting in time to grow.”

Also presenting at the conference was Yvonne Camus, a member of Canada’s four-person team in the Eco-Challenge, a gruelling adventure race conceived by Mark Burnett of *Survivor* fame. <http://go.ivey.ca/5xaD>

# Investing in Healthy Employees

Hundreds of academic studies trumpet the positive returns on investing in employee wellness.

Yet only about seven percent of firms have comprehensive workplace wellness programs in place. Professor Michael Rouse believes the rest are missing the boat. “Research shows that everything gets competed away very quickly,” he says. “The exception is the ability to out-learn your competitors. That requires investment in

your key learning resource—your people.”

Rouse and his team conducted a meta-analysis of existing studies on the topic. They found that companies with a comprehensive wellness program saved 1.5 days per employee per year, with an estimated savings of \$251 per employee. “Our study means that firms who put in a wellness program will reduce absenteeism between 14 percent and 56 percent,” says Rouse. “We estimate an impact of \$3.6 billion in reduced costs to the Canadian economy.”

Rouse and his team are also gathering data to test whether wellness programs help employees be more productive when they are at work. Says Rouse, “I have a vision that if every company in Canada had a workplace wellness program, we would have a global competitive advantage.”

<http://go.ivey.ca/5xaJ>

# Understanding Team

Research by two Ivey faculty members, Saurin Patel and Kenneth Goh, focuses on the nature and benefits of a team-based approach.

Patel’s research explores teams in the context of investing. Although many companies in the mutual fund industry have moved toward a team-based approach, most academic research suggested that individuals tend to generate better returns. Intrigued by this counter-intuitive finding, Patel dug deeper. He discovered that the database on which the research was based was flawed, and he used a relatively new database for his study. He found that with U.S. equity funds from 1992 to 2010, teams performed better than individuals by a significant margin—seven percent a year after adjustment for risk and fees.

Other findings included:

- The optimal size for an investing team is three**
- Team-managed funds generally have lower costs**
- Team-managed funds have lower portfolio turnover**
- Teams are less likely to engage in “cheating” through “portfolio pumping” and “window dressing”**

Goh’s research focuses on teams and innovation. Goh studied teams in an interactive media

studio to understand how team members worked together and got things done. He found that teams learned through trial and error in two phases—experimentation early in the project and validation later as the final product was being refined. “The insights you get from experimentation cycles are highly equivocal,” says Goh. “You learn about what’s not working, but this is hard to interpret for subsequent actions.” The feedback during validation tends to be less equivocal and teams find it easier to agree on a fix quickly.

To further explore how creative teams work best, Goh did an experiment. Teams were asked to work on a creative task. Some teams were required to work quickly, with short transitions between iterations. Others were required to work quickly but with longer transitions, and a third group was totally unstructured.

Goh found that the teams in the fast action, long transition group improved more quickly than other teams over time and reported a more positive group atmosphere. “The idea behind processes like rapid prototyping, where teams are encouraged to ‘fail fast, fail often and fail early’ still holds true,” he says. “However, the goal is not to build as many prototypes as you can, but to carve out time to reflect deeply about what didn’t work for future action. This is where the deep learning really takes place.”



PHOTOGRAPHER: GABRIEL PAROS, IVEY COMMUNICATIONS

## Snapshot

At Convocation in June, Gerald Knowlton, HBA '55, and his granddaughter Emily Duggan, HBA '14, took the Ivey Pledge and received their Ivey Rings. Since 2004 every graduate of an Ivey degree program has taken the Pledge, and many alumni have also done so. More than 7,500 rings have been given out since the program was launched. (From left to right: Knowlton, Duggan, and Dean Bob Kennedy)

# Left Turn

Laura Rietveld, MBA '04, left a successful career in publishing to become a writer and director. Her first documentary, *Okpik's Dream*, will be shown on national television this year.

MADE AN INTERESTING CAREER "LEFT TURN?" TELL US ABOUT IT! E-MAIL INTOUCH@IVEY.CA

After Ivey I got a job in sales with Canada's largest media company. But I missed the entrepreneurial environment I grew up with, and I could see that newspapers, a medium I love, were no longer the pillars of the community they once were. It took me several years to realize I wasn't in the right environment for me.

So I resigned, gave back my Blackberry, sold my house, and launched a new career. It was a huge leap of faith and if I'd known the challenges ahead, I'm not sure I would have done it!

In 2009 I visited my aunt, a teacher working in the Arctic. While I was there I met Harry Okpik. He's a very engaging person with an amazing story—a champion amputee dog musher who participates every year in the Ivakkak, a grueling 600-km dogsled race across Arctic Quebec.

I wanted to tell his story, so I took a documentary-making workshop. When it was over, the instructor offered to mentor me. She introduced me to a producer who has worked in the north. The producer loved my idea and asked me to direct it. For me, it was a crash course in film making.

Working in the north is very expensive and logistically challenging, and the weather is extreme and unpredictable. The cold is very hard on equipment and sucks the life out of batteries. To film the dogsled race, the film crew and I traveled 500 km by Ski-Doo, camping along the way—definitely one of the most humbling experiences of my life.

The odds of me becoming a filmmaker were low, but I was able to beat the odds because of my Ivey MBA. It gave me the skills, confidence and supportive network to tackle making a film. Now that the film is complete, I'm taking some time to recover. I have a two-year-old who was born in the midst of filming. I'd like to do some commercial work while I develop my next idea. Documentary directors will tell you that each film has to be a true labor of love, or you'll never get over the hurdles.

To learn more about Rietveld and *Okpik's Dream*, visit <http://www.okpiksdream.com/>



# Passions

Wendy Liu, BESC/HBA '13, works in marketing at LoyaltyOne and teaches sewing on her YouTube channel

TELL US ABOUT YOUR PASSION! E-MAIL INTOUCH@IVEY.CA

## My mom taught me to sew when I was growing up. It was all about making clothes for Barbie dolls!

Then I didn't do anything with it for years. When I was in the HBA program, some of my friends said they thought I would be a really good TV host. That got me thinking about YouTube. One summer I was really broke, so I decided to do a sewing project, create a video of it, and put it up on the Internet.

The few people who found it had really nice things to say, so I kept doing it. Then another YouTuber, a beauty guru, mentioned my channel and suddenly I had thousands of female teens subscribing. I started to focus stylistically on things that fit that demographic.

One thing I learned early on is not to try too hard to make everything perfect. It's scary to put the real you out there, flaws and all, but it's important on YouTube, and perhaps in business too. You have to be willing to admit when you make a mistake, and to take a more adventurous and carefree attitude.

It takes a while to produce a tutorial because it's just me and I have to keep moving the camera so that viewers can see what I'm doing. I can do a tutorial in a weekend, if I start early on Saturday and work late.

Last year I made a scarf for a friend and he started texting me every time someone paid him a compliment about it. One week he texted me every day! So I created an online shop and sold about 70. This year I put some effort into creating a commercial and building a site. I had lots of orders, but at the same time it was a good lesson in setting priorities. I realized that keeping the videos going was more important than merchandising.

My work at LoyaltyOne focuses on the AIR MILES® collector experience for millennials, which is perfect because I have daily interactions with the target age group. I'm not sure what the next step is, but I do know that I want to keep uploading videos and building my audience.

Check out Liu's YouTube channel:  
[www.youtube.com/user/withwendy](http://www.youtube.com/user/withwendy)

PHOTOGRAPHER: NATION WONG



# Exploring Business in India

The Ivey Global Lab is an integral part of Ivey's Master of Science in Management program. It offers students the opportunity to spend a 10-week hands-on work experience in an emerging market. In 2014, Ivey Global Lab took place in India. Here are two of the beautiful photos from the camera of Adnan Kayssi, MSc 2015 candidate.



## Learning by Helping



**Gary and Squinty, two injured Canada Geese, played a role in educating Ivey HBA students about the non-profit world.**

Gary and Squinty live at Salthaven Wildlife Rehabilitation and Education Centre, a wildlife rehabilitation facility near London. Students in the HBA Sustainability Certificate program visited the Centre and met founder Brian Salt and several members of his team. Then they did a case discussion on Salthaven's next steps, and Salt visited Ivey to hear the students' recommendations on how the Centre can increase its brand presence and boost fundraising.

The Salthaven project is just one of several opportunities for HBA students to learn by helping. Another group of students lent their business expertise to 12 social enterprises in London. HBA student Arsh Sidhu's team worked with Purple Moose Sock Company, a retailer of socks with funky designs, to develop a business plan for a future shop and online business to sell socks with inspirational sayings. "One of the biggest things I learned is that social enterprises have different

business models," says Sidhu. "Not only do social entrepreneurs have to think about how their business can scale quickly and get customers, but they also have to think about how they can do it in a sustainable way."

Through the Ivey Connects Community Consulting Project, a business consulting program run by students, 44 students worked with 11 non-profit organizations in the London area during October and November. HBA student Devyani Goyal worked with three teammates to help the Canadian Cancer Society develop strategies for retaining young volunteers. "I want to go into consulting but I had no idea what that entailed," she says. "A lot of work goes into it. The huge motivating factor is that you are helping a non-profit organization."

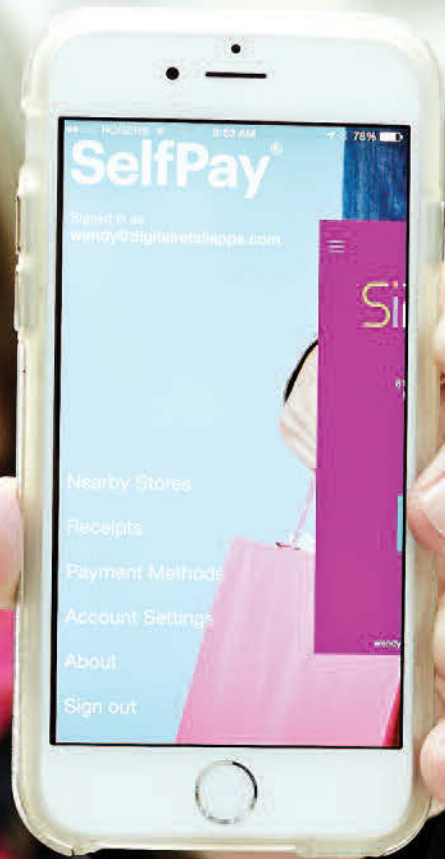
Cathy Hall, Director of Volunteer Engagement with the Cancer Society, was impressed by the students' contribution to her organization. "The fact that they choose to get involved and share their ideas with non-profits while balancing their workload at school is inspiring."

# Upwardly Mobile

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MOBILE DEVICES ARE PROLIFERATING,  
AND ACCORDING TO ALUMNI IN THE  
BUSINESS, THEY'RE ONLY GOING TO GET  
SMARTER AND MORE UBIQUITOUS

Your smart wristband vibrates silently to wake you up. When it senses you are awake, it messages your phone, which turns up the thermostat and opens the blinds. You put on your Google glasses, which read your blood pressure and blood sugar levels and tell you that it will be cold and dry today. As you dress for work, you get a message from your fridge letting you know that you're out of milk, so it's been added to your electronic cart for delivery today. Your wristband vibrates to let you know that your self-driving car has arrived. → On the way to work, you stop at your favourite coffee shop: your phone has already ordered you a pumpkin spice latte with extra cream. → At lunch you go to the mall to get your partner a birthday present. Your phone pings with special offers from several stores as you walk by, but directs you to the closest store that stocks his favourite brand. Inside, the phone helps you find the sweater he wants. Bonus—your phone scans the bar code, finds a 15% discount, and applies double reward points. Pleased, you pick the sweater up and head for the door. Just before you reach it, a sales assistant approaches and offers you a box and wrapping paper. “Wish Tom a happy birthday for us,” she says cheerfully. → When you get home, your dog slips out and runs down the street, so you use your portable drone to track his electronic tag and send a map and live photos to your phone. Your wristband reports that you haven't reached your target calorie burn for the day, so you head out for a run before hitting the shower. While you and your partner are having dinner out your phone sets the PVR based on your viewing habits, so “Blacklist” is waiting for you when you get home. →



“

**RETAILERS WILL  
SEE THAT THIS  
IS REALLY A MUCH  
BETTER WAY TO  
DO BUSINESS.**

—Wendy MacKinnon Keith, MBA '89 / Digital Retail Apps







## COMPANIES DON'T REALLY HAVE A CHOICE. CONSUMERS ARE BASICALLY SAYING 'I WANT A MOBILE FIRST EXPERIENCE', AND COMPANIES ARE SCRAMBLING TO CATCH UP.

—Chris Albinson, HBA '90, MBA '93 (left) / Founders Circle Capital

Science fiction? Hardly. Given the explosion in mobile, Cloud and big data technology, this scenario is right around the corner. By some estimates there are more than seven billion connected mobile devices in use in the world today—more than one for every human being. According to one estimate, 75 billion people and things will be connected through mobile devices by 2020. And the growth in apps for these devices is exponential.

Chris Albinson, HBA '90, MBA '95, Co-Founder and Managing Director of Founders Circle Capital, believes the mobile revolution is a real game-changer. Albinson has helped launch or fund dozens of successful high tech companies during his career. “This is the most exciting time I’ve seen in technology,” he says. “We are moving into an innovation window like we have never seen before.”

Founders Circle Capital invests in companies that experience what Albinson calls “breakaway growth”—defined as at least \$40 million in revenue and gross margins of at least 40%, with 40% growth per year. Not surprisingly, almost all work in the mobile space. Albinson says consumer demand is driving the rapid growth. “Companies don’t really have a choice,” he says. “Consumers are basically saying ‘I want a mobile first experience with more convenience and intelligence, and less hassle,’ and companies are scrambling to catch up and figure out how to provide great experiences.”

That’s certainly Wendy MacKinnon Keith’s goal. MacKinnon Keith, Founder and CEO of Digital Retail Apps, completed her MBA in 1989, and then spent the next 20-plus years in tech and retail consulting. In 2012, she founded Digital Retail Apps, which currently produces two products—SelfPay and SelfPay Staff. The applications are based on MacKinnon Keith’s painstaking analysis of the shopping experience from a consumer’s perspective. “When I started developing SelfPay the mobile pay industry was just

getting off the ground, but I noticed that most of the companies were just focusing on one narrow vertical function,” she says. “There were lots of apps, but nothing that brought the whole experience together.”

SelfPay allows consumers to scan items and pay for them “in-app” from anywhere in the store on any device, paying with Apple Pay, PayPal, credit cards, debit cards and soon, other mobile wallets. On the way out, shoppers simply display their electronic receipt to a staff member, who uses the patented SelfPay Staff app to verify the transaction. SelfPay eliminates waiting in checkout lines for the consumer, and increases basket size and reduces labour costs for retailers. The apps are currently being beta-tested and MacKinnon Keith is in discussions with a dozen major retailers in the U.K., Canada and the U.S.

Nick Prigioniero, EMBA '05, President of Cineplex Digital Networks, is also exploring ways to use mobile technology in the retail industry. Prigioniero joined EK5, a London, Canada-based company that was spun off from Western’s Faculty of Engineering, in 2001. EK5 is a narrowcast provider, perhaps best known for the mouth-watering ads that play while you’re ordering your “double-double” at Tim Horton’s. In 2015 EK5 was purchased by Cineplex Inc.

For Prigioniero, mobile technology is all about relevance. “If the messaging in a retail environment is not relevant, then you’re not going to pay attention to it,” he says. “Now that we live in a mobile world, our clients can use data to create relevant messages within their environments.” Cineplex is exploring the possibility of building “digital ecosystems” in shopping malls. Using beacon technology to track consumers as they walk through the mall, the technology would enable marketers to suggest products, in a similar way to many online stores.

The Cloud, that mysterious nirvana of unlimited data storage, is one of the major



# HEALTH CARE IS BECOMING MORE PATIENT-CENTRED, AND MOBILE IS GOING TO BE A MASSIVE ENABLER OF THIS SHIFT.

—John Marshall, MBA '97 / Salesforce.com

enablers of mobile technology. John Marshall, MBA '97, is a Managing Principal with Salesforce.com, which markets Cloud-based Customer Relationship Management (CRM) software. Says Marshall, “The Cloud lends itself very well to developing business processes and then delivering them to any platform, whether you’re on your desktop computer, your laptop, or your phone. Because the Cloud is open, mobile and social, it’s much more collaborative and makes it easier to connect with the people and things you care about.”

Marshall is excited about the potential impact of mobile technology in health care. “Health care is becoming more patient-centred, and mobile is going to be a massive enabler of this shift,” he says. Among current innovations: wearables that monitor heart activity and can even warn of a potential heart attack; mobile tele-health consultations with specialists anywhere on the network; and even a Star Trek-style handheld scanner. Marshall is working with clients to develop systems that help physicians be more efficient. Mobile devices can detect when they enter the hospital and provide them with up-to-date information about their patients, including status, location and test results. Similarly, patients can use their mobile devices to carry their complete health records to appointments, or even to videoconference with a doctor. Marshall also sees exciting potential in higher education, where mobile technologies can help students learn basic material at their own pace.

Ivey Professor Darren Meister, who is cross-appointed to Western’s Department of Electrical and Computer Engineering, says agriculture is another industry where mobile technology offers huge benefits. “In places with scarce water resources, the ability to deliver water at precisely the right time in precisely the

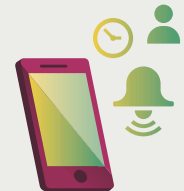
right weather conditions is incredibly valuable,” he says. Field sensors that measure sunlight and moisture are already in use. Mobile technology also has important applications in food transportation and safety. “There will be a time when you take your steak out of the freezer, and the freezer will tell you if it’s part of a recall,” says Meister. “After all, mistakes in food safety cost lives.”

Jonathan Ward, HBA '96, founded Ward Technology Talent, which provides companies with skilled technology consultants and employees. “We’ve always specialized in application development,” he says, “but in the last couple of years the focus has been on mobile. It’s a tsunami.” Ward also founded the Mobile Learning Lab, a free monthly event in Toronto focused on mobile technologies. He believes that security will remain a challenge in the mobile world. “Companies need to be very, very careful with customers’ information, even with the Cloud,” he says.

Despite the introduction of biometric identification on many devices, Meister agrees security is an ongoing issue. “Saying you’ve solved mobile security is a bit like saying banks have solved bank robbery,” he says. “Every time you make the technology super secure, people find ways to attack it.” That, in itself, creates a business opportunity. Albinson’s company has invested in Good Technology, a leading mobile security solutions provider that is experiencing “breakaway growth.”

For many consumers battery life is also a concern, especially with today’s powerful mobile devices. Meister points out that battery life has improved immensely. “Just two or three years ago, new classrooms all had a plug for every student. Now most people come to school with batteries that last the entire day.” Chargers that are powered by sunlight or biodynamics are in the works.

## HOT TRENDS IN MOBILE TECHNOLOGY (FROM OUR EXPERTS)



The phone as “personal assistant,” able to understand the user’s context and individual characteristics

More personalization of consumer experience in virtually every context

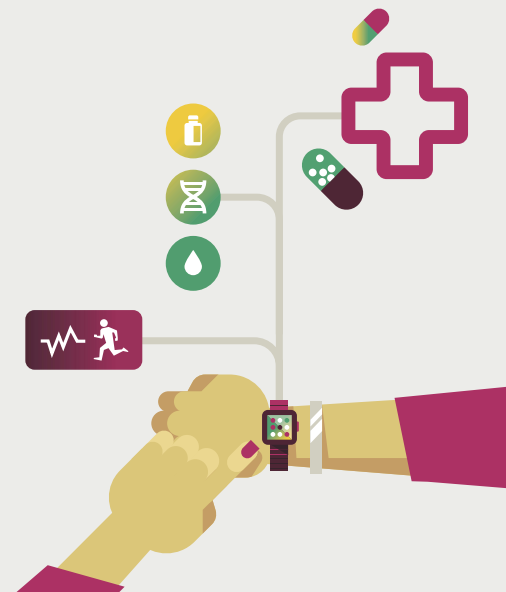
Wearables that are attractive and fashionable

Solar charging or nanogenerators that harvest human movement or bio-electronic currents

Cubicles for private cell phone conversations (a phone booth with no phone!)

Medical devices that can trigger a technician call before something goes wrong

Wearable monitors that warn of impending heart attack or other health conditions



# “THEY WON'T BE DEVICES WE TURN ON AND OFF.”

—Jonathan Ward, HBA '96  
Ward Technology Talent

Live streaming of everything you do, see and interact with, all stored on the Cloud

Real-time tracking of your home, kids, and pets, with locations and directions for finding them



The Internet of Things: refrigerators that give you a shopping list, electric cars that can tell you where the nearest charging station is, etc.



Smart contact lens that measures glucose levels continuously

The ability for manufacturers to track how, when and where consumers use their products



Apps that allow for instant translation of text scanned by a phone



Drones for personal use and pizza delivery (yes, really)

Mobile technology also raises questions of privacy and consumer acceptance. Meister talks about the “three Cs”—cool, creepy and convenient. Some consumers will find it creepy to be identified as they walk through a mall or into a hotel, he says, but many others will think it’s cool and convenient. Ward sees consumer acceptance as a generational phenomenon. The oldest generation will be “highly resistant” to some technologies, he says, while those in their 30s and 40s may have concerns. “But the younger generation has grown up with sharing their lives on Facebook and Instagram. They have less apprehension about devices collecting personal information from them.” For this generation, Ward sees a future where mobile devices will be omnipresent. “They won’t be devices we turn on and off.”

Acceptance of mobile technology to run businesses is not a foregone conclusion, either. Ward says most companies still have a lot of work to do to prepare front and back office systems for the mobile world. “They have a huge opportunity to fix this and make their enterprises truly mobile,” he says.

MacKinnon Keith is confident that acceptance will come, at least in her industry. “Retail doesn’t tend to move very fast,” she says. “But once we have the results from our pilot projects, retailers will see that this is really a much better way to do business.” Prigioniero agrees. “The primary focus of all clients is to increase margins, lower costs and build loyalty. There is no better way to do that than with mobile technology.” ■

## LESSONS IN LEADERSHIP FROM THE BARRACKS AND BATTLEFIELD

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# Fight Club

Students come to Ivey with diverse backgrounds—some are fresh from two years of university, some have PhDs, some are engineers, some are artists. A few have a very special kind of experience: military service.

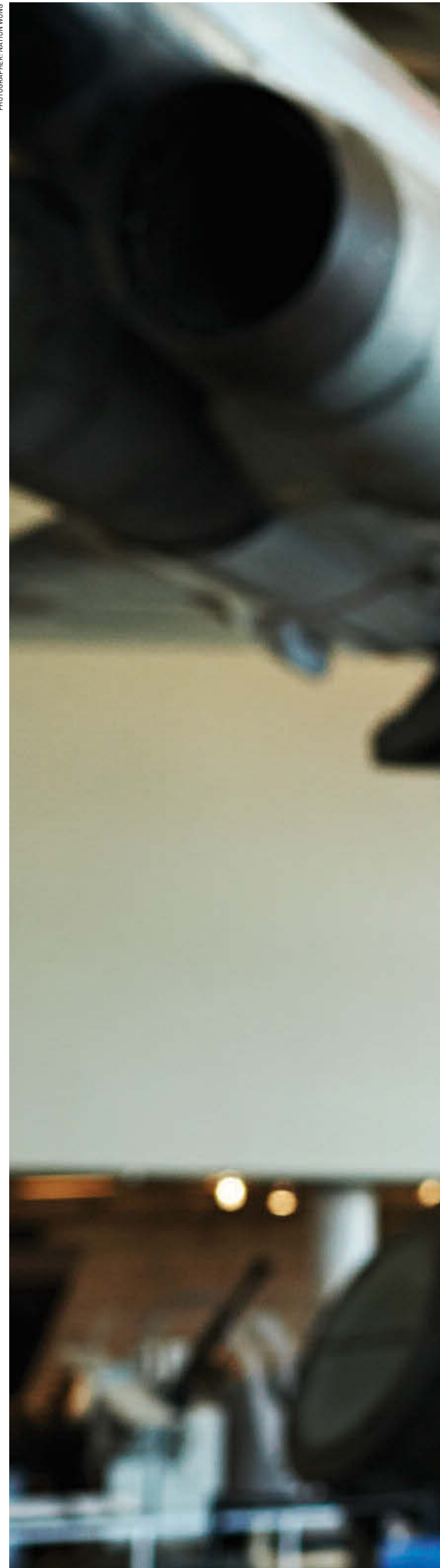
The tradition is not new. During World War II HBA students joined the Canadian Officers in Training Corps instead of other extramural activities. After exams in third year, they attended a three-week boot camp at a local golf course. Many went on to active service during the war. John Cheshire, HBA '43, joined the Army Medical Corps after graduation. He once said that the combination of university and military experience taught him how to assess, motivate, evaluate and reward people—important skills in his subsequent business career.

Of course, military metaphors have always been rife in business speak, which often portrays the market as a battlefield. But is there actually something that business

can learn from the military? Professor Gerard Seijts thinks so. In an article in *Huffington Post*, he wrote “Our troops have long had a reputation for being well-disciplined, highly effective and well led... And the wisdom accumulated by successive generations of Canadian military leaders represents an underutilized Canadian competitive advantage.”

That thinking led to the development of a unique HBA course, *Leadership under Fire: Developing Character*, offered in partnership with the Canadian Forces. The course involves three gruelling days of basic training on an army base and presentations by both business and military leaders. Students “stress test” their leadership ability in an environment filled with physical and mental challenge, and learn about their strengths and weaknesses.

*Intouch* spoke to four Ivey graduates who have served in the military to find out what they think business can learn from the military, and vice versa.



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**REAL LEADERSHIP  
INSPIRES PEOPLE,  
GIVING THEM A VISION  
AND THEN THEY HELP  
YOU DO WHATEVER  
YOU'RE DOING.**

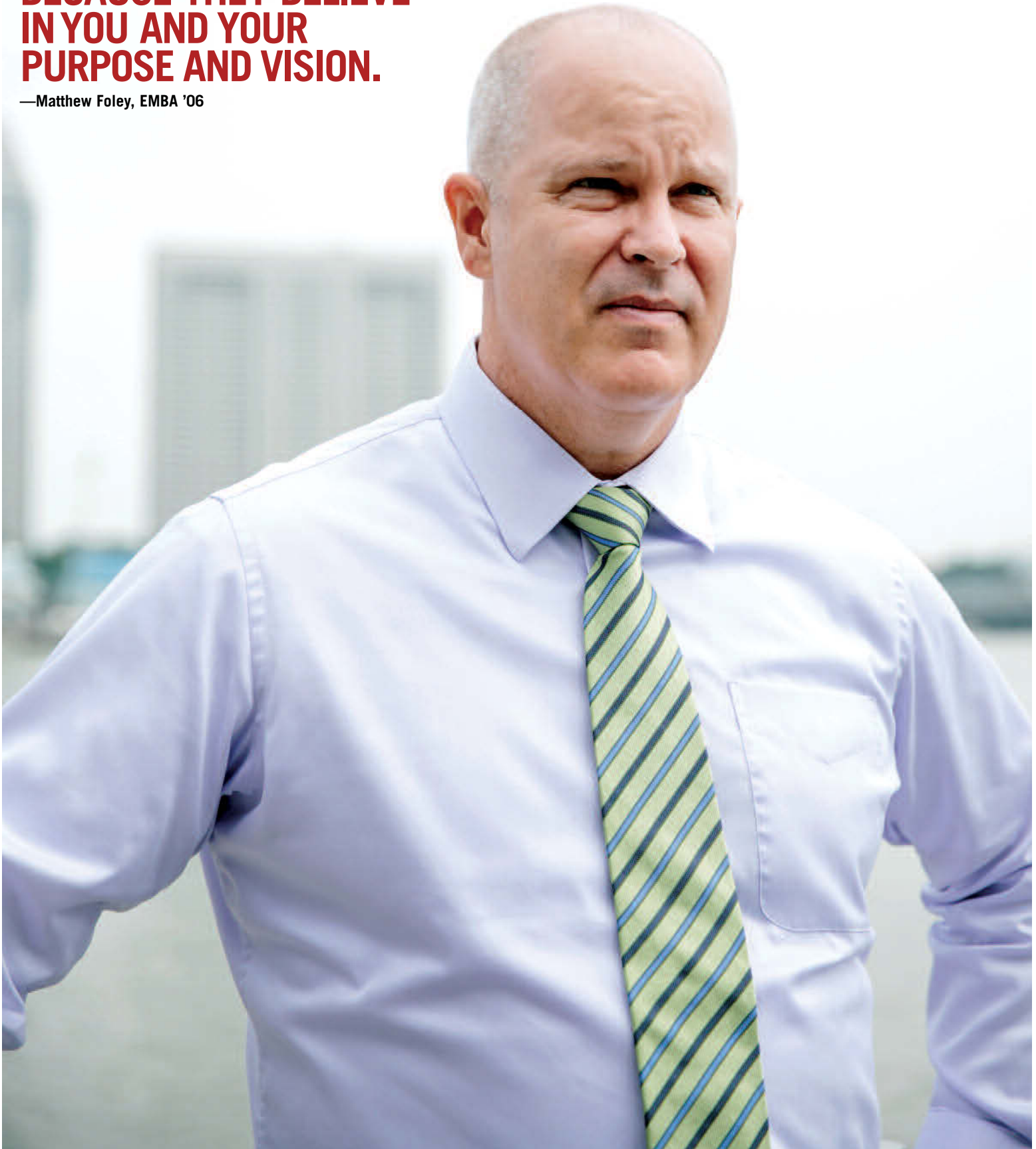
—Linda J. Colwell, MBA '89



“

**PEOPLE FOLLOW YOU  
BECAUSE THEY BELIEVE  
IN YOU AND YOUR  
PURPOSE AND VISION.**

—Matthew Foley, EMBA '06





# WE NEED TO REMEMBER THAT MILITARY SERVICE IS A VERY HONOURABLE CHOICE.

—Don Kester, MBA '78

## Matthew Foley, EMBA '06

*Managing Director, Foley Tan Group Pte Ltd*  
For Foley, who grew up on a cattle ranch in California, the decision to go into the military was an easy one. “My family has a long history of military service going back to the First World War, and given that I was a young man looking for adventure, it made a lot of sense.”

Foley did basic training in Oklahoma, and then was posted to the 175th Field Artillery Unit in Bamberg, Germany, 13 kilometres from the Iron Curtain, from 1986 to 1988. It was the final days of the Cold War and he was part of a special weapons team responsible for deploying tactical nuclear weapons in case of an attack from East Germany. “Fortunately it never happened, but they alerted us all the time,” he says. “I remember a number of occasions when I didn’t know if it was for real or just another drill.” For the final two years of his enlistment, he was stationed with the 101st Airborne in Kentucky, where he was part of a rapid deployment regiment capable of being almost anywhere in the world within 56 hours. “I never saw combat, and I feel very fortunate for that. But at the same time, as a soldier you should expect to be in that situation.”

Foley left the military in 1989, earned a BA and worked for several years as an auditor. Eventually his work took him to Asia, where he has lived for the past 18 years. Strongly committed to lifelong learning, he was thinking about returning to the U.S. to do an MBA when he heard about Ivey’s Hong Kong program.

Foley says being in the army taught him valuable lessons about leadership. “Military service places you in really tough situations,” he says. “In those situations people don’t necessarily follow you because you tell them what to do: they follow you

because they believe in you and your purpose and vision.” Foley says he also learned to develop a strong work ethic and the sense of confidence that comes from “just knowing you can do it.” Equally important in his business career was the military focus on setting targets and doing detailed planning while staying flexible and responsive, and being able to see the bigger picture.

On the flipside, Foley says the military could probably learn people management and motivation techniques from business, especially at a time when the U.S. Armed Forces are getting smaller. “The military needs to find a way to retain their best people by emphasizing merit-based pay, setting up mentoring networks and recognizing exceptional talent—instead of using tenure alone.”

## Linda J. Colwell, MBA '89

*CEO, LJ Colwell & Associates*

Colwell completed a degree in nutrition and microbiology in her native New Brunswick, and qualified as a dietitian. But she soon found her work in a small hospital wasn’t challenging enough. To move her career forward, she joined the Armed Forces, expecting to spend five years gaining experience. Instead she became a career soldier. She retired as a Brigadier General after nearly four decades of service. “I found my calling,” she says simply.

Along the way she worked on bases in Nova Scotia, British Columbia and Alberta, did three tours of duty in Ottawa, and served with peace-keeping forces in Egypt and in the Sinai. Although not as dangerous as recent Canadian missions in Afghanistan, Colwell admits that “there were times we had to be very alert.”

Initially her career focused on food services and procurement. In Egypt she was one of 54 women and 500 men in the

Canadian contingent. “When we had dances, I never sat one out!” In the Sinai she was responsible for feeding the multinational force—a challenge she referred to as “5,000 to dinner.” Eventually she moved into human resources management. “I was able to serve the same employer—Canada—for 37 years, but always with the opportunity for new challenges. And there’s a great comradeship in the Forces. You work and play with the same people—it’s such an intimate relationship.”

Colwell is proud of some of the policies she helped develop during her time with the Forces. She was part of the team that got legislation passed to give pensions to reservists, and she developed policies to provide more help for serving members and their families and people wounded, whether physically or mentally, in the line of duty. “I know the policies aren’t perfect, and there are still people who are not completely served, but things are better, and I had a hand in making them better.”

When Colwell was selected to do post-graduate education, she applied to Ivey for her MBA. She believes the experience made her a better soldier. “The case study method trains the mind to think, to get to the nub of the matter, and to analyze alternatives,” she says. “It also honed my ability to make the case in a few words. That’s so important when you’re dealing with busy superiors, and you’ve got five minutes to brief them.” In addition to using these skills throughout her career, she has taught them to the people working with her.

Colwell believes that one of the most important lessons from her military experience is the difference between management and leadership. “In management you tend to force people to do what you say and that limits your results. Real leadership inspires people, giving them a vision and then they help you do whatever



# YOU MATURE VERY QUICKLY IN THE ARMED FORCES.

—Lu Li, MBA '14

you're doing.”

What can business teach the military? Colwell says it's all about measurement. “When you don't have a bottom line, it's difficult, but I think business could probably help the Canadian Forces measure success more effectively.”

## Don Kester, MBA '78

*Certified Financial Planner*

Kester grew up near Washington, D.C. during the war in Vietnam. Recognizing that he was about to be drafted, he enlisted in the Reserves. After he had trained for a year, the troops were back from Vietnam. “I was fortunate to do 20 years in the military between wars,” he says. “I got out just as the first Gulf War was starting.”

Kester was a combat engineer. Combat engineers have the unenviable task of clearing the path for the advancing army and delaying the enemy on retreat—in other words, first in and last out. Two of his former units were deployed to Iraq, and several friends served there, clearing land mines and building roads. As a Reservist, he worked one weekend a month, with two weeks of annual training and the occasional extra duty.

Meanwhile, he was pursuing his full-time career. After college he worked for a time with a U.S. security service, and then got involved in the overheated Washington housing market. He completed his MBA at Ivey, where he learned an important lesson in cultural differences. “I was in a room where all the people looked and sounded like me, but I eventually realized that Canadians thought very differently. I learned to find out what other people were thinking before I opened my mouth, which was very valuable in the army.” He experimented with several career paths before becoming a successful financial planner.

Kester says he learned many important

lessons from his time in military service. He was especially impressed by the U.S. Army's famous “five paragraph field order” which requires officers to succinctly identify five elements—the situation, the mission, the execution, the resources available, and communications—for any operation. “Although it's a very structured approach, there is tremendous opportunity for individual initiative,” he says. “It goes down the chain of command right to the squad leader, who has to figure out how to do his or her part with the resources assigned. It's the same in business—you need a clear mission, you need to know what you're working with, and then it's up to the on-site manager to figure out what to do.”

The U.S. Army has been “abused” in recent years, Kester says. “It's been given impossible missions in terrible places.” Reservists have been called up to serve in Iraq and Afghanistan, used as “fillers” for the regular army. It concerns him that the value of military service is not well understood today. “There aren't enough people who have friends and neighbours serving. We need to remember that military service is a very honourable choice.”

## Lu Li, MBA '14

*Fire Protection Specialist, Hilti Canada*

Li was 15, living in a suburb of Toronto, when he decided he wanted to be in the Army. “I always chuckle when people ask me why I joined up,” he says. “I was a teenager—I wanted to drive tanks and shoot guns, and I wanted to be different from my classmates!”

Li attended Royal Military College when he finished high school, and then was commissioned as an Engineering Officer, serving in bases across Canada. One of the first challenges he faced was acting as a representative to the families of fallen soldiers. The first funeral he ever attended

was one he had organized. Says Li: “You mature very quickly in the Armed Forces.”

But his biggest challenge was serving as part of the last Canadian combat tour in Afghanistan. He was stationed in Kandahar for eight months. “It was like stepping back into the Middle Ages,” he says. “We were living in mud huts with no electricity, and there were people shooting at us. In Canada you're not really worried about your next step: over there you live day by day, because that's really all you can count on.”

After the stint in Afghanistan, Li was looking for another challenge. But transitioning to a new career wasn't as easy as he thought. “The MBA became a realistic choice when I began to realize how hard it was to translate the experiences I had in the army to civilian employers. There aren't enough soldiers coming out of the army in Canada for people to understand what that experience means.”

At Ivey, Li found himself learning alongside students with professional designations and years of business experience. It was a daunting experience but one that taught him to “step back and focus on my strengths and weaknesses.” He realized that his time in the military had helped him develop strong leadership skills. “I found that when we were doing business cases, one person might be focusing on the dollars and another might be thinking about the marketing approach, whereas I tended to take a more human approach and look at the issue from an ethical perspective.”

Li served in the Reserves during his MBA—what he describes as his “nicotine patch” for military service. At the end of his Ivey program he left the army to devote himself to the management training program at Hilti. Looking back, he has no regrets. “I entered the military not really knowing what I was getting into, but knowing it was what I wanted to do.” ■





Standing guard > Lu Li, MBA '14 in the 48th Highlanders Officers' Mess, Moss Park Armoury, Toronto

# High Energy Partnership

The Ivey Energy Consortium brings together diverse partners to support thoughtful and informed debate

In late November 2014 more than 100 people were arrested on Burnaby Mountain in British Columbia after they refused to take down their encampment, a protest against a pipeline proposed by multinational energy company Kinder Morgan.

The protest is just one of many over the past several years targeting the energy sector. It's a complex sector, involving a wide array of stakeholders and spanning a range of hot-button issues. Making effective policy in this over-heated environment is difficult. The Ivey Energy Policy and Management Centre offers neutral ground for informed policy analysis and debate. And now, thanks to a unique program, the Centre is receiving strong support from the Ivey Energy Consortium, a diverse group of stakeholder organizations.

Professor Guy Holburn, Director of the Centre, says its value lies in its neutrality and a strong academic base. "We don't have an agenda," he says. "We bring an independent voice to energy policy discourse, one that is based on academic skillsets and fact-based analysis." As a result, the Centre operates effectively as a bridge between

university research and the "real world" of government, business and other stakeholders. In addition to traditional research, the Centre organizes conferences and events that bring government, business and other stakeholders together to exchange ideas. Recent events have focused on First Nations issues and on the concept of social licence (the level of acceptance by local communities and stakeholders) in the sector.

To support this important work, the Centre has developed the Ivey Energy Consortium, a group of five organizations that have each pledged \$250,000 over five years. The funds are used to build faculty, research and outreach capacity. The Consortium members are ATCO Ltd., OMERS Worldwide, the Power Workers' Union, TransCanada Corporation, and Union Gas Ltd. In addition, Suncor Energy Foundation supports the Suncor Chair in Energy Policy, student scholarships and outreach activities.

Holburn says the idea for the Consortium came about during a conversation with executives at an energy company early in the development of the Centre.

They pointed out that if the Centre was sponsored by one organization, it wouldn't be perceived as independent, and suggested a partnership of diverse stakeholders. He is delighted that the Consortium represents not only business interests, but also organized labour and institutional investors. "The Power Workers' Union was the first organization to join the Consortium," he says. "They see this work leading to a longer-term, more sustainable sector in the future." Holburn hopes to add a non-governmental organization with environmental interests, and a First Nations group in the future.

The involvement of Consortium members goes far beyond the much-needed financial support. Says Holburn: "We looked for organizations that were willing to engage with the Centre and provide some input—not advocating for their organizations but bringing a thoughtful perspective on the role that the energy sector can play broadly within Canadian society." Consortium members are invited to sit on the Centre's Advisory Board. They identify critical energy policy issues, provide ideas for new case studies and teaching materials, and support Centre outreach activities and conferences.



Francois Poirier

Francois Poirier, president of the Energy East Pipeline Project at TransCanada, says his company is committed to being a responsible developer, balancing environmental, economic and social issues. While TransCanada has long supported university research in technical areas, it welcomed the opportunity to address broader energy challenges.

“The energy landscape in North America is evolving and we must continue to change and evolve with it,” says Poirier. “We’re looking to researchers at Ivey to help cultivate effective and responsive energy policy solutions that will help us successfully meet these challenges in the future. There is tremendous value in hearing the informed opinions of independent third parties who

don’t have a stake in the outcome of any particular project.”

The Consortium was officially announced at a special Ivey Idea Forum held in Toronto in October. For Poirier, it was the first opportunity to experience the concept at work. “The discussion was lively, with an engaged audience that asked important questions,” he says. “It was a

good start to having the candid and transparent debate we need to have. We are pleased to be part of such an important research initiative, and look forward to seeing further research from an organization that is trusted by the public and can add value to the policy discussion.”

## Consortium partners speak



→ *“The largest challenge energy utilities face is how to bring affordable, reliable energy to our customers in a responsible way without compromising the trust that our customers put in us... I think the industry needs to do a better job of finding a way through to consumers’ hearts and minds.”*

—Siegfried Kiefer, COO, Power & Utilities, ATCO Ltd. & Canadian Utilities Limited



← *“The biggest challenge we’re facing as investors in the energy business is the increasing competitiveness of the marketplace, in terms of the pricing of assets, and future return expectations.”*

—John McManus, Senior Advisor, Borealis Infrastructure

↑ *“Our main challenge in today’s volatile energy environment is trying to ensure that there is enough long-term planning to enable employers to recruit and train people with the skills necessary to do the work.”*

—Don MacKinnon, President, Power Workers’ Union



← *“Central to our business is earning public and political support for what we do... Whether it’s pipelines or even renewable energy, public acceptance of some of these projects and technologies isn’t to the level it needs to be.”*

—Gordon Lambert, Former Executive Advisor, Sustainability and Innovation, Suncor Energy



→ *“One of our biggest issues is stakeholder engagement. We’ve seen a lot more advocacy, and a lot more interest by the public and groups that we haven’t seen before... We need to spend much more time educating the public and our stakeholders in terms of what we do and what it means.”*

—Steve Baker, President, Union Gas Limited



↑ *“We bring an independent voice to energy policy discourse, one that is based on academic skillsets and fact-based analysis.”*

—Professor Guy Holburn, Director of the Centre for Energy Policy

# Trinity Distinction suis honor

Last year at Homecoming the Ivey Alumni Network bestowed its highest honours on Professor Jim Erskine, MBA '67, Laurie Campbell, MBA '89, Patrick Crowley, HBA '74, and David Kassie, MBA '79.



Jim Erskine vividly remembers his first day of classes as an Ivey student. He had attended the Dean’s Tea, a genteel social event, the day before. “We arrived on the Monday morning, introduced ourselves, and got right into a case,” he says. “I couldn’t believe it—there was no downtime, we just got on the train and it took off.”

For Erskine, that rail journey lasted nearly five decades. He shared it with hundreds of students who never forgot his intelligence, talent and kindness. To recognize his many contributions to the School, Erskine received the Alumni Faculty Service Award at Homecoming in 2014. He was one of four exceptional people to be honoured with the Ivey Alumni Network’s top honours.

After Erskine completed his MBA, he went to Indiana University to do a doctorate. Returning to Ivey he quickly established himself as one of the best and best-loved professors in the School’s history. Along the way, Erskine scooped up pretty much every teaching award available, including the prestigious national 3M Teaching Fellowship,

and became a world-renowned expert on case teaching and writing.

For Erskine the most enjoyable part of teaching at Ivey was simply interacting with students. “We attract some of the best, brightest, most cooperative and most committed students anywhere in the world,” he says with pride. “We hand-pick the students and they hand-pick us. It’s like a marriage—both parties have to say ‘yes’ and no-one’s looking for a divorce!” Erskine made it look easy, but he admits that he was always nervous before teaching. “My wife Heather could always tell when September was rolling around—I wouldn’t eat, I wouldn’t talk, and my golf game went right into the dumpster, because I was so concerned about

that very important first class of the year.”

The connection continued long after students graduated. In Erskine’s iconic Operating Manager course, he challenged students to create four “personal policy statements” about how they were going to conduct themselves in the business world, and then re-visit the statements on a regular basis. He also asked them to update him, and many did. “They had wonderful things to say, and I read some of the letters in class to reinforce the value of the personal policy statements.” When Erskine officially retired in 2009, he received hundreds of letters from former students, and answered every one of them personally. “I knew those people, and could almost remember where every one of them sat in class. I was the maestro and they were making the music, and we really got on.”

One of those “musicians” was Patrick Crowley, HBA ’74, Chief Strategic Officer at OMERS. Crowley received an Ivey Distinguished Service Award at Homecoming 2014 in recognition of his many contributions, including as Chair of the Ivey Alumni Network Board of Directors.

Crowley completed a Chartered

Accountant designation after graduating from Ivey. “The combination of the two gave me depth and broad general experience and background, and that has served me very, very well in the course of my career.” One of nine children, Crowley grew up in modest circumstances and feels strongly about the responsibility to give back. He has also enjoyed his long association with the School since graduation. “It’s been a way to keep up to date with what’s happening in terms of new ideas, processes and ways of thinking about business,” he says.

Laurie Campbell, MBA ’89, Managing Director with Merrill Lynch Debt Capital Markets, also received an Ivey Distinguished Service Award at Homecoming 2014. Campbell has been a member of the Ivey Advisory Board since 2005, has led her Homecoming class reunion campaign for many years, and chaired the Ivey Annual Fund from 2005 to 2009.

She explains her commitment to Ivey very simply. “The MBA program was a springboard to a 25-year career on Wall Street.” Campbell is confident that Ivey’s program is internationally competitive. “I’ve worked with people from all the

big-name business schools, and I think the Ivey program is just as good in every way.”

Fellow honouree, David Kassie, MBA ’79, Chairman of Canaccord Genuity, remembers his time in the MBA program as “one of the best experiences of my life,” and one that prepared him well for his successful career in finance. Kassie has been a member of the Ivey Advisory Board since 2000, and has contributed in many other ways over the intervening years. In 2014 he was the Richard G. Ivey Speaker at Homecoming. Kassie says his involvement has been a great opportunity to connect with people with similar backgrounds and build his business network. He also enjoys interacting with students and young alumni who approach him for advice. “I learn a lot from working with younger people,” he says.

So what does it mean to be honoured with an Alumni Faculty Service or Ivey Distinguished Service Award? Erskine says the award has special meaning for him because it comes from Ivey graduates — once students whose lives he touched. But Crowley speaks for all of them when he says simply, “It’s always nice to be recognized, but it’s not why I do it.”

To learn more: [www.ivey.ca/alumni/benefits/awards-recognition/ivey-distinguished-service-award](http://www.ivey.ca/alumni/benefits/awards-recognition/ivey-distinguished-service-award)

To see and hear from the honorees: <http://go.ivey.ca/alumni-awards-video-2014>

*“The MBA program was a springboard to a 25-year career on Wall Street. I’ve worked with people from all the big-name business schools, and I think the Ivey program is just as good in every way.”*—Laurie Campbell, MBA ’89





01 Jim Erskine, MBA '67, Professor Emeritus  
 02 Bob Kennedy, Dean of the Ivey Business School at Western University  
 03 Patrick Crowley, HBA '74, Chief Strategic Officer at OMERS  
 04 From left to right: Bob Kennedy, Jim Erskine, David Kassie, Laurie Campbell, Patrick Crowley, Anthony Ostler, MBA '97, Chair, Ivey Alumni Network Board of Directors and President Amit Chakma, Western University  
 05 Laurie Campbell, MBA '89, Managing Director at Merrill Lynch Debt Capital Markets  
 06 David Kassie, MBA '79, Chairman of Canaccord Genuity

Leadership advice from David Kassie—Excerpts from his address to Ivey students at Homecoming

“Vision is important. You really need to know where you are going. There’s no point in just showing up and doing what the last person did. That’s not very interesting. For me, it was either about building, or growth, or change.”

“You only have one life to live, so find something you love.”

“Be good. Do the right thing and be consistent about doing the right thing. Be honest. Be candid with people and tell them the truth. It’s remarkable how such a simple thing that you learn when you’re a kid is so important and how many people forget it later on in life.”



**IVEY TRADING COMPANY**

FRONT: Alexa Kobayashi, HBA '08 wears black leather jacket by Danier  
BACK: Hugh McMullan, EMBA '09 wears brown distressed leather jacket by Stormtech  
LOCATION: Estiatorio VOLOS, Toronto. Andreas Antoniou, HBA '06, proprietor. volos.ca  
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# Your Ivey Network



**Ivey Lives Remembered**  
Eric Lee, MBA '85  
1960–2014

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**Emerging Leaders Awards**  
Visionary, creative, and committed to living the Ivey mission

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**Ivey Lives Remembered**  
Doug Burgoyne  
MBA '02  
1975–2014

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**Homecoming**  
Re-living good times

page **40**



**Different Path**  
From Brampton to Bollywood

page **43**



**Helping Out**  
Running for Lac-Mégantic

page **44**

## 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. Submit your note and photos to: [ivey.ca/alumni/classnotes](http://ivey.ca/alumni/classnotes) or email [alumni@ivey.ca](mailto:alumni@ivey.ca)

### 1954



**Bill Braithwaite, HBA '54**, writes, “the following alumni attended Ivey Homecoming this year to celebrate our 60th reunion: Shirley and **Al Galbraith**, Mia and **Bruce Gowdy**, Elsa and **Dick Tafel**, Rhea and **Alan Querney**, Carol Johnston, Carol and **Paul Murray**, Lynn and **George Disbrowe**, **Doug Page**, **John Johnston**, Betty and **Bill Duffield**, Elizabeth and **Bill Braithwaite**, **Aldine Nixon**, **Judith Aikman**, **Helen Hammond** and **Larry Purdy**, **Ted Shillington**, **Geno Francolini**, and **Don Catalano**.”

### 1956

**MBA '56 class update submitted by Class Liaison Keith Ham**: “I have reported to you on the class of MBA '56, having located most members through research. However,

some classmates are still missing in action, and I request any information from you on the following: **Lyle Ahrens**, **James MacNicol**, **Bruce H. Daniel**, **R. Gael Duffy**, **Denis Prodan**, **Richard N. Spilsted**.

**Robert Taylor, HBA '56**, writes, “At the 50th class reunion in September 2006, the remaining members, at that time, of the HBA '56 class raised just over \$100,000 to fund an annual award for an incoming member of each future HBA class. Since 2006, the annual award has grown from \$2,800 to \$9,000 and the \$100,000 principal has grown to \$300,000. It should be noted that our classmate, **Henry Knowles**, was a major reason that the trust was established. He pushed us over and over to do something to honor our class. I heard that one class member gave \$25,000 to help Henry get the trust off the ground. In 1954, the HBA annual tuition was around \$350. Today it is around \$24,000—an increase of 6,800 percent! The HBA '56 class had 77 graduates. 32 have died,

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→ Continued From Page 31

43 are alive and 2 are unaccounted for. The HBA class of 2016 has 610 entering students from 47 different program areas. A total of 33 languages are spoken and 30% of the students are enrolled in a dual degree program. I remember only one language, English. A recent email was sent to 40 classmates and 6 widows. Kay Hodgins (**Arthur Hodgins**) replied and included an extensive article about Larry Paikin printed in the Kitchener Record. Larry still runs a local (Hamilton) steel company. His most recent philanthropy, The **Larry Paikin** Literacy Express uses a train car converted to a library. Nearby is the Eva Rothwell Center in which Larry played a large role in “getting it up and running.” Larry has two sons, Steve, one of the best known TV journalists in Canada and Jeff, who is a local builder and was the 2013 Hamilton Citizen of the year. Larry’s wife, Marnie, I am told, is a strong force in the Paikin family. In an earlier reply from Larry, he noted that his wife requires him to swim his age in lengths every winter in their Florida condo pool. I recommend that my classmates reread about Larry’s extensive interests in the HBA ’56 Personal Profiles. Another widow, Joan Beckley (**Lloyd Beckley**) wrote that Larry Paikin is a classy guy. She noted that she will never forget how kind he was to her husband Lloyd at the last reunion they attended (2006). **Rex Louth** replied to my email that his wife fell down a flight of stairs, fracturing her neck vertebrae but is now neck-brace free. **Jim McLaughlan** noted in his reply that his wife Kathy and he were to attend, on November 1, 2014, their 190th game since their son, Scott, was a fine running back in the early 1980s. He also noted that he and his son continue to adopt (sponsor) a Mustang player. **Roy Steel**, one of our five USA residents, replied to my email that at our ages, there is not much news other than to say “we’re still here.” Phyllis Dodds (**Bruce Dodds**) wrote she agreed with Roy Steel about still being

## Your Ivey Network

A Message from Anthony Ostler, MBA '97,  
Chair, Ivey Alumni Network Board of Directors

What a difference a Day makes! Global Ivey Day, that is. Just five years after it was launched, Global Ivey Day has become a major event on the Ivey calendar, bringing together thousands of alumni in more than 50 cities around the world. This year we even had Toronto-based alumni flying out to Los Angeles to join the party there!

For the past several years, I’ve celebrated Global Ivey Day in Toronto. This year, since moving to Boston to take on a new job with State Street, I found myself in New York City on November 13. I spent the evening with more than 150 Ivey alums and their guests at a fantastic party at the Soho House.

I was deeply impressed by the breadth and depth of the work Ivey alumni are doing in NYC—investment banking, consulting, and venture capital of course, but also entrepreneurial ventures, technology start-ups, and media companies. The event was an opportunity to catch up with some old friends, and to meet a bunch of great people doing interesting things in the Big Apple. And that’s really what Global Ivey Day is all about—connecting with Ivey graduates where you are.

Global Ivey Day is a reflection of the growing strength and relevance of the Ivey Alumni Network around the world. The newly formed European Executive Committee is another. Sonia Chandarana, EMBA '13, is chairing the new group, which is focused on creating a more connected alumni network across Europe. In addition to the longstanding London, U.K. chapter, there is now a chapter in Paris and ambassadors are active in several other countries.

The caliber of people volunteering to serve on the Ivey Alumni Network Board is another sign that the network is growing. I’m thrilled that Michael Bernstein, MBA '96, President and Chief Executive Officer of Capstone Infrastructure Corporation, has agreed to step in as Vice-Chair and ultimately as my successor in June. Michael has a long track record of giving back to the School, a great strategic mind, strong people skills, and a deep commitment to the community. The Board will be in very capable hands.

 @IveyAlumniChair

here. She added that she travels a lot to see her kids and also to travel with them. My wife, Marian, and I have turned 85 on the same day, January 27, 2015, I completed my 20th year of retirement and, hopefully, I will still be the oldest living HBA '56 graduate. Warmest regards, Robert."

### 1957

**Terrence Donnelly, HBA '57**, has been appointed to the Order of Canada.

### 1961

**Karl Hinds, MBA '61**, writes, "These nineteen diehards with their wives got together and by all accounts a very enjoyable time was had by all. Time just flew by due mainly to a couple of organized activities

along with an adequately supplied hospitality suite in the after-noons and evenings. Activity one was a visit to the House of Commons complete



with a very economical and delicious lunch and a visit to the Visitors' Gallery, all organized by John Hetherington through his MP Larry Miller. The second activity was a very interesting visit to Rideau Hall organized by Don Davison. As a grand finale, a sumptuous supper, attended by all in the 'Rideau One' room of the Château Laurier on the last evening closed out the gathering."

### 1962

**Martin Farnsworth, MBA '62**, writes "On a sad note I want to report the death of our classmate, **Alan Harrison**, on September 23rd, 2014 in Toronto of cancer. This followed the also untimely death of his wife Ann-Louise on June 19th, 2014 also of cancer. An MBA 1962 fundraising committee was also begun prior to our 50th Reunion. The funds collected under the name of the MBA '62 Leighton & Thain Award, are used to help deserving students with financial need in the MBA program at the Ivey Business School. Additional contributions to the fund are much appreciated and will enable future awards. In April 2014, my wife and I went on a trip to Europe, were able to visit with classmate **Josef Froehlich** at his workplace in Stuttgart, Germany.



We spent a very pleasant afternoon with Joe at his offices in Leinfelden, a suburb of Stuttgart. Joe kindly showed us his art collection which is of outstanding international quality. He seems well and busy managing his worldwide business, which builds monitoring/testing equipment for automobile engines and car manufacturers around the world."

### 1969

**Paul Hill, MBA '69**, has been named the 2014 Business Leader of the Year by the Saskatchewan Chamber of Commerce.

### 1971

**Henry Cheng, HBA '71, MBA '72**, has been appointed a non-executive director on the Hang Seng Bank Board.

**Barbara Fraser, HBA '71**, has been appointed to the Manitoba Telecom Services board of directors.

### 1972

**Pierre Morrisette, MBA '72**, has returned as the chief executive officer at Pelmorex.

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## Ivey Lives Remembered

### Eric Lee MBA '85 1960—2014



Randy Jang, MBA '77, and Eric Lee, MBA '85, grew up three blocks from one another in Vancouver, and attended the same high school. By the time they actually met Randy was working as a banker and Eric was studying architecture at UBC. When Eric started his MBA at UBC, Randy talked to him about Ivey. Eric, impressed by what he heard, applied and was accepted to the then-two-year program. "We used to laugh about the fact that he had a three-year MBA," says Randy.

Eric joined TD Canada Trust after Ivey, and then left at age 45 to pursue his interest in art and design. In recent years he returned to banking as a senior account manager with Royal Bank.

In the mid '90s, the two friends got involved with the Ivey Alumni Association of B.C. "The B.C. chapter needed a spark plug," says Randy. "Eric focused on bringing diverse people together to celebrate the Ivey experience. He built engagement for older alumni and encouraged new grads to come out for the networking opportunities." Eventually Eric and Randy organized a three-day technology conference in Whistler, generating sponsorships to cover most

of the costs of a slate of nationally-recognized speakers.

Glenn Yonemitsu, MBA '89, was Executive Director of Ivey's Advancement Department at the time. "During Eric's leadership, the Ivey Alumni Association of B.C. had record attendance and engagement for events," he says. "The incredible conference at Whistler captured the excitement of the changes happening at Ivey under Larry Tapp's leadership. I still rate it as one of my best memories of Ivey."

Randy says Eric was a good listener who gave clear, simple advice when asked. "You sometimes think that people who are successful in business have to be cutthroat, but that certainly wasn't true of Eric. He had a strong moral compass and was deeply compassionate — and he was very good at what he did." Adds Glenn, "During his short illness, Eric's attitude and spirit were frankly, incredible. He was a real inspiration."

Eric passed away peacefully on August 29, 2014 after a brief illness surrounded by his family and friends. The Global Ivey Day 2014 event in Vancouver, B.C. was dedicated to his memory.

## Emerging Leaders Awards

# The Ivey Alumni Network established the Ivey Emerging Leaders Awards to honour rising leaders from the global Ivey community.

Four alumni who have graduated within the past ten years, one professor and one current student are honoured each year. Award winners are selected by a committee of high-profile members from the business community and the School.

To read the full bios and for more info on the award program, visit: [iveyday.com/ela2014](http://iveyday.com/ela2014)



### Global Impact Award

**Amanda Armstrong, HBA '10**—Operations Lead, Youth Challenge International (YCI), a grassroots global youth development organization

"Amanda is a true inspiration to us all. Her dedication, from her time at Ivey to post-graduation, to making a global impact is admirable. What Amanda excels at is her ability to connect her contributions to society with her classmates on an ongoing basis. I'm proud to call her a fellow alumnus, former section mate, and lifelong friend."

—Richard Wong, HBA '10



### Corporate Development Award

**Anuj Ranjan, MBA '06**—Managing Partner Brookfield Asset Management

"One of the youngest Managing Partners at Brookfield, Anuj was tapped to help build the company's India business several years after graduating. He's now the Country Head of India, and runs an office of 100+ people with over \$1 billion in assets."

—Rahim Fazal, MBA '06

Continued From Page 33

**Henry Cheng, MBA '72, HBA '71**  
See Note under 1971

## 1974

**Terry Lyons, MBA '74,** has been appointed to the Cascadero Copper Corporation's advisory board.

**Doug Tough, MBA '74,** has been appointed a non-executive director at Reckitt Benckiser.

**Prem Watsa, MBA '74,** has been appointed chancellor of the University of Waterloo and named one of Canada's 50 Most Powerful Business People of 2014.

## 1975

**Robert Hodgins, HBA '75,** has been appointed to the board of directors at Blackdog Resources Ltd.

**Karin McCaskill, HBA '75,** has been named Canadian general counsel of the year for her legal leadership in Sobey's' \$5.8 billion purchase of Safeway Canada.

**Mac Van Wielingen, HBA '75,** received the honorary doctorate from the University of Calgary.

## 1978

**Dean Connor, HBA '78,** has been named top new chief executive officer of 2014 by Canadian Business.

## 1979

**Ian Ellingham, MBA '79,** writes, "I have had (as co-editor) a book recently published: 100+25 Years: OAA Perspectives on a Quarter Century based on material published over the years in OAA Perspectives magazine, of which I have been the chair for six years. The magazine and book consider architects and, to some extent, architecture: in particular, what has changed and what has remained the same."

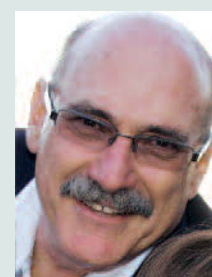
**Michael McCain, HBA '79,** received an honorary doctorate from Carleton University and the 2014 honorary associate award from the Conference Board of Canada.



**Tobias Tafel, HBA '79,** writes, "Peter Schoen, John Fursey and I, had a wonderful time at Ivey."

## 1980

**Paul Farkas, MBA '80,** has just published his first book: *Lessons Learned: Stories for a Working Life*. Written from the perspective of a human resources career spanning 30 years in a variety of industries, organizations, and cultures, the book—which is primarily



aimed at recent graduates—touches on what is truly significant in making career choices—priorities and values. Rather than outlining how to work for a specific company, the book helps readers to consider why they might or might not want to, and what is important for success if they do. *Lessons Learned* is available through both Amazon and Indigo, either in online or print formats.



#### Entrepreneurship Award

**Ankur Bansal, MBA '06**—Head of Business Operations at Snap (a mobile app acquired by Groupon in June 2014)

"Ankur's intellectual ability and business acumen is tremendous, but what is most unique is his ability to adapt to new environments and form relationships. He is able to move seamlessly between environments, adapt to new cultures and quickly form meaningful bonds with those around him."

—Adam Pieczonka, HBA '09



#### Community Advancement Award

**Jason Inch, MBA '04**—founder of LOHAUS (Loft of Health and Urban Sustainability), a Shanghai-based social enterprise that promotes clean energy and new ideas for urban innovation

"Jason is a deep and lucid thinker who has impressed me with his ability to take a bird's eye view of this changing landscape, analyze many of the forces at play and then identify key trends. I believe Jason is an emerging leader in an emerging market, and he is going to leave a deep imprint here that will make us all proud."

—Randal Eastman, MBA '93



#### Student Leadership Award

**Alexander Palkovsky, HBA '15**—President of HBA1 Section 7, Co-President of the Ivey Corporate Sustainability Club, Organizer of the 2014 Austin Berlet Campout for Mental Health

"Ever since I've known Alexander he has been an outstanding role model committed to bettering the world around him and the people within it. He has an uncanny ability to motivate people to stretch their conception of what is possible, and that in my mind is the true essence of inspiration."

—Chris Balkos, JD/HBA '17 Candidate



#### Academic Leadership Award

**Professor JP Vergne**—Author of *The Pirate Organization: Lessons from the Fringes of Capitalism* and developer of the course *The Dark Side of Capitalism: Pirates, Mavericks and Industry Renewal*

"Vergne is a professor pushing the boundaries. He is forcing students and academics to pay attention to forces such as Wikileaks and Anonymous, and to consider the next frontiers of capitalism as it evolves over time. Like the pirates he researches, he too is going into uncharted territory."

—Ivan Langrish, Ivey Business School

## 1981

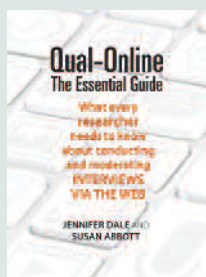
**Nora Aufreiter, HBA '81**, has been appointed to the board of directors of Cadillac Fairview Corporation Ltd and Scotiabank.

**Jeffrey Orr, HBA '81**, has been recognized as one of Canada's 50 Most Powerful Business People of 2014 along with two other Ivey alumni.

**Douglas Wonnacott, MBA '81**, has been appointed the president and chief executive officer at Canexus Corporation.

## 1983

**Susan Abbott, MBA '83**, is co-author with Jennifer Dale of *Qual-Online: The Essential Guide* (Paramount Books 2014). The book is a lighthearted but



information-packed guide for qualitative research practitioners about the many ways of gathering insights online. Although targeted primarily to research practitioners, the book also provides numerous case studies that will help marketers see how new approaches to gathering insights can solve a variety of challenges.

**Roland Horst, LLB/MBA '83**, has been appointed to the GGY Goldeye Explorations board of directors.

## 1984

**Madeleine Paquin, HBA '84**, along with two other Ivey alumnae, have been named one of Canada's Top Female Entrepreneurs for 2014.

**Margo Waichari, MBA '84**, writes, "Hello everyone, this is probably the first time that I have submitted news. I immigrated back to Canada in 1987 and have worked for CIBC, Barclays of Canada, and since 1996 for Scotiabank. I am currently vice president of global risk management, financial institutions and have been

involved in Basel II and III initiatives and more recently recovery and resolution planning. Where have all the years gone? My partner, Mariange (UoT), and I have been together 26 years and we got married 11 years ago. No kids but we do have a mini dachshund, Nutmeg, who keeps us entertained. We live in Toronto and have recently bought a house in PEI and Palm Springs, California—the plan is to one day retire and spend our time between the two homes. It's a long way from Kenya! Favourite things to do are hiking in and around Palm Springs, walking the beaches in PEI and eating and drinking great food and wine with friends."

## 1985

**Bruce Lamb, HBA '85**, reports, "In October, **Jenny (Chadwick) Lamb** completed the Columbus Marathon in a time of 3 hours 32 minutes and 46 seconds, easily fast enough for her to qualify for the 2016 Boston Marathon. In September, **Bruce Lamb**, set a personal best in the 5K with a time of 21:04. The Lamb's company, Avalanche Search Marketing Inc., has recently expanded into mobile and Facebook app development and has released "AvalancheApps Chalkboard," an easy way for businesses with a Facebook presence (particularly bars and restaurants) to manage and schedule their posts and remain top-of-mind with their customers."

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# Around the world in 24 hours



Beijing to Warsaw, Edmonton to Nairobi. 34 cities. 59 events. Old friends. New connections. Memories. Laughter. Learning. (And an occasional glass raised!) On November 13, Ivey alumni came together around the world to celebrate the Ivey experience and everything it has meant to their careers and lives.

“Ivey changed the path of my life,” said Matthew Busbridge, MBA ’09, speaking for many. “Some of my most memorable experiences and best friends came out of my time there.”

In 2009, Global Ivey Day was a twinkle in the eye of then-Chair of the Ivey Alumni Network Board Mark Healy, MBA ’05. Five years later, more than 2,100 alumni connected with fellow grads in their own communities, attracting double the participation of Ivey’s highly successful Homecoming celebration.

Around the world alumni celebrated

with Global Ivey Day dinners, cocktail parties, corporate and industry events, and faculty lectures. The largest group — nearly 700 — gathered in Toronto at Andrew Richard Designs, and there were 18 other events across the GTA. Alumni in the Yukon celebrated their second straight year of 100 percent attendance, with four alumni turning up at the Steele Street Lounge on a balmy -15 degree Celsius day. In San Francisco, alumni celebrated over a hotly contested bowling tournament at Lucky Strike. In Los Angeles and Singapore, they cheered on the LA Clippers

and the Singapore Slingers. Alumni in Australia met in the iconic Sydney Opera House. An expert winemaker addressed alumni in the Okanagan Valley. In Calgary, a gala dinner celebrated the careers of Heather Shaw, MBA '87, Executive Chair, Corus Entertainment Inc. and business great Gerald Knowlton, HBA '55. In New York, more than 100 alumni gathered at the ultra-cool Soho

House in the Meatpacking District. And back at the ranch (at Ivey London, Canada), HBA1 students did a 48-hour report to celebrate Global Ivey Day. (The Ivey Alumni Network provided sweet treats to soften the blow!)

A highlight at several events was the awarding of the 2014 Emerging Leaders Awards, recognizing outstanding Ivey people who are changing the world.

(Meet the six exceptional winners on page 34.)

Global Ivey Day was organized by a hard-working team of more than 200 volunteers, with help from alumni around the globe. Generous support was provided by gold sponsors Deloitte, Merrill Datasite and RBC.

**34**  
cities



most attended event (Toronto)

**700**



**51%**

increase in number of accounts using official #GlobalIveyDay hashtag in social media



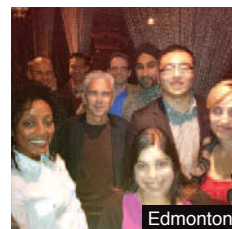
**59** events



more than **2,100** alumni attended



more than **200** volunteers involved



→ Continued From Page 35

**John Wiltshire, HBA '85**, has been appointed a director on the Canadian Marketing Association board of directors.

**Derrek Wong, MBA '85**, has been appointed vice president, finance and chief financial officer at CERF.

## 1986

**John Boynton, HBA '86**, has been appointed chief marketing officer in Canada at Aimia Inc.

**Joel Flatt, HBA '86**, has been named the recipient of the Food & Hospitality Category Award.

**Allister Paterson, MBA '86**, was recently appointed president of Canada Steamship Lines in Montreal. He was previously the chief commercial officer of Finnair based in Helsinki.

**Katherine Vyse, MBA '86**, has been chosen as one of the 2014 recipients of the Award for Excellence in investor relations.

## 1987

**Geoff Haydon, HBA '87**, has been appointed chief executive officer and a member of the board of directors at Absolute Software.

## 1989



**Glenn Yonemitsu, MBA '89**, writes, "100 alums from MBA 1989 celebrated our 25th reunion since graduation. Hard to believe it has been 25 years since big hair, tight jeans, the move to freer markets (Reaganomics, Maggie Thatcher, Brian Mulroney), the Free-Trade Agreement, Black Monday, glasnost, perestroika, "tear down this wall", Tiananmen Square, Ivan Bosky, yuppies,

The Big Chill, "greed is good", and unparalleled economic growth. The class had fantastic weather for their golf event, and everyone enjoyed the welcome event on Friday evening at the Martini Bar. Thanks to the faculty who came out. The class loved Kathleen Slaughter's case class on the Saturday and we had a great gala dinner on Saturday evening. A highlight was the slide show video that Eric Jensen produced. Thanks to Dean Kennedy for coming out and celebrating with the class. Congrats to Laurie Campbell on receiving the Distinguished Service Award. Thanks to the reunion organizing committee (**Glenn Yonemitsu, Bobby Bower, Rob Klassen, Richard Miller, Laura Hantho, Jon Hantho, Laurie Campbell, Doug Legge, and Eric Jensen**) for all of their efforts. The class presented a gift of more than \$250,000 to the School. Thanks to the class gift committee, (**Gadi Meir, Tom Ebbert, Tom Dielschneider, Rob Lajoie, Alex Graham, Laura Hantho, David Tait, Valerie Spriet and Laurie Campbell**) for their efforts."

## 1990

**Lynn Gregor, MBA '90**, has been appointed vice president of joint venture relations at Progress Energy Canada.

**Andrew Kriegler, MBA '90**, has been appointed the president and chief executive officer at the Investment Industry Regulatory Organization of Canada.

## 1991

**Ted Cadsby, MBA '91**, published his third book, *Closing the Mind Gap: Making Smarter Decisions in a Hypercomplex World*, this year. With a foreword by Don Tapscott, it focuses on the errors



that executives and policy makers are prone to when they confront problems for which their default intuitions are poorly adapted. The book marries cognitive science and complexity science to explore more sophisticated ways of tackling complexity, a topic that Ted continues to write and speak about.

## 1992

**Paul Harte, LLB/MBA '92**, has been awarded the 2014 Medical Negligence Lexpert Zenith Award. He was recognized for demonstrating excellence and thought leadership in an area of practice and setting new standards for the law profession.

**Peter Oxley, HBA '92**, has been appointed vice president of marketing at ResponseTek.

**David McKay, MBA '92**, has been appointed chief executive officer and director of the board at Royal Bank of Canada.

## 1993

**Patrick Cronin, MBA '93**, has been appointed chief operating officer of BMO Capital Markets.



**Annette Ebbinghaus, MBA '93**, writes, "I recently turned 50 and thought I would spend the year meeting up with at least 50 friends (in total) and do fun things with them that required a bit of fitness or that took them (or me) out of our comfort zone! I was fortunate to do over 14 events with over 50 family members and friends in Europe, Canada, US, UK and Australia.

It was quite a year: 6-day cycle tour in Tasmania, jet pack in the Outer Banks, hiking the Tour du Mont Blanc, surfing on Manly Beach, skiing Randonee in a blizzard, to name a few. It was truly a year that I will never forget. Unfortunately I missed the reunion last September as I was in NYC celebrating my daughter's 16th birthday. I encourage each of my classmates to look at 50 as a new beginning and celebrate all year long!"

**Thomas R. Greco, EMBA '93**, has been appointed to G&K Services' board of directors.



**Carey Houston, MBA '93**, writes, "Scott and I are just back from a month-long family trip to New Zealand and Australia. Our children, Lauren (13) and Jake (11) were the perfect age to enjoy this adventure. Highly recommended! Scott's home automation business—Digital Homes—is still going strong 10+ years later, and I'm now enjoying advising and mentoring Alberta tech startups, and a member of The A100, a non-profit group focused on helping our local tech entrepreneurs build successful businesses. Drop us a line if you plan to be in Calgary!"

**Raymon Kaduck, MBA '93**, writes, "My second term as a member of the Canadian Transportation Agency ended in January 2014, so I spent my time photographing owls in Ontario and waterfowl in Florida. In May, I was asked to return as a temporary member to handle rail level of service disputes and arbitrations."

**Peter Tagliamonte, MBA '93**, has been appointed president and chief executive officer at Belo Sun Mining Corporation.



**Alison Goldie Thompson, MBA '93**, writes, "Carey Twa Houston, Sarah Morgenstern and Laurel Deplaedt came to visit me in San Francisco this October. Between the four of us, we have had multiple careers, started businesses, married other MBAs and had 9 children. It has been a busy 21 years since we graduated. We still have a great time when we see each other (this is our 8th mini reunion) and are so happy that Ivey brought us together. Here we are pictured on Alcatraz Island at the new Ai WeiWei at Large exhibit."

## 1994

**Janet De Silva, EMBA '94**, has been appointed president and chief executive officer at the Toronto Region Board of Trade. Previously, for the past three and a half years, Janet was the Dean of the Hong Kong campus and Mainland China operations of Ivey Business School.

**Carolyn Gudz, MBA '94**, has been appointed senior director of business development and customer service at Confab.

**Deepak Khandelwal, MBA '94**, has been appointed chief customer officer at Rogers Communications.

**Andrea Poptsis, HBA '94**, writes, "Just wanted to say a big thank you to all the HBA '94s who attended our 20th reunion! We had classmates come from near and far for an excellent weekend. It was great to see such a strong turnout from our



## Doug Burgoyne MBA '02 1973—2014



Doug Burgoyne had his first experience of business when the company he was working for as a physiotherapist ran into financial difficulties. He helped turn the business around, and then decided to do his MBA at Ivey.

That's where John Khajadourian, MBA '02, met him and they became close friends. "Doug was a very sincere, honest and understated guy," he says, "not shy, but never one to draw attention to himself. He was the kind of guy you could talk to about anything."

After Ivey, Doug worked in high-tech sales and later with a home service franchising company. That's where he was introduced to the concept of renting plastic boxes to people who are moving house. He and a partner launched FROGBOX in Vancouver in April 2008. Says John, "Doug had the drive to build something interesting that would make a difference to the broader society, and he had the determination required to be an entrepreneur." In May 2010 Doug went on the CBC TV show *Dragons' Den* to pitch for investment money and was successful in making a deal with Jim Treiving and Brett Wilson. The company

expanded quickly across Canada. In keeping with its name and environmental focus, FROGBOX donates 1% of gross revenue to frog habitat restoration.

John says Doug loved athletics and the outdoors. "While many of us could barely conceive of maintaining a balanced lifestyle during the MBA, Doug managed to fit in a few half marathons in between his usual routine of physical activities!" Doug was also passionate about his family, his wife Celeste and their two sons, Max and James.

Doug Burgoyne died in April 2014. His classmates have raised \$18,575 toward a scholarship fund in his name. "In many ways Doug symbolized what a great classmate and alumnus of Ivey would look like," says John. "He was someone who worked well with others as well as alone, who was willing to learn and take risks to pursue his dreams, who was reluctant to speak ill of others, and in a competitive and intense environment like Ivey, never hesitated to help his colleagues." He adds: "His leaving us was difficult to accept: the world needs more people like Doug."

class. A special thank you to fellow committee members, **Jeff Bell, Angie Roussel, Krista Wylie and Kieran Young** for helping to rally the troops. Next stop—our 25th!"

**Robert Sawchuk, MBA '94**, has been appointed to the board of directors at Houston Food Bank.

**Darryl White, HBA '94**, has been appointed group head of BMO Capital Markets.

### 1995

**Judy Baker, MBA '95**, has been appointed to the board of directors at Star Gold Corporation.

**Nicholas Cheung, HBA '95**, was recently promoted to vice-president, member services and publisher, CPA Magazine

at Chartered Professional Accountants of Canada (CPA Canada). With the unification of the three accounting designations in Canada, CPA Magazine is now the largest B2B magazine in Canada with a circulation of 185,000!

**Randy Friesen, MBA '95**, writes, "In March 2014 I purchased a custom furniture business based in Winnipeg, Manitoba. Art Upholstery Ltd. has been in existence for over 65 years and is well known in the area as a high-quality niche manufacturer specializing in reupholstery as well as custom designs for residential, commercial and contract. We are located in the historic Exchange District of Winnipeg and look forward to growing the business."

### 1997

**Linda Hasenfratz, EMBA '97**, has been named EY Entrepreneur of the Year Ontario Winner.

**Sandra Oliver, EMBA '97**, along with two other Ivey alumnae, has been named one of Canada's Top Female Entrepreneurs for 2014

### 1998

**Arpad Komjathy, HBA '98, MBA '02**, writes, "Aniko and I welcomed our 4th child in our family last spring (this is it for us). Balancing business and family is easy for me—my kids and wife have an overriding priority in my life. However, my wealth advisory business still gets its fair share of attention—



we just moved to a larger, more prestigious office space in North York and revamped our website at [www.arpadWEALTH.ca](http://www.arpadWEALTH.ca) to cater more to the needs of our high net worth clients."

**Jayne Pope, EMBA '98**, is the chief executive officer at Hill Country Memorial. In November 2014, Hill Country Memorial was recognized as one

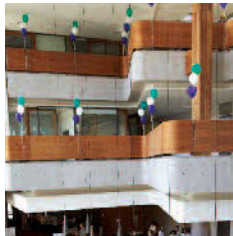


of four recipients in the United States to receive the 2014 Malcolm Baldrige National Quality Award, the nation's highest honor for performance excellence through innovation, improvement and visionary leadership in both public and private organizations.

Continues On Page 42 →

## Homecoming 2014

It happens every five years: Ivey classes gather in London, Canada to celebrate their shared experience, compare notes on life after Ivey, and re-kindle lifelong friendships. It's one of the most successful events of its kind in Canada, attracting more than 1,100 alumni and guests every year. The atmosphere is warm and relaxed. And while there are inevitably some headaches the morning after, the parties are well worth attending! In addition to celebrating the past, reunion classes supported the future by raising \$2.3 million in donations. This year, we asked a handful of returning alumni to reflect on what their Ivey experience means to them. More photos available at [www.ivey.ca/alumni/homecoming](http://www.ivey.ca/alumni/homecoming)



*"I saw Ivey as a huge buffet of options—an opportunity to experience many things and then zoom in on what I was interested in. Ivey gave me my first taste of finance, and today I'm a portfolio manager."*  
**Dagmara Fijalkowski, MBA '94** →



*"At Ivey I enjoyed the challenge of the classroom—being called upon by the professors to outline the case. I met many fine people, and 50 years later we're still having a good time together."*  
**Doug Davis, MBA '64** ←

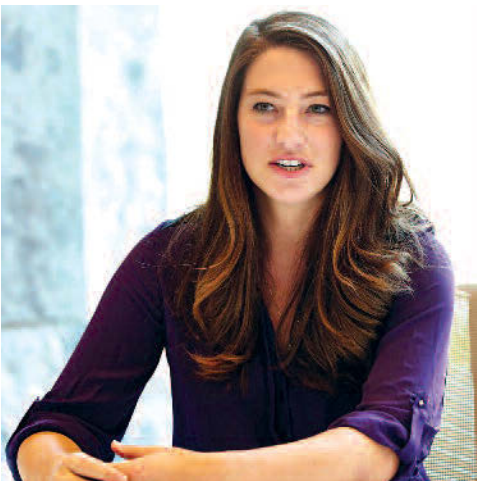




*“For me Ivey was all about being in a classroom with world-class teachers and students. It was fantastic. The dynamic was formative—it really set the stage for my career.”*  
**Eric Jensen, MBA '89**



*“What I loved about Ivey was the fact that I was surrounded by go-getter Type-As who were all excited and passionate to be here. It pushed me to do better and develop faster than I ever thought possible.”*  
**Lisa Kendrick, HBA '09**





**Michael Rossi, HBA '98,** is excited to move from his previous role as vice president at Reebok Canada to a new challenge as president of the Adidas Group Canada.

### 1999

**Alex Lambert, HBA '99, MBA '07,** has been appointed chief executive officer at Group Health Centre.



**Michael LeBoldus, HBA '99, MBA '03,** writes, "On September 6, 2014, I married Kara Elizabeth Koszman on the beautiful Sunshine Coast in British Columbia. Kara is a golf professional from Powell River, BC. We continue to love living in Vancouver and will be taking an extended honeymoon, testing the beaches and surf in the Caribbean and Central America. If anyone in the class of HBA '99 or MBA '03 is ever in Vancouver please contact me and I'll treat you to a beer."

**Jennifer Pun, HBA '99, MBA '02,** has been selected as one of the recipients of the Bell Media Producer Accelerator Lab Production Apprenticeships.

### 2000

**Wayne Farmer, EMBA '00,** has been named president of Canada-ASEAN Business Council (CABC), a very influential group that is heavily engaged with Ministers Baird and Fast on trade agreements in the region and the identification and development of business opportunities for Canadian companies in ASEAN.

**Tara Landes, MBA '00,** along with two other Ivey alumnae, has been named one of Canada's Top Female Entrepreneurs for 2014.

**Perry Lea, EMBA '00,** reports he has moved from Shell Chemicals LP to another Royal Dutch Shell Company called Criterion Catalyst & Technologies LP. After eight years in the chemical business and an opportunity to learn about the catalysis business, Perry has elected to reinvent himself again by taking on a new commercial role. Perry will be working primarily with refineries and chemical companies located in the US Gulf Coast, the Mid-South, and Southern California. This change took place in August of 2012. Perry will remain in Houston, TX.

### 2001

**Craig Edgar, MBA '01,** writes, "After 13+ years at Morgan Stanley, I am joining UBS. I will be the sector head for the power, utilities and renewable energy investment banking business globally. Looking forward to the new challenge."

**Marc Kaipio, MBA '01,** has been hired at the Funding Portal to lead the company's expansion into the capital markets.

**Seb de Meel, MBA '01,** has been admitted as principal at PricewaterhouseCoopers LLP.

**Evan Segalowitz, HBA '01,** has been appointed country manager for Canada at Markem-Imaje.

**Gang Yang, MBA '01,** has been appointed to the board of directors at Premier Diagnostic Health.

### 2002

**John Duffy, EMBA '02,** is a new board member for the MS Society of Canada, Ontario and Nunavut Division.

**Paul Fitzpatrick, MBA '02,** has been appointed vice president of global sales at ResponseTek.

**Arpad Komjathy, HBA '98, MBA '02** See Note under 1998

**Nick Kuzyk, HBA '02, MBA '08,** writes, "I was promoted to manager of investor relations at Keyera (TSX:KEY) on November 10, 2014, after spending 2013-2014 in corporate development. It'll be fun sharing Keyera's midstream energy success story (+95% share price over the last 2 years) on the road for the next little while!"

**Jean Lépine, EMBA '02,** has been appointed the executive vice president and deputy general manager at Citizen Relations in Toronto.

**Fred Stremble, EMBA '02,** writes, "I have taken on a new role recently as vice president of finance for Bermingham Foundation Solutions Limited in Hamilton Ontario. I am also actively involved with my son's high school robotics team. The team is associated with First Robotics from the United States. Team 4039 (Makeshift Robotics) went to the World Championships in its second and third years, quite an accomplishment for such a young team. My daughter is still actively involved with the Special Olympics and competes in Ontario with the Burlington rhythmic gymnastics team and has just joined their bowling team and loving it! Finally, Joanne and I just celebrated our 21st wedding anniversary and have lived through some recent home renovations!"

### 2003

**Michael LeBoldus, MBA '03, HBA '99** See Note under 1999

**Scott Kaplanis, HBA '03,** has been appointed to the board of directors at Astrix Networks.

### 2004

**David Barrett, MBA '04, PhD '14,** writes, "After four years I have completed my PhD in operations management at Ivey. I have promised my wife Lynn that I am officially done with school!" (see additional Note under "PhD")

**Mark Binns, MBA '04,** writes, "I have taken on a new role as vice president, sales and marketing with ScreenScape. We are a digital signage company using a cloud-based content creation and distribution strategy. I am just 1 month into the job, but having lots of fun."



**Diana YK Chan, HBA '04, MBA '08,** writes, "Global Ivey Day was a fantastic opportunity to catch up with my clients, friends and meet new ones! Also, this year was our 10-year reunion and we had over 60 people attend from as far as Germany, San Francisco, Vancouver, Calgary etc.!"



**Skai Dalziel, HBA '04,** writes, "I'm excited to announce the launch of our new tech startup company Guusto. It's a mobile gifting app that allows you to send food and drinks to clients, colleagues and friends when you can't be there in person. Unlike traditional gift cards, Guusto gifts are instant, thoughtful products (like dessert or a glass of wine) that can be redeemed using any smartphone at any partner restaurant across Canada. And to really make someone's day, we donate one day of clean drinking water through the One Drop Foundation for every gift sent. Download the app to send a gift or for more details visit [www.guusto.com](http://www.guusto.com)."

**Andre Kostecki, MBA '04,** writes, "New job—business efficiency director at Adidas Group Canada that allows me to use my Ivey operations, strategy and global management course lessons, along with my lean six sigma and continuous improvement, change and transformation skills. My proudest most recent accomplishment was training for and successfully running my first marathon in Chicago on 10/12/14 with my wife Lesia and 15-month-old little lady Alexa cheering me on."

**Seonag Macrae, EMBA '04,** has been appointed the chief executive officer at Community Living BC.



## From Brampton to Bollywood

Jonita Gandhi, HBA '12, is building a following with her smoky voice and eclectic musical style

When Jonita Gandhi and her friends were graduating from Ivey, they joked that they all aspired to be featured in *Intouch* magazine one day. For Gandhi, “one day” came very quickly, through an unexpected route: the 2012 graduate is making her mark on the highly competitive Indian music scene.

Her fellow graduates won't be surprised. After all, Gandhi has been singing to acclaim since she was four. At Western she won the Asian Idol competition in 2011. Within months of graduating from Ivey she was touring Canada, the U.S. and Europe with Indian superstar Sonu Nigam.

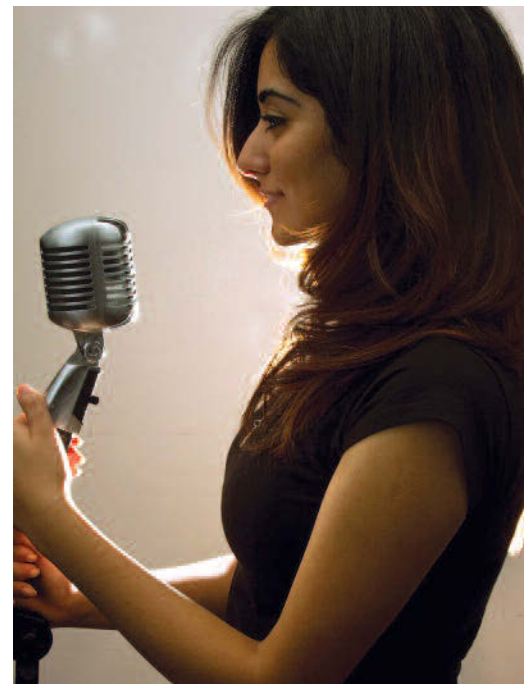
Gandhi was born in India and moved to Canada with her family as a baby. Her father, an accomplished part-time musician, encouraged her to sing from an early age. Gandhi completed a degree in Health Sciences at Western and her HBA at Ivey. After the tour with Nigam, she moved to India to explore opportunities in the music industry.

And she found them. She has worked with A.R. Rahman, composer of

the *Slumdog Millionaire* soundtrack, performing a song in the movie *Highway* among others. She has also developed an online following of millions for her covers of popular songs performed with pianist Aakash Gandhi. Based on that success, they have developed a touring show. She also performs her own solo concerts, and collaborates with renowned musicians around the world. “I love seeing the world as an artist,” she says.

Gandhi's musical tastes are eclectic, embracing Bollywood, Top 40, R&B and even classical opera. “The fact that I'm from Canada and have all these different musical influences is a unique selling point,” she says. “It helps to set me apart.”

Gandhi says her Ivey HBA training has come in handy, now that she is managing her own music career. “A lot of people do well in this business not only because of their talent, but because of their networking abilities. That's a skill Ivey really honed for me. Getting cold-called and learning to think on your toes is great training for what I'm doing now.”





Esprit de Corps: <http://www.espritdecorps.biz>

# Feet on the Ground

Pierre Pomerleau, MBA '89, leads his company in a team-building exercise that involves running from Montreal to New York City

Times Square. 9:50 a.m. on an early May morning. A quiet time, if Times Square is ever quiet. And then suddenly, dozens of orange-clad runners, volunteers and family members. Everyone laughing, crying, cheering and waving. And why? Because the athletes, all employees of Pomerleau Inc., have just spent the last three days running from Montreal, each completing the equivalent of two marathons along the way. “The feeling was outstanding,” says Pierre Pomerleau, MBA '89, President and CEO of Pomerleau Inc., a Quebec-based construction company with more than 4,000 employees in six provinces. “For many people this was the challenge of their lives, and it completely changed their lives.”

The story started six years earlier, when Pomerleau was part of a Young Presidents' Organization hike up Mount Washington during the organization's annual retreat. He challenged his management committee to do the same trek, and a group of 50 senior managers took him up on it. “It was a powerful exercise in leadership and teamwork,” says Pomerleau. “When we came down everyone said it



Last May, more than 200 Pomerleau Inc. employees, including CEO Pierre Pomerleau, MBA '89, ran a relay from Montreal to New York City.

was such a great experience, we have to do it with more people.”

The next challenge was a relay bike ride from Ottawa to Halifax in 2011. On that trip, a team of 100 employees left Ottawa at noon on Thursday, September 18 and arrived in Halifax in the evening on September 20. Each participant did 15 hours of biking in five shifts of three hours.

Three years later, nearly 200 people signed up for the Montreal to New York relay. They trained for 10 months before setting off on May 1, travelling in a fleet of RVs. Pomerleau says it was motivating to run with a group of other runners to the sound of blaring music. “We got into

the spirit so much that we ran 10K without even feeling it,” he says. “Going up steep hills, we actually accelerated!”

The run was also a fundraiser. Each running team worked to raise as much money as possible and the company matched all the money. More than \$250,000 was donated to recovery work in Lac-Mégantic, Quebec, the site of the horrific train derailment and explosion that killed 47 people in 2013. “Our company was selected to do the initial mitigation work at Lac-Mégantic, which is not far from the Beauce region, where our company started,” says Pomerleau. “When it came time to choose a charity, there was no contest.”

Although nothing's planned yet, Pomerleau is sure there will be another athletic challenge in the company's future. “It's part of our DNA,” he says. “When you work in a construction company with 120 sites across Canada, it's important to create an environment where people can get to know one another. The challenges reinforce the value of teamwork and being there for one another.”

## 2005

**Mark Healy, MBA '05**, has been appointed chief marketing officer at Tennis Canada.

**Arif Shivji, MBA '05**, has been appointed the chief financial officer at Oil Optimization Inc.

## 2006



**Philip Pfeiffer, HBA '06**, writes, "Captain Monica Tang, HBA '06, ties the knot and marries her first mate Michael Long aboard the Oasis of the Seas in international waters between Nassau and Cozumel, in the presence of her Ivey HBA 2006 Crew. Ahoy Alumni of the Caribbean!"

## 2007

**Fab Dolan, HBA '07**, has been named one of Forbes' "30 under 30" stars for 2014.



**Prashant Dube, MBA '07**, writes, "I have partnered with my spouse Richa to create a social food enterprise called GOOD FOOD FOR GOOD. We make fresh, local and artisanal world foods that are dairy and gluten free and contain no additives or preservatives. We donate a meal to feed a hungry child with every purchase. Our foods can be found at select farmer's markets and stores in the Toronto area. We have helped 1,500 Torontonians enjoy good food at home and donated 1,500 meals since November. Visit [www.goodfoodforgood.ca](http://www.goodfoodforgood.ca) for more information."

**Alex Lambert, HBA '99, MBA '07**  
See Note under 1999



**Sebastian Neelamkavil, HBA '07**, married Megha Parekh on October 31 and November 1, 2014. Weddings and reception were held at Saint Mary's Cathedral and City View at Metreon, both located in San Francisco, California. The couple lives in San Francisco and was joined by several HBA classmates in celebration.

**Bing Pan, MBA '07**, has been appointed the chief operating officer and president at Pacific Potash.

**Darcy Tkachuk, EMBA '07**, was recently reappointed as the chairperson of the Yukon Review Board for a further two year term. He is also serving as the chief adjudicator of the Yukon Human Rights Panel of Adjudicators.

## 2008



**Elissa Beckett, EMBA '08**, has been appointed vice president, philanthropy at Tides Canada. Ms. Beckett previously served as the Executive Director of the Canadian Foundation for AIDS Research. She is the co-founder of Canada's first certified benefit corporation—FlipGive, a web-based grassroots fundraising tool and she also developed and teaches "Entrepreneurial Fundraising" at Ryerson University.

**Bonnie Brooks, EMBA '08**, has been recognized as one of Canada's 50 Most Powerful Business People of 2014 along with two other Ivey alumni.

**Diana YK Chan, HBA '04, MBA '08** See Note under 2004

**Shawn Howarth, MBA '08**, has been appointed vice president of corporate development and investor relations at Avanti Mining.

**Nick Kuzzyk, HBA '02, MBA '08**  
See Note under 2002



**Karim Moolani, HBA '08**, writes, "Camden Parker Moolani was born October 19, 2014 weighing in at 7 lbs, 9 oz."

**Steven Rhind, EMBA '08**, has been promoted to director of marketing at Nissan Canada.

**Stephen Smith, EMBA '08**, has been appointed the chief financial officer at Ideal Supply.

**Renée Zatzman, HBA '08**, and former business 1220 lecturer, recently joined McCarthy Tétrault as an associate in the firm's litigation group in Toronto. She maintains a general litigation practice with a focus on commercial matters and professional liability.

## 2009



**Matt Busbridge, MBA '09**, writes, "Over 30 New York area Ivey alumni raised over \$1,000 for Terry's Marathon of Hope on October 18th in Central Park."

**Heather Payne, HBA '09**, is the winner in the science and technology category of the Innovator at Work contest. She is helping to solve a critical problem affecting Canada's technology industry: the lack of women working in tech.

## 2010

**Carl Hung, EMBA '10**, has been appointed to the board of directors at IriGreen.

**Dillon Johnson, MBA '10**, has been appointed the president and chief executive officer at Grenadier Resource Corporation.



**Beth Romano, HBA '10**, writes, "After meeting over three years ago in law school in Halifax, we were married over the beautiful Thanksgiving weekend in front of all of our family and friends. It was a wonderful day we'll never forget!"

**Damon Murchison, EMBA '10**, has been appointed senior vice president of sales at Mackenzie Investments.

## 2012



**Seema Sharma, EMBA '12**, board of director at OPP (Our Place Peel), celebrated giving back to the society through a Knights of Columbus celebration at the Mississauga Convention Centre.

## 2014



**Paul Mitskopoulos, HBA '14**, writes, "Section 7 from the HBA class of 2014 out for dinner on Global Ivey Day (before the event at Andrew Richard Designs)."

## PhD

**David Barrett, MBA '04, PhD '14**, successfully defended his thesis entitled "An Empirical Investigation of the Influence of Preparation and Implementation Capabilities on Lean Management Competence" on August 25, 2014. See additional Note under 2004.

**Rida Elias, PhD '14**, successfully defended her thesis entitled "Learning During the Transition Period: How Identifying Executives as Designate CEOs Affects their Learning" on August 26, 2014. Rida accepted a position as assistant professor of strategy at the American University of Beirut.

**Bassam Farah, PhD '14**, successfully defended his thesis entitled "Multinational Enterprise Parent-Foreign Subsidiary Governance" on August 18, 2014. Bassam accepted a position as assistant professor of international strategy at the American University of Beirut.

**Liliana Lopez Jimenez, PhD '14**, successfully defended her thesis entitled "Small Businesses Encounters with Information Technology" on July 30, 2014. Liliana will return to the Universidad Externado de Colombia.

Continues On Page 46

# Share your news with fellow alumni

## Submit your notes and photos for the next issue:

Online: [ivey.ca/alumni/classnotes](http://ivey.ca/alumni/classnotes)

Email: [alumni@ivey.ca](mailto:alumni@ivey.ca)

Mail: Intouch Class Notes  
Advancement Department  
Ivey Business School  
1255 Western Road  
London, ON N6G 0N1

Please note all submissions may be edited for content and length. All original photos will be returned by request.



→ Continued From Page 45

**Jason Jung, PhD '14**, successfully defended his thesis entitled "Employee Voice and Recipients' Appraisals/Reactions: The Effects of Speech Style, Voice Type, Voicer Status, and Recipient Personality" on June 16, 2014. Jason accepted a position as assistant professor in the department of management at the Korea Air Force Academy.

**Mehdi Hossein-Nejad, PhD '14**, successfully defended his thesis entitled "Attention to Competition: The Role of Managerial Cognition in Shaping the Response to Competitive Actions" on August 25, 2014. Mehdi accepted a position as lecturer at the University of Ontario Institute of Technology.



**Israr Qureshi, PhD '08**, successfully mentored a student team that took part in Clinton Global Initiative University held at Phoenix. This project conceptualized under the mentorship of Dr. Qureshi by three students of faculty of business, Hong Kong Polytechnic University, aims to simultaneously tackle two important social problems in Hong Kong: a) high unemployment, especially for unskilled middle-aged and elderly population; and b) wasteful disposal of everyday objects that could be re-used. This project brings together student groups, community organizations, and the unemployed marginalized community members to upcycle redundant materials into marketable products."

**Maziar Raz, MBA '05, PhD '14**, successfully defended his thesis entitled "Frontstage Dramaturgy, Backstage Drama: An Ethnographic Study of the Provision of Hotel Accommodation" on August 14, 2014.

**Michael Sartor, MBA '04, PhD '14**, successfully defended his thesis entitled "Essays on the Relationship between Host Market Corruption and Multinational Enterprise Strategy" on August 22, 2014. Michael has accepted a position at Queen's University.

**Jodie Whelan, PhD '14**, successfully defended her thesis entitled "A Cognitive Role Theoretic Approach to the Consumer Role" on July 15, 2014. Jodie accepted a position as assistant professor of marketing at York University.

**Matthew Wong, PhD '14**, successfully defended his thesis entitled "Entrepreneurial Culture: Developing a Theoretical Construct and its Measurement" on June 4, 2014. Matthew accepted a position as a postdoctoral research fellow at Ivey.

### Find Your Class Liaison

Alumni Class Liaisons are the central contact point for classmates to receive and disseminate information. To contact yours, check the list at [www.ivey.uwo.ca/alumni/get-involved/ivey-alumni-association/class-liaison-network](http://www.ivey.uwo.ca/alumni/get-involved/ivey-alumni-association/class-liaison-network)

## In Memoriam

Abe Lief, MBA '51  
Gordon Lennard, HBA '52  
George Marchell, HBA '52  
Robert McMonagle, HBA '52  
Jim Paterson, HBA '52  
Michael Ashton, HBA '53  
Frank Luce, HBA '53  
Edward McNally, DBA '53  
Wilfred Wilhelm, MBA '53  
Tom Browne, HBA '54  
Keith Halpenny, HBA '55  
Bob Hendry, HBA '55  
Joseph Martin, HBA '55  
Ron Farrow, HBA '56  
Kyoichi Suzuki, DBA '59  
Leslie Garvie, MBA '58  
James Lindores, MBA '58  
Laurie Craddock, MBA '60  
Anthony Mizgala, MBA '61  
Allen Harrison, MBA '62  
Jim Babcock, MBA '66  
John Bart, MBA '70, PhD '74  
Sandy Page, HBA '72  
Bob Buckberrough, HBA '74, MBA '78  
Michael Mansoor, MBA '74  
Mehboob Jesani, MBA '77  
Paul Robertson, HBA '77  
Randy Pepper, HBA '78  
Andre Lamonthe, HBA '79  
Scott Cooper, HBA '82  
Margot Jones, MBA '82  
Eric Lee, MBA '85  
Charlene Donohue, HBA '86  
Daniel Matthews, EMBA '94  
Corey Wentzell, MBA '94  
Dhar Patel, EMBA '03  
Adam Wiseman, HBA '14



# Ivey's World Class Partners

**2014 Corporate Investors** Our strength lies in our corporate values of excellence, integrity, teamwork and relevance. We share these values with our corporate partners who support us financially as well as with their investments of time and talent.

**Platinum level** recognizes Ivey's most generous corporate donors who have given the School **\$1 Million or more** cumulatively.

## Bloomberg



**Gold level** recognizes corporate donors who have made a contribution of **\$50,000 or more** in 2014.

**Silver level** recognizes corporate donors who have made a contribution of **\$25,000 to \$49,999** in 2014.



**Bronze level** recognizes corporate donors who have made a contribution of **\$10,000 to \$24,999** in 2014.

3M Canada  
 BASF Canada Inc.  
 BC Hydro  
 Bell  
 Boston Consulting Group of Canada Ltd  
 Canadian Pacific Ltd  
 Cisco Systems Co  
 Closing the Gap Health Care Group  
 Cosette Communications Inc

Danby Products  
 Ernst & Young LLP  
 First Generation Capital Inc  
 General Dynamics Land Systems, Canada  
 Harry Rosen Inc  
 Holcim (Canada) Inc  
 HSBC Bank of Canada  
 Imperial Capital Group  
 Janet David + Associates

KingSett Capital Inc  
 Linamar Corporation  
 LoyaltyOne Inc  
 Manulife Financial Corporation  
 Maple Leaf Foods Inc  
 Medisys  
 Merrill DataSite  
 Metrolinx  
 Polar Securities Inc  
 RioCan REIT

Sobeys Inc  
 Sun Life of Canada  
 Target Canada  
 Teck Resources Limited  
 Tembec Inc  
 Tim Hortons Inc  
 Unilever Canada Inc  
 Westport Power

To learn more about corporate partnership opportunities at Ivey, contact **Abbey Baran**, Associate Director, Corporate Relations at (519) 661 2179 or email [abaran@ivey.ca](mailto:abaran@ivey.ca)





We shared the experience.

We share the network.

We share the pride.

Let's celebrate our own... again!

# Global Ivey Day

November 12, 2015

[iveyday.com](http://iveyday.com)

[#GlobalIveyDay](https://twitter.com/GlobalIveyDay)