

# INTOUCH

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## THE FUTURE OF E-COMMERCE

Ivey alumni like Rebecca McKillican, HBA '03, share the hottest trends in e-retail

*Also in this issue*  
**BUYING  
& REVIVING  
BUSINESSES  
+  
CLASS  
OF 2016**

# Intouch Features

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The stunning Ivey Building took home three top architectural awards this year—and it's no surprise why...

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The retail space is continuously disrupted by new emerging technologies, transforming the shopping and customer service experience. In true Ivey fashion, our alums are leading in this ever-changing retail world. They share how they're adapting, and what it takes to ensure a great online shopping experience for customers.

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Ivey grads explain why they bought existing companies (instead of starting their own), and how they've revitalized these businesses into thriving successes.

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See our recently graduated class of 2016 from a new perspective. Get the full picture on our programs and graduates. How does it all stack up to your time at Ivey?





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Ivey alumnus becomes youngest general manager in NHL history; Gord Nixon named Ivey Business Leader of the Year; Ivey grads named to the Order of Canada; Scotiabank announces \$3-million commitment to create the Scotiabank Digital Banking Lab at Ivey—all this, and more.

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Lois Nahirney, MBA '90, traded a profession in the oil and gas sector for an entrepreneurial career helping people make preventative health choices based on their genetics.

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Bill Troost, MBA '75, and his wife Kathleen recognize the vital role scholarships, teaching and research play in attracting top students.

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Running the second-largest social entertainment website in the world; reducing greenhouse gases and solving environmental problems through ancient technology; what Class Liaisons do, and why it's important; best of all, the latest class notes from your Ivey friends.

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Margherita Braga, HBA '09, is a consultant by day—but in her spare time, she's an avid rower who's leading her team as the "coxie" for their boat.



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Cover Photo: Nation Wong

# Dean's Message



PHOTOGRAPHER: SHAWN SIMPSON, SMS PHOTOGRAPHY

As we approach a new school year, I'm pleased to report that our portfolio of programs is strong. Three of our four professional programs are at capacity with exceptional student quality. There is rapid growth in the fourth, our pre-experience MSc program. Students are happy. Recruiter satisfaction is high.

But this is no time to rest on our successes.

Rapid change—or better yet, *disruption*—is affecting the business environment, and therefore the way Ivey must operate, as well as the topics we must explore in our research and teach in our programs. The world is feeling the impact of digital disruption across many sectors. The rise of entrepreneurship and the shift away from large firms are changing the career paths for our students. And no country is exempt from the power of and changing nature of globalization.

In the education space, technology is reshaping how students learn. In our “market” (management education), we see a shift from full-time MBAs to undergraduate and specialty masters programs, and the emergence of online or blended learning options at top-tier schools is changing delivery options. There is an escalating battle for talented students and faculty.

Amidst all this change, the School has undertaken a strategic planning process to assess the impact of these disruptions on the Ivey learning experience, the direction of our research and thought leadership, and the ways in which we attract top student and faculty talent. We need to explore teaching innovations that build on the experiential learning for which Ivey is known. We also need to examine where we can be the disruptive force; our Ivey Publishing business shows great potential here.

And, we're figuring it out.

In March, we announced a partnership with Scotiabank to better understand digital disruption in the fintech space. We're also developing plans for a learning innovation centre to experiment with new ways of delivering engaging learning experiences. And, we've hired several new faculty members who will add to the School's strength in executive education and learning innovation.

As we look ahead to what Ivey will be in five, 10 or 20 years, I have drawn on the experience and insights of alumni, staff and faculty to ensure that we are on the right strategic path. The support of our stakeholders and our shared commitment to Ivey's success is a competitive advantage that is immeasurable. I look forward to continuing the conversation.

## ROBERT (BOB) KENNEDY

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



PHOTOGRAPHER: NATION WONG

# Duet

Meet two Ivey professors  
who work closely together

## Accounting for Taste

*Diane-Laure Arjaliès and Vaughan Radcliffe  
share a passion for accounting scholarship*

By Pat Morden

The first in his family to attend university, Radcliffe did his undergraduate and masters degrees at the University of Manchester in the U.K., and his PhD at the University of Alberta. He taught at Case Western Reserve University in the U.S. before joining Ivey in 2005. Arjaliès is a more recent arrival. Born and educated in France, she began her academic career at HEC in Paris. She moved to Canada and Ivey in 2015.

**What attracted you to an academic career focused on accounting?**

**Radcliffe:** I liked systematic thought and the idea of accounting as a profession. I intended to join a big accounting firm when I graduated, but I became more and more intrigued by the academic literature in accounting.

**Arjaliès:** When I was 12, it was the beginning of the financialization of France. Everyone was talking about how the financial markets were responsible for everything that happened in the country. I wanted to understand what was going on.

**What do you want students to understand after they've taken your courses?**

**Radcliffe:** Accounting matters—to them, to the organizations they'll work for, to society.

**Arjaliès:** Question the information you receive and reflect on both short- and long-term consequences of your actions.

**Why is accounting scholarship and teaching important?**

**Radcliffe:** Accounting is the language of business. It may not be perfect, but it's the best we've got. When I'm teaching students at Ivey, my job is to acquaint them with the language of business, so that they can understand what accountants are saying and ask them intelligent questions.

**Arjaliès:** Accounting is a social construct, a language we chose decades ago. That language has consequences for business practices. I'm interested in what we can change about this language to help business practices shift towards sustainability. After all, the world has changed.



Diane-Laure Arjaliès (left)  
and Vaughan Radcliffe (right)  
chatting in the Love Family Quadrangle  
at the Ivey Business School.



PHOTOGRAPHER: NATION WONG

**“Accounting is the language of business. It may not be perfect, but it’s the best we’ve got.”**—Vaughan Radcliffe

**How do you make accounting interesting to students?**

**Radcliffe:** The standard reaction of most students is one, that they think accounting will be unbelievably boring, and two, they’re afraid this is where they will be unmasked as an admission error. My initial job is to say, “Look, you may not have done this before but I have, and I can teach you what you need to know.”

**Arjaliès:** Students usually wonder why sustainability and social accounting should be part of their learning curve in business. I start from where they are. I don’t tell them what to think: I let them walk the journey themselves.

**And now for some silly questions! What’s your favourite meal?**

**Radcliffe:** On special occasions, it’s steak, medium rare.

**Arjaliès:** I like a meal where you have everything—a buffet or brunch.

**When you want to clear your head, what music do you listen to?**

**Radcliffe:** Choral Evensong.

**Arjaliès:** Bruce Springsteen.

**What’s always in your carry-on when you travel on business?**

**Radcliffe:** My laptop, an iPad, a Kindle e-reader, and a DASH7 hi-fi Bluetooth speaker.

**Arjaliès:** My computer, my phone, and my wallet.

**What makes you laugh?**

**Radcliffe:** Dry humour, mostly British. I’m quite fond of John Cleese in *Fawlty Towers*.

**Arjaliès:** Plenty of things—I laugh a lot!

**What is one thing your students might find surprising about you?**

**Radcliffe:** I sing with the St. Paul’s Cathedral Choir here in London and with the Cathedral Singers of Ontario. I’ve sung at Westminster Abbey and St. Paul’s Cathedral in London, England.

**Arjaliès:** I don’t have a TV; I’ve never found a use for one.

# Editor's Note



PHOTOGRAPHER: NATION WONG

When it comes to business schools, two factors make all the difference: the professors who teach and create knowledge, and the students they interact with. Ivey's longstanding reputation is based in large part on our ability to attract the best and the brightest, and provide them with a transformative learning experience.

With all the changes in our programs in recent years, perhaps you've wondered if the School is maintaining the quality of its students and graduates. That's one reason the "Class of" article has been a part of *Intouch* magazine for many years. "Class of" reports on the latest crop of Ivey graduates from each of our programs, from HBA to MSc. It has taken many different forms over the years—individual profiles, thematic essays, and in this issue, a more statistical approach (see page 28).

But the message is always the same: our students are truly exceptional. They are academically talented and have enormous leadership potential. They are ready and willing to face the rigours of an Ivey education, and then go out and change the world. In other words, they're just like you and your classmates! I hope you'll enjoy this year's approach, and feel proud of Ivey's continuing success.

If you're reading *Intouch* in print form at the moment, great! (It does look good, doesn't it?) But you should also be aware that our online presence has been enhanced and made mobile-friendly in recent months. Check it out at [ivey.ca/alumni/intouch](http://ivey.ca/alumni/intouch).

When you visit the *Intouch* site, take a moment to share your latest personal or professional news by submitting a class note. Maybe you have a story idea for *Intouch*, or some comments to share? Click on "Content Submissions" and "Letters to the Editor." This is your magazine—we always want to hear from you.

**TERRI GARTON**  
Editor-in-Chief  
Director, Alumni Relations



There are many ways to follow the "Ivey Alumni Network." Search for us on Facebook and Twitter. There is also a private Ivey Business School Alumni group on 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 Event Series Helped Organizations Unlock Talent

Whether it was learning why leader character matters, how organizations can create a level playing field for women, or the business and health case for workplace wellness programs, the Ivey Talent Series delivered new approaches to business.

An offshoot of the Ivey Idea Forum, a regular speaker series for alumni and other executives, the Talent Series helps organizations unlock talent in new ways.

The inaugural event on February 25 was led by Professor Gerard Seijts to launch the new book, *Developing Leadership Character*, written by Seijts, Professor Mary Crossan, MBA '85, PhD '91, and Professor Emeritus Jeffrey Gandz. It included an interactive discussion on findings in the book that illustrate how different character dimensions can be developed, strengthened,

and applied in a business setting.

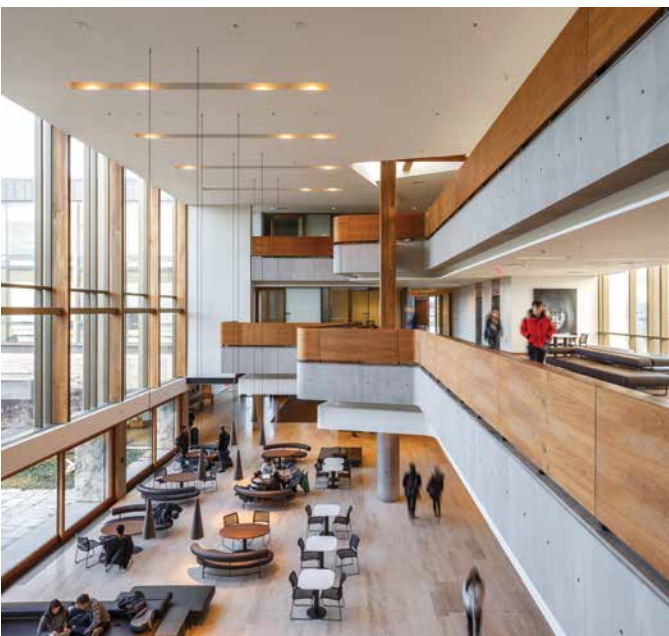
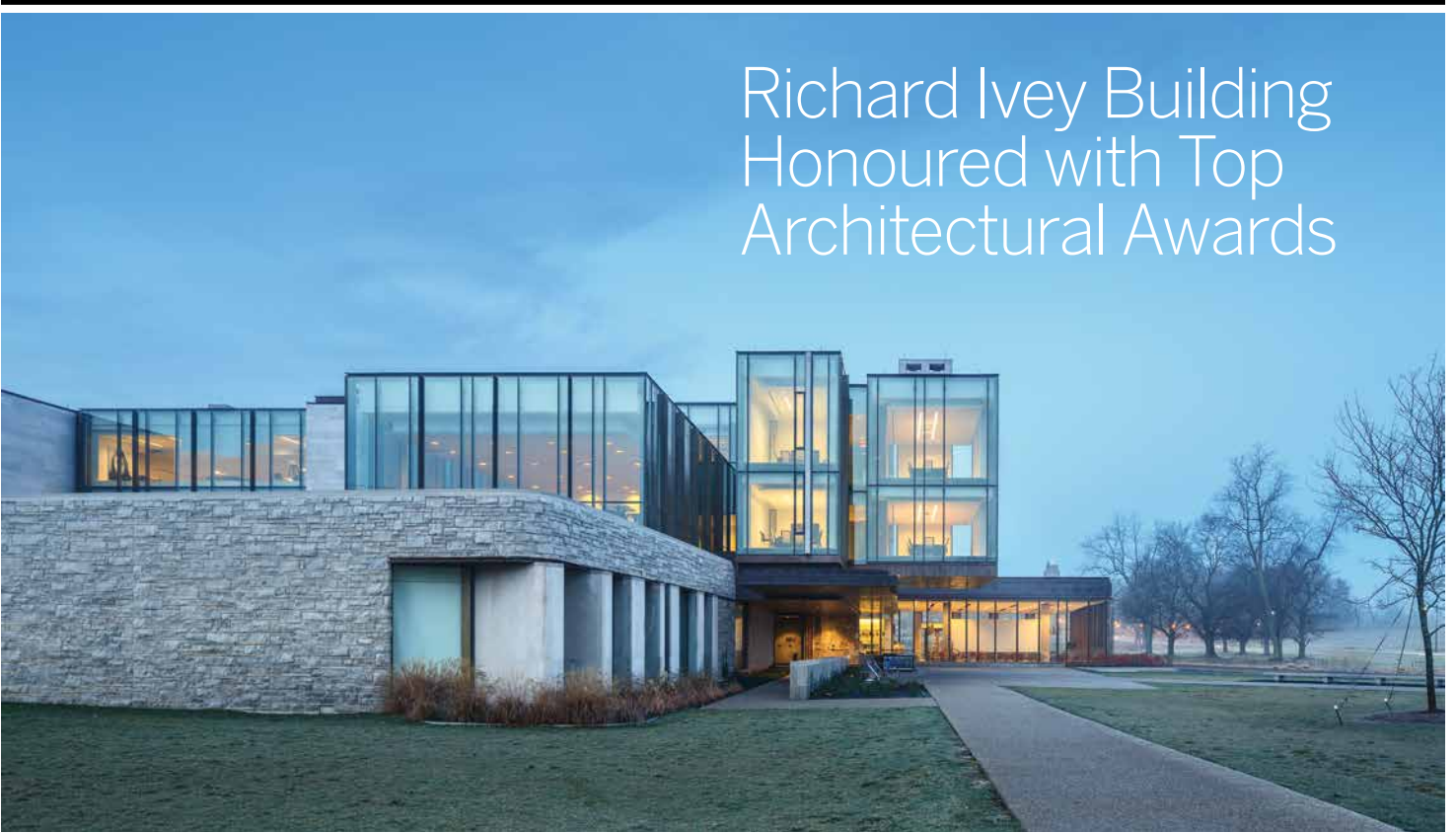
The second instalment on March 24 featured two sessions with Marie-Claude Nadeau (pictured above) on how to encourage female leadership and gender equality in the workplace. Nadeau is a Partner with McKinsey & Company San Francisco and co-author of the groundbreaking study, *Women in the Workplace 2015*.

The series wrapped up on June 7 with Associate Professor Michael Rouse, in partnership with Sun Life, leading a discussion on the preliminary findings of a two-year study on the benefits of workplace wellness programs in Canada. The event explained how wellness programs can keep employees healthy, engaged, and improve corporate culture.

[go.ivey.ca/leadercharacterevent](http://go.ivey.ca/leadercharacterevent)  
[go.ivey.ca/womenintheworkplace](http://go.ivey.ca/womenintheworkplace)  
[go.ivey.ca/workplacewellness](http://go.ivey.ca/workplacewellness)



# Richard Ivey Building Honoured with Top Architectural Awards



The Richard Ivey Building recently received the International Architecture Award from the Chicago Athenaeum: Museum of Architecture and Design and the European Centre for Architecture Art Design and Urban Studies.

The International Architectural Awards are among the most prestigious building awards that honour new and cutting-edge design. This annual program began in 2004 and promotes international architecture and design to a public audience across the world.

The Ivey Building also took home two top awards at this year's Ontario Association of Architects (OAA) Celebration of Excellence Awards.

Honoured for its architectural design and innovation, the Ivey Building was one of nine recipients of the Design Excellence Award.

It was also given the additional distinction of the Lieutenant Governor's Award for Design Excellence in Architecture.

The OAA Awards brought together talented architects from across Ontario, including the team behind the iconic Ivey Building: Hariri Pontarini Architects.

The three-storey, 270,000 square-foot Richard Ivey Building opened in September 2015. Built around a central courtyard, the Ivey Building features locally sourced limestone, flagstone, and rubble stone, along with other materials such as walnut, copper, and Douglas fir. The Building has Gold Level certification in Leadership in Energy and Environmental Design (LEED) for its green building, design, and construction.

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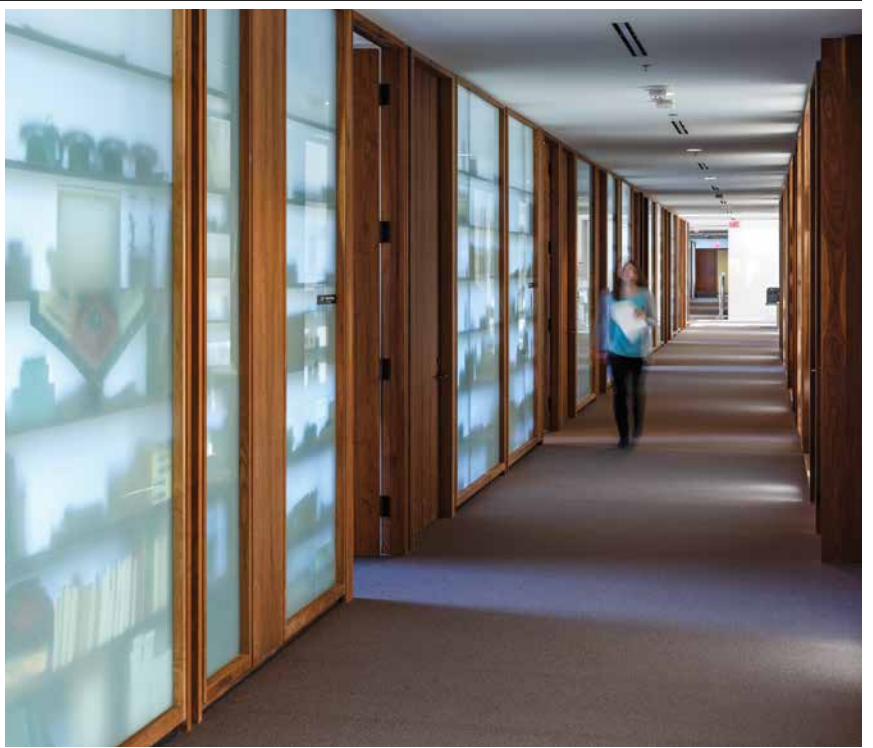
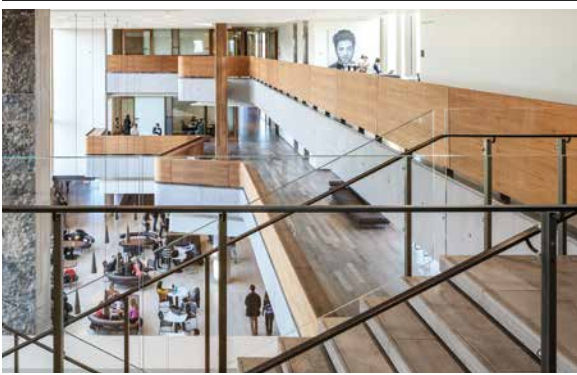
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**52**  
traditional  
breakout  
rooms  
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**7**  
lounges  
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one  
**640**  
-seat  
auditorium  
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**8**  
open-  
concept  
work areas  
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**36**  
staff  
meeting  
rooms  
-----



-----  
**9**  
conference  
rooms  
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five  
**50**  
-seat  
classrooms  
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fifteen  
**78**  
-seat  
classrooms  
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**112**  
faculty  
offices  
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## HBA's Put Learning into Action

HBA1s applied their classroom knowledge to real-world situations at four separate events that were part of the Learning Through Action program.

The series kicked off with the Boston Consulting Group (BCG) Case Competition in November, which marked its 20th anniversary. Students were divided into groups and worked through three different cases before presenting to a panel of faculty and BCG representative judges.

This was followed by the January Case Competition where students brainstormed ideas related to a case on Loblaw Companies Limited.

In March, they tackled the three-day Deloitte Innovation Forum, which challenged students to find innovative ways their client, Wealthsimple, could encourage Canadians to save more money.

The program wrapped up in April with the sixth and final Hunter Straker and Ivey Give LemonAid event, which raised \$58,964 for the United Way, putting the six-year total at \$375,005. Divided into 80 teams, more than 600 students sold lemonade with a twist. Each group had to overcome a challenge, such as location limits or price restrictions.

[go.ivey.ca/bcg](http://go.ivey.ca/bcg)  
[go.ivey.ca/innovationforum](http://go.ivey.ca/innovationforum)  
[go.ivey.ca/lemonaid](http://go.ivey.ca/lemonaid)



Richard McLaren, HBA '68, LLB '71, a Western law professor; and Kim Sturgess, MBA '84, founder and CEO of Alberta WaterSMART and Executive Director of Alberta WaterPortal Society; were named among 69 new appointments to the Order of Canada.

The announcement was made by David Johnston,

Governor General of Canada, on December 30, 2015.

The Order of Canada, one of our country's highest civilian honours, was established in 1967 to recognize outstanding achievement, dedication to the community, and service to the nation.

[go.ivey.ca/orderofcanada](http://go.ivey.ca/orderofcanada)

## Honorary Degrees for Ivey Leaders and Alumni

Former Ivey dean Carol Stephenson; Jon Love, HBA '76, founder and Managing Partner of KingSett Capital Inc.; and Don McDougall, MBA '61, Chair and CEO of Rambri Management Inc. and eJust Systems Inc.; received honorary degrees from Western University. The Ivey leaders were among 16 individuals awarded at Western University's 307th Convocation this past spring.

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## New Scotiabank Digital Banking Lab Explores Emerging Trends in Fintech

The digital economy is changing the banking landscape.

That's why on March 31 Scotiabank announced a \$5-million commitment to create the Scotiabank Digital Banking Lab at Ivey. Scotiabank President and CEO Brian Porter (pictured above) made the announcement as part of the J.C. Taylor Distinguished Lecture in Finance.

Elements of the partnership with Ivey include research that examines the impact of digitization and disruption in the financial sector, internships and field study opportunities for Ivey students at Scotiabank and the Scotiabank Digital Factory, and a speaker series.

Ray Sharma, HBA '96, Executive Managing Partner of Extreme Venture Partners, delivered the inaugural Scotiabank Speaker Series in Digital Transformation in Banking in Toronto on May 19 to more than 400 alumni and prominent businesspeople in the financial sector.

The sold-out event explored the opportunities and threats from fintech startups.

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[go.ivey.ca/raysharma](http://go.ivey.ca/raysharma)

# Left Turn

Lois Nahirney, MBA '90, traded a career as an executive in the oil and gas sector for an entrepreneurial role as CEO of dnaPower, one of Canada's first lifestyle DNA companies.

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

Interview by Tom Watson

There are career left turns and there are personal left turns. I recently experienced both. It's been a year of new adventures as a result!

I grew up in an entrepreneurial family, and dreamed about building my own company long before attending Ivey. I was entrepreneurial at heart as a young adult, but worked as a BC Tel operator, a PWC flight attendant, a Page in the House of Commons, and a PMO intern for Pierre Trudeau. It took more than three decades for another Trudeau to take control in Ottawa, and it took that long for me to finally realize my dream of becoming an entrepreneur.

My Ivey education provided great training for a successful career in the corporate world. Until a year ago, I was the Executive VP of Global Corporate Resources at Vancouver-based Teekay Corporation, one of the world's largest marine transporters of oil and gas. I loved my work in the corporate world.

But my left turn was about to begin. I was given the opportunity to become CEO of a genetic testing company, just as the oil and gas market collapsed. It seemed to be the perfect time to take a risk and leap into the exciting and rapidly emerging DNA industry. Shortly after joining, I bought control of the company when their expected investment fell through.

I was about to experience a personal left turn as well. My husband, Tom Dielschneider, MBA '89, and I were blessed to adopt identical twin girls from Vietnam in 2002. The first time one of my girls asked me why she wasn't a boy was age 5. I became fascinated by genetics, watching how identical twins could be so different. The week I decided to become a genetics entrepreneur I received a text from one of my teenage daughters: "Mom and Dad, you have a boy, not a girl." Our daughter is now our son, and we are incredibly proud of the strength and courage he shows daily in his transgender journey.

It was a big left turn from the global corporate world to the passionate entrepreneurial world of DNA, empowering people to make better health decisions by knowing their DNA. And it was a big left turn at home having a daughter become a son, and empowering him to be who he is meant to be. It's an exciting time—and I'm loving both of my new adventures!



# Passions

Margherita Braga, HBA '09, is part of Deloitte's Human Capital Consulting group in Toronto —but in her spare time, she's an avid rower who's leading her team as the "coxie" for their boat.

TELL US ABOUT YOUR PASSION! E-MAIL [INTOUCH@IVEY.CA](mailto:INTOUCH@IVEY.CA)

Interview by Brenda Bouw

I started rowing when I was in HBA2 at Ivey, and I've been hooked ever since.

I've always been a coxswain (or "coxie" for short). The coxie is responsible for steering the boat, instructing rowers in order to coordinate their power and rhythm, executing the race plan, and motivating the crew. There are many reasons why I'm a coxie. One reason is that I'm the right size; coxies are a crucial part of the boat, but don't *actually* row. I'm tiny, with a big voice, while rowers tend to be six feet and twice my size.

The coxie's role looks easy from the outside, but is quite complex and technical. Even a millimetre of movement in the steering can upset the balance of the boat. As the voice of the boat, and the eyes and ears of the crew, you call the shots and are responsible for conveying the right messages in order to choreograph a perfectly executed plan. I love that challenge.

As the boat's leader, you have to be very strategic and in tune with your teammates. It's not that different from my role in consulting. You have to be very careful in what you're communicating, how you're communicating it, and how you're motivating others. That can involve getting really personal with people; knowing what their positive triggers are and when to hold back.

Coxies have to be open to feedback —from your coach and your athletes— and you have to bring everyone together. It's a very serious role, but also a lot of fun; because of rowing, I've made lifelong friends and have gone on many international adventures.

Rowing and coxing have taught me a lot about myself and what I'm capable of. You need to step up to the plate, demonstrate confidence when faced with adversity, and stay calm but assertive during races. It also helped me to discover how to be my authentic self as a leader, how to pick up on the needs of the team, and how to be an effective communicator. I appreciate that it's such a team sport, and I've enjoyed learning how effective teams operate. I love the competition and the sacrifice that comes with that. It's a big commitment, but always worth it.

There's a feeling of peace, focus, and power when you're out on the water at 5 a.m., while the rest of the city is still asleep. It's truly magical, and I just love it!



PHOTOGRAPHER: NATION WONG

## Ivey Alumni Lauded for Success in Their Fields



Two Ivey alumni—John Chayka, HBA '14 (pictured above right), and George Cope, HBA '84—have scored big in their respective fields.

Chayka was named Arizona Coyotes GM on May 5 at age 26, making him the youngest GM in NHL history. He joined the Coyotes in spring 2015 as Assistant General Manager/Analytics.

Cope, President and CEO of Bell Canada and BCE Inc., was named Canada's Outstanding CEO of the Year for 2015. He received the award at a gala on February 10 in Toronto.

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[go.ivey.ca/georgecope](http://go.ivey.ca/georgecope)

## Lawrence Centre Tackles Climate Change and Attracting Invest- ment for Canadian Manufacturers

Recent research from Ivey's Lawrence National Centre for Policy and Management looks at ways to reduce greenhouse gas emissions and how Canadian manufacturers can win the global competition for production and R&D mandates.

A series of papers released in January and February dealt with climate change, such as the role of the federal government and the benefits of federal/provincial collaborations.



For Phase 2 of the Lawrence Centre's Future of Canadian Manufacturing Project, another series of papers in April and June looked at the process of attracting investment for Canadian manufacturers. The series is part of a project called Attracting Global Mandates. It covered ways Canadian manufacturers can attract investments, how investments shape the economy, and common elements that lead to successful

production and R&D mandates.

The Lawrence Centre is an Ivey research centre focused on the development of sound policy and improving collaborations between business and government.

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## Lessons on Leader- ship from Real-Life Experiences



Dream big and be tenacious. Become an upstander. Principles matter.

These were some of the messages high-profile guest speakers shared with HBA students at recent leadership events.

Former *Fashion Television* host Jeanne Beker and anti-bullying activist Monica Lewinsky (pictured left) shared personal stories to drive home that honesty, candour, and truthfulness matter, both in business and in life. Beker and Lewinsky were the keynote speakers at the day-long HBA1 Leadership Character and Candour Conference on February 9. While Beker shared how tenacity

helped her parents survive the holocaust and her to fulfill her dreams, Lewinsky discussed her public humiliation and encouraged students to fight cyberbullying and support its victims.

Andy Fastow, a convicted criminal and former chief financial officer of Enron Corporation, warned students everything isn't black or white, and principles matter as much as rules. He spoke via webcast on April 1 as part of a week-long Cross-Enterprise Leadership learning exercise.

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[go.ivey.ca/andyfastow](http://go.ivey.ca/andyfastow)

## Ivey Business Leader of the Year

Gord Nixon, former chief executive officer of Royal Bank of Canada from 2001–2014, will receive the Ivey Business Leader Award and address Canada's most prominent business leaders at an annual gala dinner in Toronto on October 18.

While best known for his role with Royal Bank of Canada, Nixon is now Director of George Weston Limited, Bell Canada Enterprises, and BlackRock Inc., and sits on the Advisory Board of KingSett Capital.

[go.ivey.ca/gordnixon](http://go.ivey.ca/gordnixon)



Rebecca McKillican, HBA '03





# Clicks & Mortar

Ivey grads on the hottest trends in e-retail

By Pat Morden

When Rebecca McKillican, HBA '05, was working in New York City, she became an avid online shopper. It was part of her daily routine—and that of many others—to stop by the doorman's desk on her way to her apartment to pick up packages that had been delivered during the day. When she moved back to Canada, McKillican was disappointed to find e-retail less mature. "As a new parent, I was struggling to shop in the convenient way I had shopped in the U.S." Eventually she discovered a good website for health, beauty and baby products, Well.ca. Today she is CEO of the company.

McKillican is one of many Ivey alumni who have embraced the business opportunity (and personal convenience) of e-commerce. It's a sector that's seen eye-popping growth in recent years. The U.S. e-commerce economy alone is worth \$549 billion. In Canada, the figure is more than \$30 billion, not far behind proportionally. And, if anything, the pace is accelerating. "We're nowhere close to tapping the true potential of e-commerce," says Gaurav Wadhawan, EMBA '15, Senior Supply Chain Manager at Amazon. "The sky's the limit." →

Interestingly, Well.ca, previously a pure online player, has ventured into the world of bricks and mortar. They have a store in Guelph, Canada and opened a pop-up store in the Toronto area this past summer.



*“It’s the small touches that make the customer realize there’s a person behind every box.”*

—Rebecca McKillican, HBA '03, CEO of Well.ca



PHOTOGRAPHER: NATION WONG

### The Customer Is King

The success of Well.ca and other e-commerce sites, says McKillican, rests on delivering an exceptional customer experience. From the more than 100,000 reviews and regularly refreshed original content, to the easy checkout and fast shipping, Well.ca is designed to “surprise and delight.” When an employee picks and packs an order, he or she writes “thank you” on the invoice. Says McKillican, “It’s the small touches that make the customer realize there’s a person behind every box.”

Ultimately, she sees online shopping as a way for busy customers to buy some time, along with their everyday needs. “We’re helping people reallocate the time they spend shopping, and giving them back time to spend in the areas that matter most to them.”

Marc Faucher, MBA '00, has similar goals. Faucher is COO at Unata, a company that provides turnkey e-commerce, e-circular and e-loyalty solutions for grocery stores. Unata enables consumers to order their groceries online and then pick them up curbside. The company has contracts with seven major brands, with others under negotiation. Unata clients are doing as much as five to six per cent of sales online, compared to an average of half a per cent across the sector.



### Customizing the Experience

Unata’s real potential, Faucher says, lies in the ability to customize the shopping experience. “We now have a direct connection to the consumer 24/7, not just when they’re in the store,” he says. “We can use that channel to reach and promote to them in different ways.” For example, instead of the traditional (and universally detested) newspaper flyer, customers can now receive an e-flyer featuring the offers most relevant to them. The company is working on further enhancements, such as in-home barcode scanning to automatically add products to the shopping list. Beacon technology will soon make the in-store experience richer, too, with alerts for relevant offers and detailed product information. By comparing the shopping list to the actual purchase, Unata helps retailers identify what wasn’t purchased, and push appropriate offers to the customer.

Says Faucher, “It’s about augmenting the experience in very subtle ways, making it better, more efficient, and simpler. Hopefully that translates into greater loyalty and share of wallet.” Subtlety, he says, is essential: overwhelming the customer with whiz-bang technology using their personal information can be a turn-off.



*“Ours is a relationship-based selling model. Our associates work hard to earn trust and learn about their customers. Technology enables us to extend that relationship online.”*

—Larry Rosen, LLB/MBA '82, CEO of Harry Rosen Inc.

Harry Rosen has introduced a service called “Virtual Harry.” The service enables regular customers to connect with their own special sales associate—the one they see when they come into the store—for information and ideas.

Nadia Hassanein, HBA '11, agrees. Hassanein is Senior Manager of Site Improvements and Digital Systems at HBC Digital, a standalone division of the department store conglomerate. “There’s a lot of smart technology and a lot of ways to optimize the shopping experience,” she says, “but you don’t want to overcomplicate the experience. If it’s not intuitive and comfortable, people will resist it.”

### Find-and-Buy

Successful e-commerce taps into what makes old-style shopping enjoyable, says Hassanein. “In the past, online shopping was very boring and isolating,” she says. “More and more the social and interactive aspects of shopping are happening online.” Shoppers can show items to their friends, read reviews, post photos of previous purchases, and get feedback from sales associates. The best e-retailers also make it as convenient as possible for customers to “find and buy”—offering good searchability, recommendations, size information, secure checkout, and easy returns.

Hassanein points out that in addition to racking up online sales, e-commerce sites are valuable in motivating offline purchases. For example, if customers can return an online purchase to a bricks-and-mortar store, they’re more likely to buy something else while they’re there.

Larry Rosen, LLB/MBA '82, CEO of Harry Rosen Inc., agrees that online drives offline. He estimates that well over half the customers in his high-end menswear stores have looked at the website before coming in to shop. Many pull out their phones and point to the product they want.

In addition to creating an effective website, Harry Rosen has introduced a service called “Virtual Harry.” The service enables regular customers to connect with their own special sales associate—the one they see when they come into the store—for information and ideas. “Ours is a relationship-based selling model,” he says. “Our associates work hard to earn trust and learn about their customers. Technology enables us to extend that relationship online.” →



Lululemon recently introduced digital mirrors in a handful of stores and is looking at using them to display products that are not available in store, provide additional product information, and even to purchase from.



### Mobile Mania

Some 30 to 40 per cent of traffic on the Harry Rosen website comes from mobile devices. That's not surprising, given the rapid growth of mobile in almost every sector. Of course, mobile devices can't provide as much data as computers, so retailers have to think carefully about what to include and what to strip away in mobile applications. Michael Yee, EMBA '07, Executive Vice President of Global Supply Chain, Global Sourcing, and Product Operations at Gap Inc., says his company is focusing on these questions. "We're looking at how to make the digital experience come alive on a small device, and how to make it easier to maneuver with a finger."

Gap was an early adopter in the e-commerce space. Today, 10 to 15 per cent of its business is online and the company continues to innovate. One focus is on the presentation of products. Employees use data to determine which types of photographs work best at which points in the buying cycle, and which images produce the highest level of "conversion" (i.e., an actual purchase).

Gap is also working to understand which products to offer through their online stores, given that the space restrictions of bricks-and-mortar stores don't apply. Hassanein calls this the "endless aisle experience," and notes that drop shipping—fulfilling orders directly from the manufacturer—enables online stores to offer more variety in style and size.

Another area of development is how to integrate the online and offline

shopping experience seamlessly. For example, when customers choose a product in a Gap store, but the store doesn't have the colour they want, they can purchase it online while in the store. Alternately, they can reserve products online and pick them up at their nearest store.

### Channel Agnostic

Creating a seamless shopping experience is also an important focus at athletic wear retailer Lululemon, where Diane Edgeworth, MBA '10, is the Guest Experience Innovation Strategy Manager. With the retailer's mobile app, customers (called "guests" at Lululemon) can choose an item and find the closest store that has it in stock, then order through the app, or drop by and pick it up. "We are looking to become channel agnostic," Edgeworth says. "We don't care if a sale happens through e-commerce or physically in a store. Ultimately, we want to simplify the experience for our guests and meet their known and unknown needs."

Lululemon recently introduced digital mirrors in a handful of stores and is looking at using them to display products that are not available in store, provide additional product information, and even to purchase from. But Edgeworth says retail will continue to evolve, using technologies such as virtual reality to create new shopping experiences. "Someday you may be able to go shopping with your best friend who lives across the country, with both of you sitting in your living rooms, and shop in a virtual store with a virtual sales associate supporting you."





PHOTOGRAPHER: STEVEN ERICCO

### Signed, Sealed and Delivered

One of the challenges faced by e-retailers is logistics. With more consumers expecting free and ever faster delivery, costs are significantly higher than for traditional stores. Delivery is a big focus at Amazon. The company now delivers products to customers in two hours or less in some areas, and is well on their way to delivering by drone. Says Wadhawan, “We’re raising the bar on customer expectations and the shopping experience will evolve with it. Folks will realize they can order their Christmas presents on Christmas Eve, and be confident that Amazon can deliver!”

So as e-commerce gets better and better, does it spell the end of bricks-and-mortar stores? “There’s space for everyone, but they will have to evolve,” says Wadhawan. “Offline stores really have to think long and hard about what they offer that is unique and

valuable to consumers.” Interestingly, Well.ca and Amazon, both pure online players, have ventured into the world of bricks and mortar. Well.ca has a store in Guelph, Canada and opened a pop-up store in the Toronto area this past summer. Amazon has opened a bookstore in Seattle.

Rosen is convinced that online shopping won’t replace the shopping experience in his stores. “You’re never going to be able to go online, try something on, and see if it looks good on you.” Edgeworth agrees. “There was a lot of talk about the death of the mall a few years ago,” she says. “But it’s more about learning to adapt to changing consumer behaviour.” Hassanein also sees the future of retail as an “omni-channel” experience. “It’s not online versus bricks and mortar anymore,” she says. “It’s really clicks and mortar — seamless and complementary.” ■

*“There was a lot of talk about the death of the mall a few years ago, but it’s more about learning to adapt to changing consumer behaviour.”*

—Diane Edgeworth, MBA '10,  
Guest Experience Innovation Strategy  
Manager at Lululemon

So what makes a great online shopping experience?

Here’s what our experts told us:

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*A “customer first” philosophy*

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*A website that’s not all “sell” but offers useful information too*

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*Customized promotions (but not too many)*

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*Interactivity*

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*Mobile access that delivers the right information*

---

*The ability to move seamlessly from computer to mobile*

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*Endless aisles*

---

*Checkout security you can trust*

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*Fast delivery*

---

*Easy returns*

---

*Technology that helps but doesn’t overwhelm*

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*Anything that buys the customer time!*

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# Buy Small, Grow Big

Ivey alumni share why they bought existing small businesses (instead of starting their own), and how they've revitalized these companies into success stories.

By Tom Watson

Bill Coleman, HBA '89, Owner of Oakville, Ont.-based Cameron's Brewing Company, loves everything about the beer business, especially the branding. Before he even started drinking, he collected beer bottles, building a wall of beer as a kid so he could admire their various shapes and sizes. It still keeps his old hockey trophies company in his parents' house. "It looks like a museum piece," he says. "I almost think there should be velvet rope."

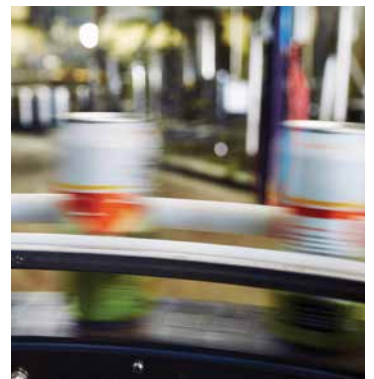
Running a beer company was Coleman's dream long before attending Ivey. But after graduating, fate turned him into a sales and marketing professional, not a beer king. He spent years at Nestlé and Molson (where he worked on the iconic "I Am Canadian" campaign), then he entered high tech—and that's when fate returned. While travelling the world selling 3D software, Coleman noticed craft beer was becoming a global phenomenon. With fond memories of his beer wall still frothy in his head, the idea of entering the emerging market was too much to resist. But Coleman didn't waste time launching a company. He jump-started his dream by acquiring Cameron's instead. →



*“When looking to buy, be bold and trust your instincts. But be careful partnering with existing owners because they can be happy to take an infusion of new capital and remain stuck in the past at the same time.”*

—Bill Coleman, HBA '89, Owner of Cameron's Brewing Company









Cameron's Brewing has seen sales growth of over 100 per cent thanks to a revitalized corporate image and increased product experimentation.



Building a company from the ground up can be exciting. But the marketplace is littered with good ideas that fail to reach full potential because, when it comes to strategy, a lot of new business founders think too big, or too small—or not at all. And that spells opportunity for another class of entrepreneurs—business professionals who buy someone else's corporate baby, and deploy their skills and experience to take it to the next level.

After a career in investment banking, Mike Russell, MBA '06, attended Ivey and then tried launching an oil-and-gas startup with a partner. The experience wasn't what he hoped, and not just because of tough market conditions or the challenges associated with minority interest ownership. "When you start a business," he says, "you've got to set up accounting and HR systems from scratch. You've got to find office space and, of course, you have to find customers. There is so much that needs to be done simultaneously before you are even up and running as a going concern.

I quickly learned that I'm not really suited to grassroots entrepreneurship. I figured I was more suited to being a private-equity sort of entrepreneur, buying an existing business and using my skills to enhance the operation."

Today, after looking at more than 54 different businesses, ranging from a condo management firm to a roofing manufacturer, Russell owns what he calls a "freedom machine." When shopping for a business, he didn't limit himself to any industry. To cover debt obligations, he simply wanted a company with lots of customers to supply stability through revenue diversification. He also wanted to see potential for improving operations. "My only other real criteria was that I did not want to buy a treadmill," says Russell, who was interested in a mid-tier plumbing company until learning the existing owner hadn't had a real vacation for years. "I wanted something that was not dependent on my day-to-day presence—something I could manage from a beach on the other side of the planet."

So what kind of business did Russell buy? Well, with all due respect to the folks who insist the print industry is dead, the freedom machine in question is Calgary-based Great News Publishing Limited, which publishes community newsletter magazines. When purchased, the firm produced about 50 monthly publications delivered to 110,000 households. "My very first move," Russell says, "was to increase publication frequency from 11 to 12 months. That instantly juiced our revenues." Toss in new printing equipment and a new branding strategy that standardized the look and feel of the company's publications, and the business has almost tripled in size over the past six years.

Tony Caldarone, MBA '04, Owner of Nova Scotia's Cove Motel, also appreciates the benefits of taking over an existing operation. "When buying," he says, "you have existing customers, and some forms of marketing that will continue to pay off for years. You have existing supplier relationships that may come with favourable payment terms. You have existing staff, and inheriting a great team is an enormous plus, as it's very hard to find and attract great people. Finally, it's a lot more cost effective to get started without having to buy all brand new equipment."

Acquiring a business with a relatively stable foundation doesn't guarantee long-term success. But it does give you flexibility—which Stan Tang, EMBA '14, says new owners need. "Get ready to have much more challenge than you expected," he warns. Based in Hong Kong, Tang recently purchased Chinese restaurant chain East Ocean Gourmet and a call centre business. And as he notes, business owners can have multiple reasons for selling and buyers may not "see all of them." In other words, caveat emptor applies even if you are a professional business hunter. →

Thanks to a more proactive approach to distribution partnership development, along with facility expansion and investments in new equipment and systems, annual sales have increased about 60 per cent over the past three years at Cookie It Up.



### *KEYS TO SUCCESS AS A BUSINESS BUYER FROM IVEY GRADS*

#### **Explore All Financing Options**

Russell borrowed \$460,000 from the Business Development Bank of Canada on an unsecured basis, something private sector banks are unlikely to do. The interest rate was 11 per cent, which he says sounds expensive only if you plan to fail. "In the business world," Russell says, "you've got two sources of capital—equity and debt. Had I gone the equity route, other people would own 10 to 50 per cent of my freedom machine. I am delighted that I took on the risk in order to own 100 per cent."

#### **Buy Competitive Advantage**

Caldarone saw opportunity knocking with the Cove Motel because the business fit well with his wife's experience in tourism and marketing, and it could clearly benefit from his IT consulting background. But the deciding factor was its competitive advantage—the view. Having an ideal location on a peninsula overlooking the gateway to Cape Breton Island already differentiated the business, which allowed the couple to focus on improving operations and the customer experience via investments in equipment and technology. Instead of an actual book, for example, the booking system is now a computer program that enables data mining and reservations from third-party sites. To date, annual revenue has increased over 50 per cent, while capital costs have dropped.





### Plan Changes Carefully

Shane Smith, HBA '94, first became aware of Aurora, Ont.-based Cookie It Up in the 1980s, when he was in high school running a student cookie business. Three decades later, when Smith was looking to get out of the technology sector, he approached the all-natural cookie company's founder to see if there was any interest in selling. As luck would have it, the previous owner was just days away from signing a business broker. "Buy a business that has some stability and some areas that are rock solid. That just gives you the freedom to learn and experiment," says Smith. Thanks to a more proactive approach to distribution partnership development, along with facility expansion and investments in new equipment and systems, annual sales have increased about 60 per cent over the past three years.

But not all changes went as planned. When Smith bought the company, for example, it used gusseted bags, which looked unprofessional and lent themselves to breakage, not to mention repetitive motion issues for staff. Moving to a box solution seemed to be the logical answer since it would save money while being more staff friendly. Boxes were also expected to be more appealing. But when consumers saw the new packaging, they had a hard time believing the cookies inside were hand-made, one of the company's key selling points.

### Take Firm Control

Under Coleman, Cameron's Brewing has seen sales growth of over 100 per cent thanks to a revitalized corporate image and increased product experimentation. But he bought into the company as a co-owner, which initially frustrated his desire to rebrand and capitalize on growing consumer demand for tall-boy cans because his partner didn't share his vision. In order to give the Barley Man

logo a much-needed makeover and get other strategic things done, Coleman had to part ways with his partner, which could have been difficult if it wasn't a planned contingency. "Be bold and trust your instincts," he says. "But be careful partnering with existing owners because they can be happy to take an infusion of new capital and remain stuck in the past at the same time."

### Target Real Opportunities

The most important thing before heading out to buy a business is setting your criteria. Donna McDougall and Dominique Van Voorhis, both MBA '97, knew exactly what they wanted when they jointly started shopping two years ago. The married couple, who met at Ivey, wanted a relatively stable business close to home that they could grow leveraging McDougall's public sector consulting experience and Van Voorhis' decade-plus years running a windows and doors manufacturer. Earlier this year, they bought Multishred Inc., which currently offers information and data destruction services for IT media and paper, mainly to government customers in the Ottawa region. The plan is to expand both geographically and into other markets, such as aerospace and defense.

"We believe Multishred is an excellent fit with our criteria," says McDougall. But finding the right opportunity took longer and was more frustrating than expected. "Thinking about selling and actually wanting to sell are not the same thing," Van Voorhis notes, adding would-be business buyers should focus on potential sellers motivated enough to have engaged a good business broker to help them package the information buyers need to analyze opportunities.

Setting search criteria, of course, isn't difficult for Ivey grads. "The skills you get at Ivey position you well to buy a company," McDougall says. But even if you have a business education, Russell advises anyone looking to take a small business to the next level to read (or reread) *The Goal*, Eliyahu Goldratt's classic novel about a plant manager with just three months to turn operations around. "With a solid skill set in operations, you can identify ways to increase efficiencies and release hidden value," says the former investment banker. "I didn't fully appreciate that fact while doing my MBA. I always thought I'd be a finance guy and so I didn't read *The Goal* seriously enough. Ironically, the skills that this book helps develop are extremely important to managing my business." ■

*"Buy a business that has some stability and some areas that are rock solid. That just gives you the freedom to learn and experiment."*

—Shane Smith, HBA '94, Owner of Cookie It Up

# Quality Counts

Bill Troost, MBA '75, and his wife Kathleen recognize the vital role scholarships, teaching and research play in attracting top students

By Declan Kelly

As the founder and president of a leading international manufacturer, Bill Troost understands the importance of using quality methods and quality materials.

When it comes to post-secondary education, Troost believes these two aspects of quality are even more tightly connected than in industry.

“The strength of a school depends a lot on the quality of its students—the materials.” Bill says, speaking from the Yorkville home he shares with his wife Kathleen. “Great schools are in a virtuous circle where great teaching—the methods— attract great students, and great students, in turn, attract great teachers. Students also learn from one another, so attracting outstanding students is vital for any school.”

It isn't difficult to see why the Troosts are so keen to ensure that the best students have access to post-secondary education, regardless of their ability to pay. When Bill's family immigrated to Canada from the Netherlands in 1960, limited resources put his plans of becoming a chemical engineer in doubt.

That changed when he was awarded a scholarship at the University of Toronto, which shaped his future prospects in work and romance alike. For it was while attending U of T that he met a certain nursing student he would later marry. “I couldn't have gone to university otherwise,” Bill says of his scholarship. “Part of that award was largely based on need.”

Merit clearly also played a role, as those awarding the scholarship could hardly have chosen a more likely future business leader. Upon graduating from

U of T in 1967, Bill started in research and development at Union Carbide in Montreal. After seven years and a move into operations management, Bill came to Ivey for an MBA, hoping to one day start his own firm.

With the couple expecting their first child, a scholarship award again played a key role in Bill's education. “It meant that we got through the two years of the MBA Program without significant debt,” Kathleen recalls. “That was really important at that point because we were getting launched as a family, and we knew that Bill would like to start a business.”

In 1978, Bill did just that, founding Brampton-based Peel Plastic Products Limited. Combining his previous experience with his Ivey-acquired business insights, he quickly established Peel as a leader in the flexible packaging sector. Today, the company provides products and process innovation for major international brands in the pet food, lawn and garden, and health and wellness markets.

Through managing Peel's remarkable growth and experiencing major events such as the global financial crisis, the Troosts have come to appreciate the importance of strong ethical leadership in business. So much so that they have made leadership the focal point of their incredible philanthropy to Ivey and U of T.

At Ivey, the Troosts have provided vital support for faculty positions, research, and student outreach events led by the Ian O. Ihnatowycz Institute for Leadership. Bill also serves on the Institute's Leadership Council, where he enjoys being part of a diverse mix of leaders from private-



PHOTOGRAPHER: NATION WONG

and public-sector organizations.

Within the broad spectrum of research and teaching around leadership, the Troosts are particularly impressed with the focus on leader character that Institute Executive Director Gerard Seijts and Professor Mary Crossan, MBA '85, PhD '91, have made central to the Institute's work.

"For us, the education part, in all forms, is important in the sense that we want better graduates to come out of the business schools," Bill says. "The character piece of the Leadership Institute is, to us, extremely important. We certainly buy into both Gerard's and Mary's position on that."

While he considers his own time at Ivey integral to his ensuing success, Troost concedes that ethics and leadership had yet to become as formalized into the business education curriculum in the mid-

1970s as they have been in recent years.

"We weren't challenged with many ethical questions in business schools then," Bill notes. "I think it's important that they should be in business schools, and we're happy to see that it's percolating pretty well into all of the courses."

For Ivey faculty member Ann Peng, the Troost Professor in Leadership, it's not only the level of support, but the Troosts' enthusiasm and commitment to advancing research and teaching that sets them apart among the School's supporters. Peng recently led a team of researchers conducting a meta-analysis on ethical leadership, with the resulting article forthcoming in a leading management journal.

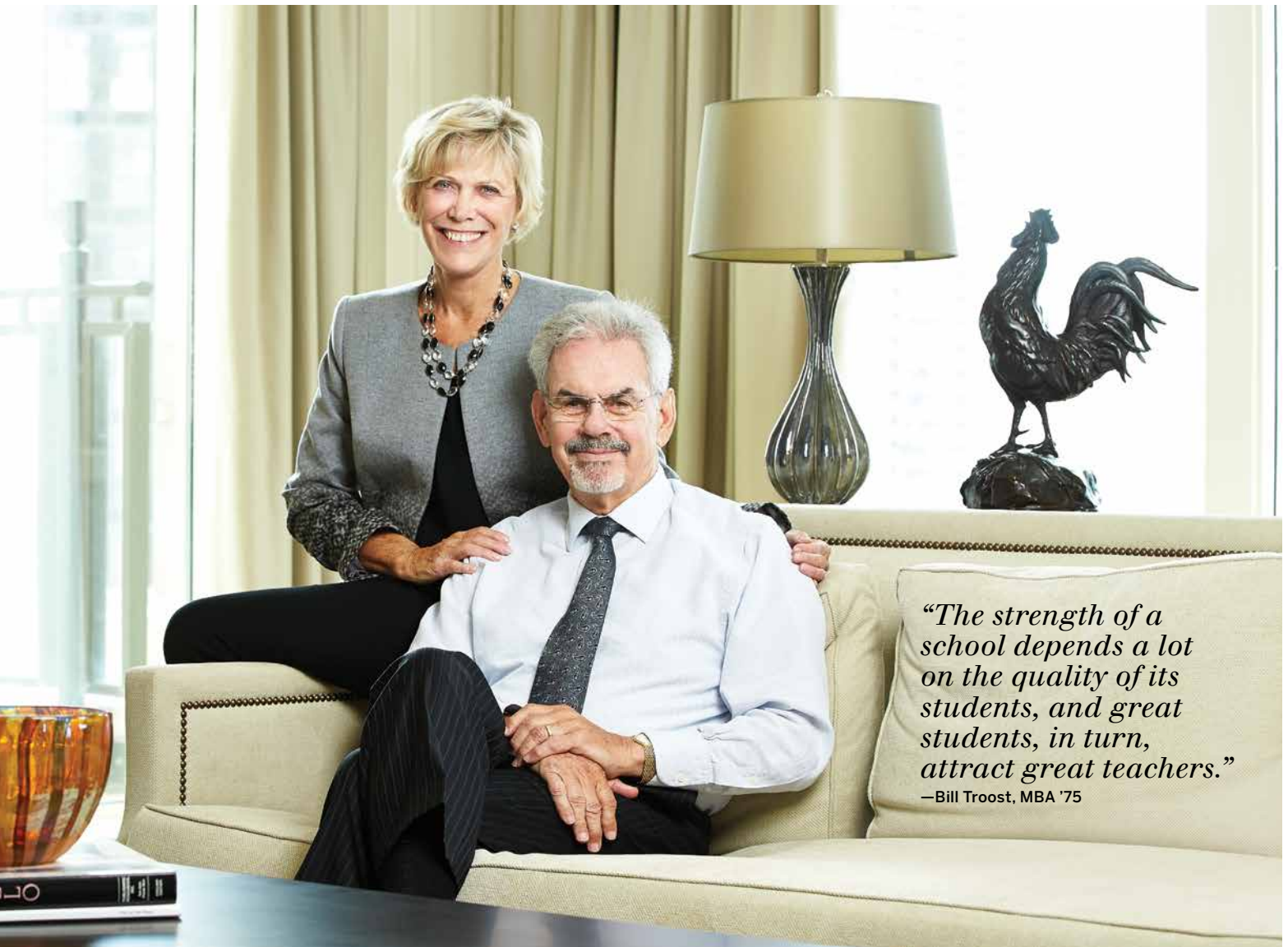
"Besides the financial support, their support and passion for academic research has encouraged me to pursue high-quality

research on leadership," Peng says.

The Troosts are also strong supporters of the Institute's active outreach agenda, having been impressed by the diverse array of speakers at Institute events. This has ranged from the likes of Olympic gold medallists Scott Moir and Tessa Virtue, and former prime minister Paul Martin to more unconventional choices, such as Monica Lewinsky and disgraced former Enron CFO Andy Fastow.

"It's amazing, if you look at Fastow, how easy it was for him to slip into that," Bill says. "It starts with a small step and you just keep sliding."

"Which was a good lesson for the students," Kathleen adds. "So it is really great to see the quality of the presentations, and the enthusiasm of the students afterward." ■



# Class of 2016

## A Bird's-Eye View

See our recently graduated class of 2016 from a new perspective. Get the full picture on our programs and graduates. How does it all stack up to your time at Ivey?

## MSc '16

ALTHOUGH THE MSc IS A MASTER OF SCIENCE IN MANAGEMENT, ONE COMMON MISCONCEPTION IS THAT THIS IS A TRADITIONAL SCIENCE PROGRAM. THE MSc AIMS TO PREPARE FUTURE WORLD BUSINESS LEADERS BY INCORPORATING DEEPER LEVELS OF UNDERSTANDING ABOUT MANAGEMENT PRACTICES THROUGH APPLIED RESEARCH AND ANALYSIS, WHICH IS WHERE IT DERIVES ITS SCIENTIFIC LEAN.

TOTAL STUDENTS IN CLASS

**FORTY-TWO**

GENDER OF MSc '16 CLASS

**50 50**

PER CENT FEMALE

PER CENT MALE

## 6 COUNTRIES OF CITIZENSHIP

BIRTH COUNTRIES

**7**

LANGUAGES SPOKEN

**21**

COMPLETED A 10-WEEK INTERNATIONAL WORK EXPERIENCE IN EITHER INDIA OR NICARAGUA

**100** PER CENT



LINH TRAN, MSc '16

"The biggest challenge was to become comfortable with networking. Fall recruiting was both an exhausting and exciting period, as I was juggling schoolwork, a job, extracurricular activities, and job hunting. I think this period really pushes everyone's limits, especially when, after a full day of classes and group meetings, you have to quickly suit up, recharge and be ready to put your best foot forward at a networking event. I soon realized that networking comes naturally once you start embracing your individuality and being genuinely curious."

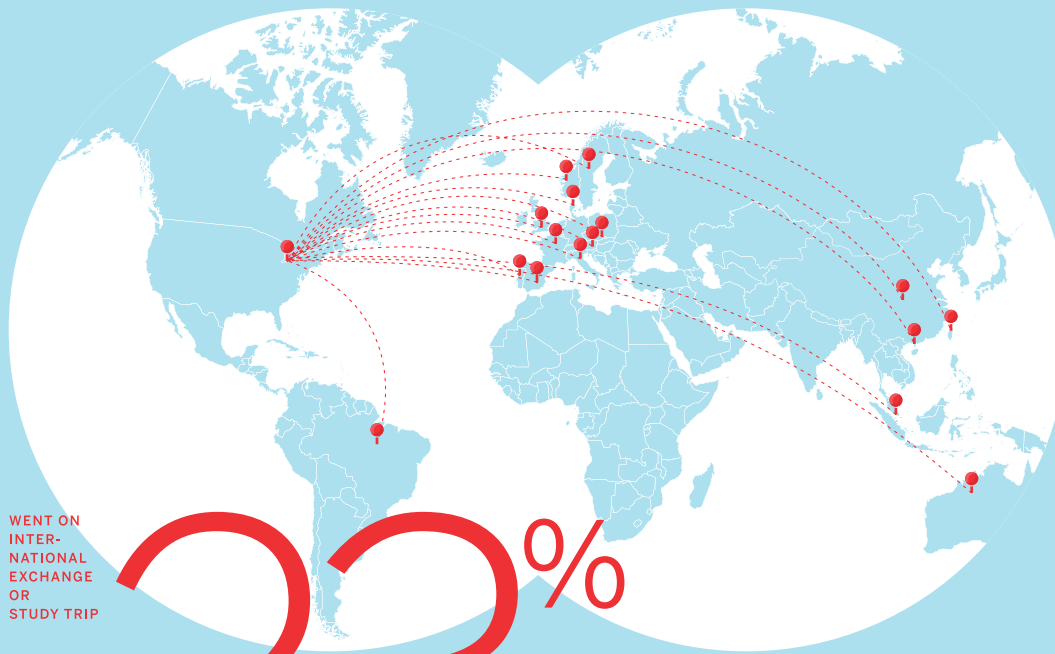


CHRISTINA LOMAZZO, MSc '16

"My first piece of advice for a new Ivey student is to always keep the big picture in mind—take a step back and ask yourself, what you are trying to accomplish, and what is your end goal? Know that you have the skills and the resources available to you to succeed. My second piece of advice would be to embrace all of the unique opportunities that you will encounter. Travel, be part of a unique project or make friends from around the world—you never know what opportunities might come from stepping out of your comfort zone."

# HBA '16

THE TRUE DISTINCTION OF AN IVEY HBA IS IN THE IVEY LEADERSHIP ESSENTIALS THAT ARE STRONGLY DEVELOPED IN EVERY HBA GRAD—THEY ARE AT THE CORE OF EVERYTHING WE DO AT IVEY. THESE LEADERSHIP ESSENTIALS INCLUDE THE ABILITY TO TAKE ACTION, COMMUNICATE PERSUASIVELY, MAXIMIZE TEAM POTENTIAL, MANAGE COMPLEXITY, AND SET PRIORITIES.



WENT ON INTERNATIONAL EXCHANGE OR STUDY TRIP

# 23%

UNIVERSITY ADMISSION AVERAGE

# 83.4%



**GLEN THOMSON-BULLOCK, HBA '16**

"At Ivey, success does not hinge on the failure of others. In fact, it is the opposite. The whole is much greater than the sum of the parts. With my fellow peers and alumni, no challenge is too big, no problem too vast. Ivey has given me the conviction to take on the world, and for that I am extremely proud."

PRE-IVEY ACADEMIC DISCIPLINES REPRESENTED

# FIFTY

GENDER OF HBA '16 CLASS

**41** PER CENT FEMALE  
**59** PER CENT MALE

LANGUAGES SPOKEN

**THIRTY-THREE**

TOTAL STUDENTS IN CLASS

# 608

**13 COUNTRIES OF CITIZENSHIP**

BIRTH COUNTRIES

**THIRTY-TWO**

ALBANIA, BRAZIL, BULGARIA, CANADA, CHINA, COLOMBIA, EGYPT, ENGLAND/U.K., GERMANY, HONG KONG, INDIA, INDONESIA, ISRAEL, JORDAN, REPUBLIC OF KOREA, KUWAIT, LEBANON, NEW ZEALAND, PAKISTAN, PHILIPPINES, POLAND, ROMANIA, RUSSIAN FEDERATION, SINGAPORE, SPAIN, SUDAN, TAIWAN, THAILAND, TURKEY, UKRAINE, UNITED ARAB EMIRATES, UNITED STATES

TOTAL SECTIONS

**EIGHT** APPROX. 76 STUDENTS PER SECTION

COMPLETED A DUAL DEGREE

# 33%



**DALAL ATTA, HBA '16**

"Everybody at Ivey has a story. It's amazing that no single person stayed the way you perceived them to be from your first impression. You get to learn each other's strengths and weaknesses, and use that knowledge to improve and develop together because everyone is able to connect through each person's unique circumstances and story. One of my most memorable experiences at Ivey was being a guru (second-year mentor). The Ivey community is such an enriching one, and as a guru I felt I was able to reap a lot of benefits from creating closer relationships with my classmates, as well as connecting with the incoming class."



**JOSH HEISZ, HBA '16**

"The thing I remember best about the first day at Ivey was the pace of the day—busy! It really set the tone for the entire year. From day one, you have cases to prepare after class and events to attend in the evening. I would say the most valuable thing I learned at Ivey is how to transition from being a student to a professional. The Ivey classroom and recruiting experiences teach you pretty quickly what will be expected of you as you move from the classroom into the workplace."

# MBA '16

FOR TWO YEARS RUNNING, BLOOMBERG BUSINESSWEEK HAS RANKED IVEY THE #1 INTERNATIONAL MBA PROGRAM OUTSIDE OF THE U.S. BASED ON STUDENT AND RECRUITER SATISFACTION (2014, 2015)



**GAGAN BHATIA, MBA '16**

"Coming from an engineering background, I grew up with a mindset of finding the perfect solution. Ivey taught me how to move beyond that. I have learned to grapple with ambiguous business problems with no clear solutions. Speaking up in class further cemented my confidence in making those decisions and learning to defend them, while at the same time being open to others' opinions. The biggest challenge was relentlessly keeping focused on my goals in the sea of activities, such as class preparation, case competitions, networking with employers, and working for the MBA Association. With such diverse activities, there is intense competition from other equally talented students in each of those areas. In such a way, Ivey gives you the opportunity to learn to make those hard trade-offs which eventually helps you improve your business acumen."

COMPANIES POSTED ROLES TO MBA 2016 CANDIDATES

**247**

GENDER OF MBA '16 CLASS

**31**

PER CENT FEMALE

**69**

PER CENT MALE

LANGUAGES SPOKEN

**TWENTY-SEVEN**

TOTAL STUDENTS IN CLASS

**167**

**13 COUNTRIES OF CITIZENSHIP**

BIRTH COUNTRIES

**TWENTY-FOUR**

BANGLADESH, BOSNIA AND HERZEGOVINA, CANADA, CHINA, COLOMBIA, EGYPT, INDIA, HONG KONG, IRAN (ISLAMIC REPUBLIC OF), JAMAICA, LIBYAN ARAB JAMAHIRIYA, MALAYSIA, MEXICO, MOLDOVA, NETHERLANDS, NIGERIA, OMAN, PAKISTAN, PERU, RUSSIAN FEDERATION, SRI LANKA, TAIWAN, UKRAINE, UNITED STATES

INTERNATIONAL WORK EXPERIENCE (PRE-MBA)

**FOURTY**  
PER CENT

WENT ON INTERNATIONAL STUDY TRIP

**63%**

AVERAGE AGE AT ENTRY INTO PROGRAM

**TWENTY-EIGHT**



**ANDREW BRENNAN**  
HBA '12, MBA '16

"Right from the start, I was very impressed with the calibre of my classmates. I appreciated the different perspectives, and I found that the previous work experiences that everyone brought really informed each and every class. Regardless of the topic, we almost always had someone in the room with relevant real-world experience to elevate the discussion."



**JACQUELINE ALDROVANDI, MBA '16**

"I feel so much more confident as a result of my Ivey experience. Before, I knew I had a range of skills that had allowed me to be successful in my professional life, complemented by personal traits that represented my values. Ivey brought those pieces together, not only helping me understand what the qualities and traits were, but also providing me the words with which to explain them to others."



# EMBA '16

THE IVEY EMBA PROGRAM IS DESIGNED FOR MID-CAREER, WORKING PROFESSIONALS WITH AT LEAST EIGHT YEARS OF EXPERIENCE. THE PROGRAM PREPARES PARTICIPANTS FOR THE NEXT STAGE OF THEIR CAREERS AND HAS AN IMMEDIATE IMPACT ON THE ORGANIZATIONS THAT SUPPORT THEM.

BORN OUTSIDE OF CANADA

# THIRTY-THREE

PER CENT



LISA HYDE  
EMBA '16

"Learning collaboratively through the Case Method, with engaging, highly skilled and passionate business leaders, who possess a diverse array of experiences and perspectives, has proven to be one of the most beneficial aspects of the Ivey EMBA Program. My Ivey education built on and refined my existing foundation of experience and skills, and in many cases provided me with an entirely new set of valuable tools. An important complement to the learning environment is the invaluable network of classmates, faculty and alumni that has provided me with a life-long connection to a successful, supportive, and diverse personal advisory group."

TOTAL GRADUATES IN 2016

# 108

SIX COUNTRIES OF CITIZENSHIP

GENDER OF EMBA '16 CLASS

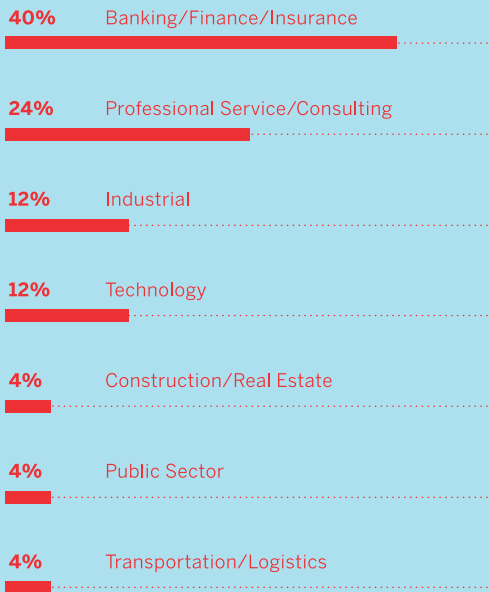
**TWENTY-SIX**  
PER CENT FEMALE

**SEVENTY-FOUR**  
PER CENT MALE

# HONG KONG EMBA '16



PARTICIPANTS BY INDUSTRY



MELANIE COATE, EMBA '16

"During my studies, I also changed companies, took on a promotion, and had a baby. I would not have been successful at anything without the support of my husband, my managers, the Ivey faculty, and my classmates who all rallied to help me achieve my goal of graduating with the class. It was an amazing feeling walking across that stage to collect my degree certificate—one which I won't forget."

GENDER OF HONG KONG EMBA '16 CLASS

**26** **74**  
PER CENT FEMALE PER CENT MALE

TOTAL STUDENTS IN CLASS

**TWENTY-FIVE**

BASED OUTSIDE OF HONG KONG

**12%**

TOTAL GRADUATES FROM PROGRAM SINCE 2000

**FIVE HUNDRED PLUS**

# PhD '16

YOU CAN FIND OUR 2016 PHD GRADUATES ON PAGE 46—ALONG WITH THE THESIS EACH PERSON DEFENDED, THE POSITION THEY LANDED, AND WHICH HIGH-QUALITY SCHOOL HIRED THEM.

[ivey.uwo.ca/reunion](http://ivey.uwo.ca/reunion) | #IveyReunion

# IVEY REUNION

**SEE YOU THERE! SEPT. 30 – OCT. 2, 2016**



# Your Ivey Network

**Linked**

Connecting Classmates  
Mollie O'Neill, MBA '85,  
Will Meijer, HBA '96,  
and Elaine Stanley,  
HBA '77

page **42**



**Ivey Alumni Network**

A Message from  
Board Chair  
Michael Bernstein  
MBA '96

page **34**



**Ivey Lives Remembered**

Jim Hunter, MBA '76  
1952-2016

page **37**

**Problem Solver**  
On the Right  
Side of the Curve  
Tony Bouk, MBA '05

page **45**



**Going Viral**

Dipping  
into Dibly.com  
Taylor Ablitt, HBA '10

page **39**

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

**1955**

**Bob McClelland, HBA '55**, writes, "In my day at Goodholme (prior to Ivey), most of our classmates had nicknames, and friendships that lasted through life.

Classmate **Donald Getty, HBA '55**, recently passed away in Edmonton and his state funeral was carried on CTV. His nickname was 'Flawless' because as quarterback for the Mustangs, he almost never missed a pass. During the eulogy, one of his sons recalled his father rifling 45 consecutive footballs through a hanging tire at the Klondike Days garnering 45 stuffed bears for all the kids lined up. A few months before his passing, 'Flawless' called me for an update on the class' 60th Reunion held in September 2015. Reminiscing about our respective nicknames, I said, 'I guess we'll have to call you 'The Honourable Flawless.'" Quick as a wink, Don replied, 'Percy (my nickname), Premiers are called 'The Right Honourable.'" So be it, the

Right Honourable Flawless. What an honour to be his classmate. The classiest guy in the HBA class of 1955, and the only one to get a state funeral!"

**1961**

**Don McDougall, MBA '61**, recently received an honorary degree from Western University. He is also featured in an article in this issue of *Intouch*. See page 10.

**1962**

**Rick Thorpe, HBA '62**, and **Doug Young, HBA '62**, write, "Remember Ol' 55? No, we aren't talking about the Eagles' 1974 hit. We mean October 13-15, 2017 when we celebrate 55 years as Ivey Biz School grads. If you attended Reunion 50, look forward to another memorable and nostalgic experience! If you missed it, 2017 is your opportunity to reconnect with a great group of classmates! More info coming by email. Will you be there? Any suggestions? Let us know!"

Continued on Page 35 →

**Ivey Alumni  
Network**

**A MESSAGE  
FROM MICHAEL  
BERNSTEIN,  
MBA '96**  
*Chair, Ivey Alumni  
Network Board*

 @IveyAlumniChair



PHOTOGRAPHER: NATION WONG

On June 4, the Ivey Alumni Network (IAN) Board had their semi-annual strategic planning meeting. The atmosphere was electric. It was clear that the alumni who gathered have a strong commitment to Ivey and are dedicated to giving back. It was a privilege to be present.

It's worth remembering that the IAN is not a department of the School. It's a group of alumni volunteers who give generously of their time and talents (even on a beautiful summer weekend!) to sustain the Network. After all, Ivey is known for its loyal and engaged alumni. The strength of the Network is a differentiator for prospective students and a career-long benefit for graduates. As a Board, we work to give all alumni meaningful reasons to engage with one another, and with Ivey.

Here are a few of the highlights from the recent meeting:

- We now have a full Executive Committee in place (see sidebar), with outstanding individuals holding down all the key positions.
- We introduced an Alumnae Committee, recognizing that the needs and

interests of women graduates may be somewhat different from their male counterparts.

→ We welcomed a new leader for our Established (Mid-Career, Accomplished and Retired) Committee, knowing that alumni needs also change across their lifespan.

→ We introduced a Content Strategy Committee to ensure that we are connecting alumni with high-value information and ideas.

- We committed ourselves to some Big Hairy Audacious Goals, including:
- Doubling participation in Global Ivey Day over the next three years
  - Increasing overall alumni engagement from 39 per cent to 50 per cent
  - Ensuring that all Ivey classes have active Class Liaisons (see page 42)

You have an important role to play in this work. Here are some of the ways you can help:

- Give us your feedback and ideas. Tell us (alumni@ivey.ca) how we can serve you better.
- Join us for Reunion Weekend, Global Ivey Day, and other School and Chapter events. You'll have fun, and discover

how powerful the Ivey Alumni Network can be.

→ If your class doesn't yet have a Class Liaison (check list on page 45), step up (or volunteer a classmate). Email alumni@ivey.ca if you're interested, or know a classmate who may be.

**IVEY ALUMNI NETWORK BOARD OF DIRECTORS  
EXECUTIVE COMMITTEE**

**Natalie Bisset, MBA '06**  
Co-Chair, Global Ivey Day  
*Business Development Partner  
BMO Nesbitt Burns*

**Alix Blum, EMBA '14**  
Chair, Content  
*Vice-President of Public  
Relations & Partnerships  
Fairmont Hotels & Resorts*

**Sean Chaudhry, MBA '04**  
Chair, Measurement & Analytics  
*Director of Marketing  
Ortho-Clinical Diagnostics*

**Andrea Coletta, EMBA '14**  
Chair, Alumnae  
*Senior Contact Center Manager  
SVP, Financial Solutions Pillar  
TD Bank*

**Peter Lowas, MBA '10**  
Co-Chair, Channels (Chapters)  
*Director of Group Benefits  
& Retirement Solutions  
Manulife Financial Corporation*

**Will Meijer, HBA '96**  
Co-Chair, Channels (Class Liaisons)  
*President  
Six Pints Specialty Brewing Company*

**Ian Rosen, HBA '11**  
Chair, Students & New Alumni  
*Consultant  
Bain & Company Canada Inc.*

**Dan Rowe, MBA '05**  
Co-Chair, Global Ivey Day  
*Partner  
Monitor Deloitte*

**Kevin Teslyk, MBA '01**  
Chair, Established  
*Senior Vice President  
Automotive Finance  
Scotiabank*

**Scott Vanderwel, HBA '98**  
Chair, Governance & Recognition  
*Senior Vice President  
Corporate Strategy & Planning  
Rogers Communications Inc.*

## 1964

**David Patterson, MBA '64,** writes, "Retired and turning 80 this year, but I'm in good shape. I am in Oakville. Children and grandkids are in Tampa, Ottawa, and Brampton. Keeping busy with golf, tennis, and Probus, and just got back from a tour of Portugal. Port wine is a good preservative."



## 1966

**Ron Cugler, HBA '66,** has been appointed executive director of the Oxford County Foundation.

## 1968

**Richard McLaren, HBA '68,** has been named a member of the Order of Canada. He is also featured in an article in this issue of *Intouch*. See page 10.



**Michael Pearce, HBA '68,** is celebrating the 40-year anniversary of his best-selling book, *Making Business Decisions*. Launched for the Business 1220 course, the book has gone between multiple publishers and is now back in the hands of Ivey.

## 1971

**Ted Gordon, HBA '71,** passed away peacefully at home on May 13, 2016 at the age of 66. During his time at Western University, he was on the tuna fishing team and was skip on the curling team. A proud Ivey alumnus, Ted frequently attended Reunion Weekends with several of his classmates and was always interested in reading about former classmates and other Ivey alumni in *Intouch*. After graduating from Ivey in 1971, Ted led a successful business career as a chartered accountant. His true passions were family and community service. He served on the Federal Task Force on Financial Literacy and was on the board of directors of the Log Farm, the Ottawa Congress Centre, the Queensway Carleton Hospital, and most recently, the Business Development Bank of Canada and the Perley and Rideau Veterans' Health Centre. He was loved by family and friends, and will be dearly missed by all, especially by wife Dorothy, and his three sons Jeff, Allan and Kyle.

## 1973

**Carlos Barbosa, MBA '73,** writes, "After a few years of preparation, I am starting a program to help people over 50 start their own small businesses. A lot of retired people like me are not willing to stay home doing nothing, and although a few non-governmental organizations are available, many times we need to complement our incomes and this is only possible by starting a small business. I help them to choose something they like that provides an opportunity, give insights about entrepreneurship behaviour, and mentor them in the development of a business plan."

## 1974

**Griff Tripp, MBA '74,** was awarded Professor Emeritus status in the Hospi-

tality Management program in the Faculty of Management at the January Convocation of Vancouver Island University. He has retired to his Gradellen Farm in Victoria, B.C.

## Prem Watsa, MBA '74.

was named the 2015 Insurance Leader of the World by St. John's University School of Risk Management. He was also awarded the 2016 International Distinguished Entrepreneur Award, which honours a business executive who has achieved outstanding entrepreneurial and business success, and has made an exemplary contribution to economic life and the community.

## 1975

**Bill Troost, MBA '75,** is featured in an article in this issue of *Intouch*. See page 26.

**Mac Van Wielingen, HBA '75,** has been awarded the 2016 Institute of Corporate Directors' Fellowship Award in recognition of excellence and leadership in the boardroom, and has also been named a 2016 Calgary Business Hall of Fame Laureate.

## 1976

**Heather (Trigg) Hunter, MBA '76,** is featured in an article in this issue of *Intouch*. See page 37.

## Jim Hunter, MBA '76,

is featured in an article in this issue of *Intouch*. See page 37.

## Jon Love, HBA '76,

recently received an honorary degree from Western University. He is also featured in an article in this issue of *Intouch*. See page 10.

## 1977

**Lance Babcock, HBA '77,** has semi-retired from the jewelry industry and now organizes trips to exotic destinations around the world.

## Barry Bruce, HBA '77, MBA '82,

is retiring this year after 30 years working as an educator, trainer and human resources professional. He and his wife,

**Diane Fretz, MBA '82,** moved to Southampton on Lake Huron, where they live April through December. They reside in southern Spain in the winter months. He is greatly looking forward to a second golf jaunt to Phoenix in November with HBA 1977 classmates and friends **Steve Shillington, Gino Truant, and Stephen Hemphill, all HBA '77.**

**Peter Cook, HBA '77, MBA '85,** is now president of Xpotential Executive Coaching. He will also be bicycling across Canada with the Sears National Kids Cancer Ride for the fifth time to raise money for childhood cancer research. Peter starts this year's ride on September 7 in Vancouver and finishes in Halifax on September 24.



## John Couse, HBA '77,

is the volunteer technology adviser to West Park Healthcare Centre in Toronto.

## Lois (Elliott) Fraser, HBA '77,

recently went to Canada House in London, U.K. to meet with Prince Charles and Duchess Camilla. Lois volunteers with a committee that is requesting assistance from the Prince's charities to purchase the Norval home of Lucy Maud Montgomery and to create a national historic site. Gordon Campbell, High Commissioner to the United Kingdom, toured

Lois through the recently renovated Canada House. Lois was also recently named as one of Canada's Top 100 Women Entrepreneurs by *Canadian Business* magazine. Her company, Fraser Direct, employs 120 people and provides customs clearance, international logistics, warehousing, and marketing fulfillment services to CPG and natural health product industries.

## George Kaigas, HBA '77,

passed away on April 11, 2016 at the age of 63. George had enormous respect for nature, and was happiest sitting by the lake in Muskoka and taking in the natural beauty around him. In his memory, a tree with a plaque bearing his name was planted as part of the Muskoka Memorial Forest Program in summer 2016.

## Michael Kuta, HBA '77,

died in January 2016 after a long illness. After graduating from Ivey, he attended UBC Law School and was called to the bar in 1983. He practiced tax, corporate, and commercial law prior to specializing in the mining sector, attaining General Counsel and Corporate Secretary. Mike lived in Vancouver since 1977 and leaves his wife, Jane Green, three children from his first marriage and two step children. A celebration of life was held for Mike in Vancouver in March 2016 and a special acknowledgment of him will be made at the 40-year Reunion for the HBA '77 class at Ivey in 2017.

## Kim Robinson, HBA '77,

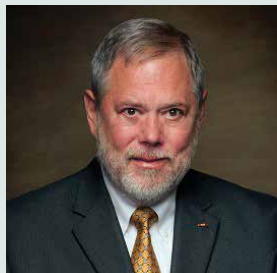
**MBA '79,** is working with Pacific Links International, finishing a three-year transition management agreement which ends December 31, 2016. Thereafter, Kim intends to operate his golf travel business, which runs high-end group golf tours in Scotland and Ireland. Kim is also competing in the Hawaiian Ironman in October 2016.

**Elaine Stanley, HBA '77**, recently graduated from Rotman's Directors Education program. Elaine will be cycling in the Jumpstart Pedal for Kids 500-kilometre ride from September 8 to 12 to raise money for underprivileged children to participate in sports and recreational activities. She is also featured in an article in this issue of *Intouch*. See page 42.

## 1978

**Dean Connor, HBA '78**, has been elected as chairman of the Canadian Life and Health Insurance Association.

**Don Kester, MBA '78**, writes, "I have become a long-time Pittsburgh, Pa. resident after Ivey and am still very much enjoying the work with my clients as a financial advisor with Lincoln Financial Securities. A little bonus collecting a modest pension from service in the Army Reserve. Enjoying some summer hours on my motorcycle—a slightly more active form of meditation."



**Jim Prokopanko, MBA '78**, writes, "I have fully retired from The Mosaic Company where I had been since its inception in 2004. I was initially a director representative for Cargill, as a combination of IMC Global Inc. and the fertilizer businesses of Cargill (the firm that I joined after Ivey), then becoming president and CEO at the start of 2007. Now that my last term as a Mosaic board member has expired, the revamped focus is to develop new skills, such as road biking, boating and fishing in the Gulf of Mexico,

adventure travel with Bonnie, and that all important babysitting job of our two-year-old granddaughter. Intellectually, I will stay active as a board member of Vulcan Materials and Xcel Energy, and as a member of the University of Minnesota Carlson School of Business board of trustees, where I started a project with a UoM professor writing a paper about the meaning of the concept of sustainability."

**Luke Sklar, HBA '78**, has been inducted into Canada's Marketing Hall of Legends.

## 1979

**Ron Lalonde, MBA '79**, has been appointed to Morneau Shepell Inc.'s board of directors.

**Kim Robinson, HBA '77, MBA '79**, See Note under 1977

## 1980

**Arnold Shuchat, MBA '80**, writes, "Now living on the West Coast of British Columbia in Richmond, and working as a realtor in the lower mainland of Vancouver serving diverse clients and loving what I do."

## 1981

**Ron Close, HBA '81**, has been appointed to Thomson Reuter Founders Share Company's board of directors.

**Ron Perlmutter, MBA '81**, has been appointed principal and senior vice president of investment management for Avison Young.

## 1982

**Barry Bruce, HBA '77, MBA '82**, See Note under 1977

**Diane Fretz, MBA '82**, See Note under 1977 (Barry Bruce)

**Larry Rosen, LLB/MBA '82**, is featured in an article in this issue of *Intouch*. See page 14.

## 1983

**Andrew Barnicke, HBA '83**, has been appointed vice chairman of capital markets for Colliers International Canadian division.

**Jim Naylor, MBA '83**, has been appointed senior vice president and chief financial officer of AIM Aerospace.

**Lynn (Korpan) Patterson, HBA '83**, received awards for Business and Professions at Chatham's Women of Excellence Awards.

**Tony Solecki, MBA '83**, has joined the *Dragons' Den*-inspired competition *Hawks' Nest* as an angel investor.

## 1984

**Greg Alexander, MBA '84**, writes, "Helen and I have successfully transitioned to retirement and recently celebrated Helen's full recovery from surgery and treatment for breast cancer with a trip to New York City. Such a wonderful visit to a truly remarkable city. We especially enjoyed attending a New York wedding for our American friends (Anton and Stephanie). Thanks to some members of the MBA 1984 class who provided support to Helen during her treatment."



**George Cope, HBA '84**, is featured in an article in this issue of *Intouch*. See page 13.

**Paul Greenberg, HBA '84**, a two-time colon cancer survivor, sits on the advisory board of Colon Cancer Canada as patient advocate. He spends significant amounts of time fundraising for the cause and speaking to various interest groups. Paul writes, "Colon cancer is very treatable if

caught early but remains the second most common cause of death from cancer for both Canadian men and women." Paul wants to remind his classmates that everyone over the age of 50 should have a colonoscopy. Paul is pictured here with his wife Karen.



**Mark Henning, MBA '84**, was presented with the Donald L. Tuttle Award for CFA Grading Excellence in Charlottesville, Va. Mark has been actively involved with the CFA Institute for more than 22 years. The CFA Institute is a global association of investment professionals that sets the standard for excellence in the industry.



**Paul McCabe, MBA '84**, began working with Recordati Rare Diseases as vice president and general manager of Canadian operations in February 2016. He will be consolidating existing operations and building a leading organization that specializes in complex therapies for ultra-rare diseases.

**Jon Morris, MBA '84**, was recently awarded the American Society for Quality (ASQ) Vancouver Section Partnership Award at the 2016 Annual ASQ Vancouver Conference.

**Madeleine Paquin, HBA '84**, was named one of Canada's top female entrepreneurs of 2016 by *PROFIT/Chatelaine W100*.

**Kim Sturgess, MBA '84**, was named a member of the Order of Canada. She is also featured in an article in this issue of *Intouch*. See page 10.

## 1985

**Don Ablett, MBA '85**, is retired—sort of. He still spends 50 to 60 days per year as an administrator with the Peel District School Board. He opened an ESL Arts School in Hefei, China this past summer. And he has just completely redone his website which represents his music passion—with his playing partner Brent Cooper. Check him out at [ablettandcooper.ca](http://ablettandcooper.ca). After 30 years as one of the top ceramic artists in the country, Don's wife Carol-Ann Michaelson has emerged as a precious metal jeweler. She can be found at [carolanmichaelson.ca](http://carolanmichaelson.ca).



**Stanley Chu, MBA '85**, writes, "Our news for this past year is that our daughter Katie graduated with her Bachelor of Education from the University of Alberta, and our other daughter Lianne graduated with an Honours BSc in geology and physics from Queen's University. Our son Ryan is working in landscaping and renovations while he decides what path he wants to take in higher education. Sorry, no one has gone to Western or Ivey yet!"

**Peter Cook, HBA '77, MBA '85**, See Note under 1977

**Mary (O'Brien) Crossan, MBA '85, PhD '91**, is featured in articles in this issue of *Intouch*. See pages 6 and 27.

**Mike Hodgson, MBA '85,** writes, “I was recently appointed to the board of the YMCA of Western Ontario. This organization encompasses London, Ont., Woodstock, St. Thomas, Strathroy, and Windsor. YMCA facilities include 132 locations. Interestingly, as I have found out, the YMCA is about much more than great gym and sport facilities; they offer programs for newcomers to Canada, language classes, day care facilities, and much more, to ensure a healthy community. In the past year, I was also appointed

to the board of the London Health Sciences Centre. As London’s largest employer, London Health Sciences Centre is home to Children’s Hospital, University Hospital, Victoria Hospital, the Kidney Care Centre, Byron Family Medical Centre, and Victoria Family Medical Centre. They are also home to the London Regional Cancer Program, CSTAR (Canadian Surgical Technologies & Advanced Robotics) and two research institutes—Children’s Health Research Institute and Lawson Health Research Insti-

tute. I think these activities will be more than enough to keep me busy beyond my day job at Highstreet.”

**Cam Innes, MBA '85,** writes, “I am enjoying retirement from full-time work since January 1, and playing more golf than ever—but sadly my golf score does not improve. The Innes Family is enjoying our time with family and friends at our Shuswap, B.C. cabin this summer. We are expecting our third grandchild in July and looking forward to

the new addition to our family. Following U.S. Thanksgiving, we will spend two weeks in Maui with good friends for great food, drink, and great times. Our health is well, and 2016 is shaping up to be a good one for the Innes Family. All our best to the MBA '85 class and their families.”

**Steve Kirstiuk, MBA '85,** writes, “My son Robert, who is going into his fourth year at Western, was accepted into the Next 36 program for 2016. He has co-founded an

entrepreneurial venture called Coastline that is focused on providing greater value to commercial fishermen with the creative use of technology. He is current working with his team in an incubator at the University of Toronto. More information on the Next 36 can be found at [next36.ca](http://next36.ca). The Next 36 is a program that provides Canada’s highest potential young entrepreneurs with the mentorship, capital, and founder development opportunities they need to launch their ventures and create

Continued on Page 38 →

## Ivey Lives Remembered

### Jim Hunter, MBA '76 1952–2016

By Declan Kelly



Canada’s investment landscape might look very different today were it not for Jim Hunter. So too would ALS research funding in Canada, not to mention many other community and service initiatives to which Hunter gave generously of his talents, time, and resources.

In a celebrated career in finance that included senior executive roles at Deloitte, Mackenzie Financial, and founding NexGen Financial, Hunter was the embodiment of many of the intangible attributes that are integral to success—tenacity, intuition, and courage. Honing these traits throughout his rise to the top of the Canadian investment world prepared Hunter well for his greatest challenge, his 2009 diagnosis of Amyotrophic Lateral Sclerosis (ALS).

In 2000, as President and CEO of Mackenzie Financial, Hunter successfully defended against a hostile takeover bid. Hunter was adamant he could deliver a better deal for the organization and its shareholders, which he did in early 2001 through a more attractive sale to Power Corporation. Over Hunter’s 12 years with Mackenzie, the company’s asset base increased sixfold, and Hunter received a Career Achievement Award at the Canadian Investment Awards in 2011.

It wasn’t only Hunter’s results, but the integrity with which he achieved them that earned respect from friends, colleagues, and even competitors. In eulogies delivered at a celebration of Hunter’s life, those privy to the Mackenzie sale repeatedly praised Hunter’s perseverance in securing the best possible deal for shareholders and employees, “right down to the people in the mailroom.”

“My admiration only increased for Jim’s extraordinary strategic capacity, as well as for his unshakable commitment to look after the interests of others,” says Geoff Matus, a former client who became

a longtime friend and business associate.

Upon learning of his ALS diagnosis, Hunter recast the devastating news as an opportunity to make yet another positive impact. He established the James Hunter Family ALS Initiative, which has raised more than \$5 million for ALS research.

“After his diagnosis, Jim brought the same qualities that made him successful in the business world to raising awareness and funds for ALS research, approaching the disease as he did everything else in life—with determination, unflinching grace, and optimism,” says Heather Hunter, MBA '76, Jim’s wife of 59 years. “He was a remarkable man, a wonderful husband, and a devoted father to his three daughters, who in turn, were very dedicated to their Dad.”

Receiving Ivey’s Distinguished Service Award in 2001, Jim Hunter offered the following guidance to that year’s graduating MBA class: “If you work hard at your career, if you don’t expect to conquer the world by the time you’re 50, if you rely as much on perspiration as inspiration, if you take a few entrepreneurial risks and are willing to accept a little equity in lieu of salary, if you pick your business and life partners well, and if you protect your reputation for integrity—if you do all these fundamental things well, you will undoubtedly prosper.”

James Lamont Hunter died February 18, 2016, following a courageous seven-year battle with ALS.

*More information on the James Hunter Family ALS Initiative is available at [hunterfamilycureals.org](http://hunterfamilycureals.org)*

impact for years to come. It was founded by a small group of entrepreneurs, business leaders, and academics in response to Canada's need for more high-impact entrepreneurs, and is championed by founding patrons W. Galen Weston, Jimmy Pattison, and the late Paul Desmarais, Sr. For eight months, 36 young entrepreneurs are mentored by successful Canadian entrepreneurs and business leaders, taught by some of the world's top faculty, and seek funding from top investors to build their venture. The Next 36 has developed a rigorous selection process, unique founder education curriculum, and venture building opportunities, which has created national demand from students and unparalleled support from the business, academic, and investment community. The program is described by entrepreneurs who participate, as well as mentors and donors, as transformational."

**Beverly (Reid) Knapp, HBA '85**, writes, "Now residing in Nashville, Tenn. after living overseas and in three other states. Married for over 35 years to **Gordon Knapp, MBA '85**, and proud parents of two sons."

**Stephen Lister's, MBA '85**, son, **Ben Lister, HBA '16**, just graduated from Ivey HBA and is working in Dental Corp of Canada's (DCC) business development group. DCC is the largest and fastest growing dental practice management company in Canada. Steve's older son, **Jon Lister, HBA '13**, also graduated from Ivey HBA three years ago and has launched his own electrolyte "freezie" called "IceLyte" into the consumer market. Jon is also working for Blackhawk Network, one of North America's largest providers of retail gift cards. Imperial Capital, which Steve co-founded in 1989, has just launched its sixth North American buyout fund, targeting \$400 million, primarily from entrepreneurs and CEOs.

**Jane Mitchell, MBA '85**, has started Oyster Promo Inc., a sustainable branded merchandise company. Jane writes, "After many years in marketing communication, it's been exciting to start a new business and to help companies purchase with purpose."



**Todd Oeming, MBA '85**, writes, "Hi everyone. I cannot believe we are into our 31st year post grad. I effectively concluded my career selling hotels and resorts around North America in 2007 to relocate from Toronto back to our family ranch near Edmonton, Alta. I have since been embroiled in the development of the Wild Splendor Eco-Resort, see wildsplendor.com, and continue on in my war with the planning department in our illustrious county. I suspect the rest of my life will be spent living on our lands and moving the resort development goal forward. I just have to find the patience to deal with the bureaucracy. On a personal note, my daughter Bethany received her MD from Schulich and is now in her third of five years as a resident in anesthesiology in London, Ont. She just got back from Cuenca, Ecuador with her team from London, and completed 26 hip surgeries in four to five days, just two days prior to the earthquake. The girl has horseshoes! My son Robert received his MFin from Queen's and is determined to open his own microbrewery in Edmonton, having gotten bit by the entrepreneurial bug in a rather big way. My dad Al passed in March 2014 and I was diagnosed with kidney cancer the following month. Upon removal of my right kidney, I am now 18-months cancer free and I continue to

live the dream. If any of you are near Edmonton, you have a home here."

**Mollie O'Neill, MBA '85**, has been appointed chair of the board of directors of CeLEA, which is the Canadian national association of eLearning providers. CeLEA represents about 500 firms that provide corporations, associations, K-12 schools, colleges, and universities content development, registration services, and strategy planning advice for the development of online course delivery. Canada has an international reputation as a leader in distance education and eLearning/online learning. The board's focus is on ensuring that Canada's private sector is an active stakeholder in Canada's international education strategy. She is also featured in an article in this issue of *Intouch*. See page 42.

**Donna Porter, MBA '85**, is featured in an article in this issue of *Intouch*. See page 42.

**David Velikonja, MBA '85**, and his wife Andrea live in Georgetown, Ont. where he consults with non-profit organizations and small companies. From spring through fall, they enjoy cycling on the country roads surrounding them and do a bit of mountain biking. Both David and Andrea are active in the autism community, David as part-time executive director for a new non-profit called Autism LifePath, which supports youth in making the transition from high school to employment.

**Elliot Wilkinson, MBA '85**, writes, "My wife Joanne (O'Connor), Western BA 1984, and I attended our son Connor's commencement on June 15, 2016. Connor graduated Western's BMOS program."

**1986**  
**Jo-Anne (de Man) Archibald, MBA '86**, has been appointed corporate secretary of Pasinex Resources Ltd.

**Irene (Chang) Britt, MBA '86**, has been appointed to Men's Warehouse's board of directors.

## 1987

**Ian Aitken, HBA '87**, was recently named Scotsman of the Year in recognition of his passionate support of the Montreal Scottish community by the Quebec Thistle Council. Ian has been president and chief executive officer of Pembroke Management Ltd., a Montreal-based investment management firm since 2000, and also serves as chairman of Enactus Canada, a charitable organization he founded while at Western.



## 1988

**Mark Emenau, MBA '88**, writes, "I am happy to announce the formation of a partnership between Exelect International (based in Sweden) and Exelect Canada Inc., and my appointment as president for the region of Canada. Featuring the world's most accurate prediction of employee productivity, this company has grown to 250 staff in 25 countries in 15 years."



**Michelle (Couture) Foote, HBA '88**, See Note under 1989 (James Gardner)

## 1989

**Bill Coleman, HBA '89**, is featured in an article in this issue of *Intouch*. See page 20.

**Tom Dielschneider, MBA '89**, is featured in an article in this issue of *Intouch*. See page 11.

**James Gardner, HBA '89**, writes, "We celebrated **Mark Hoogeveen's, HBA '89, MBA '96**, 1980s-themed birthday in style in mid-May at Toronto's Paintbox Bistro! I can hint at multiple Ivey HBA/MBA attendees in the crowd, but discretion limits me to sharing this photo of me and my lovely wife, Eileen Yoshida." In attendance: **Chris Blackwell, Bill Coleman, Michael Hunter, Randy Price, Kevin Rosen, Jill Schoonenberg, all HBA '89, Jim Foote, HBA '89, MBA '95, John Laugesen, HBA '89, MBA '94, and Michelle (Couture) Foote, HBA '88.**



**Pierre Pomerleau, MBA '89**, has been appointed to Richelieu Hardware's board of directors.

## 1990

**Jeff Golfman, HBA '90**, has been appointed advisory board member for the Chlorine Free Products Association.

**Lois Nahirney, MBA '90**, is featured in an article in this issue of *Intouch*. See page 11.

## 1991

**Frank Austin, MBA '91**, writes, "Having returned to Canada after working in Saudi Arabia for over a decade, I patented a one-time use credit card number system, and sold it to and worked for Orbiscom to get it implemented. The company





PHOTOGRAPHER: GABE RAMOS

# Dipping into Dibly.com

Taylor Ablitt, HBA '10, runs the second-largest social entertainment website in the world

By Brenda Bouw

London, Ont.-based Dibly.com could follow in the footsteps of other successful social media companies and move its headquarters to a larger city such as Toronto, New York or even Silicon Valley.

After all, Dibly is the world's second-largest social entertainment website and about 50 per cent of its traffic is from the U.S., compared to just five per cent in Canada and the remaining 45 per cent coming from other parts of the world. Dibly, a news aggregate website, also works with global brands such as Virgin Group, Delta Air Lines, and Madison Square Garden.

Still, the company is committed to staying in London, where its founders met and have grown the business to become among the top 100 most popular websites in the world in less than three years—drawing more traffic than Craigslist, CNN, ESPN.GO.com and NYTimes.com. Dibly, which collects and distributes information on everything from celebrity

gossip to health and beauty tips, has about 194-million users and reached 1.9-billion page views, based on Google Analytics as of spring 2016.

“London is a great city for talent. There's a ton of talent coming out of schools like Western University, Ivey, and elsewhere,” says Ivey alumnus Taylor Ablitt, who co-founded the company, along with Western graduate Dean Elkholy and local tech entrepreneur Gary Manning.

Ablitt moved to London in 2006 from his hometown of Sudbury, Ont., to study science at Western. His plan was to be an orthodontist. However, after the first year Ablitt became more interested in business—entrepreneurship in particular—and obtained his degree from Ivey instead.

Upon graduation, and after working for about three and a half years at London-based Trojan Technologies, he and Elkholy started working on a content site called GoViral. It was after meeting

Manning at a conference and bringing him on board that the business model for Dibly was fully formed. The site launched in November 2013 and cracked the top 10,000 website list in its first 50 days. “That's when we kind of knew we had something,” says Ablitt.

In 2015, he says the company really made its mark. Revenue grew 400 per cent, compared to a year earlier, and is expected to grow another 50 per cent from that base in 2016.

The company also grew from 15 people to 150 in 2015, and Ablitt says the plan is to double that staff size in the next couple of years. The company also opened marketing and sales offices in Toronto and New York to help stay connected to its global market of users and brands.

“It's been a wild ride,” says Ablitt. “A lot of the success I've had in London is because of the relationships I built from Ivey.”

was eventually sold to Master-Card. I then bought a small boat-repair company (Vector Yachts) on Vancouver Island, and a few years later bought a boat yard and moved the repair business on site. We currently have 20 full-time employees and continue to stress good customer service and expertise in all areas of boat repair and maintenance. We are dealers for major brands, such as Volvo, Yanmar, Mercruiser, Zodiac, Suzuki, Ultrajet, etc. I am also vice president of pipelines, facilities, drilling, and production at the BC Oil and Gas Commission, where I lead a team of engineers and technicians who review and approve the technical side of applications to carry on oil and gas activity in the province. I recently reviewed a provisional patent on a pipe integrity testing system that will save considerable money and reduce environmental impacts from new and ongoing pipe testing. I also purchased a 3D printer (Boxzy) that I am on a learning curve to figure out. Tennis, travel, and golf are still top pastimes. My wife and I live in Victoria, B.C. so always interested to see old classmates again.”

**Mary (O'Brien) Crossan, MBA '85, PhD '91,** See Note under 1985

**Darren King, HBA '91,** has been appointed chief financial officer of M&T and M&T Bank.

**Sandy Whittall, MBA '91,** writes, “I am happily and restfully into my second year of retirement from my integrated vice president position at St. Joseph's Health Care London and London Health Sciences Centre, which I held for 15 exciting and interesting years. I keep up my volunteer activities participating on the CMHA Middlesex and the Middlesex Hospital Alliance board of directors, and Chris and I continue our travels to see the world and generally enjoy life at a more relaxed pace.”

## 1992

**James Garcelon, HBA '92,** has been appointed to the Mortgage Company of Canada's board of directors.

**Stephannie Larocque, HBA '92,** was recently promoted to associate professor of accountancy, with tenure, at the University of Notre Dame.

## 1993

**Ugo Bizzarri, HBA '93,** has been appointed to Cymbria Corporation's board of directors.

**Michael Churchill, EMBA '93,** has been appointed to Kirkland Lake Gold's board of directors.

**Andrew Fletcher, HBA '93, MBA '99,** writes, “A year ago, I joined Visa to focus on partnership developments to grow Visa's co-brand business in Canada. I am enjoying working with different financial institutions and partners to launch and grow their card portfolios. For those in the GTA, please join us for another Global Ivey Day event for the HBA '93 class. Gord and I will be sending out the details as the date (November 17, 2016) draws near, so please keep your LEAF up to date.”

**Tom Greco, EMBA '93,** has been appointed chief executive officer and director at Advance Auto Parts Inc.

**Barry Hill, MBA '93,** writes, “I hope all are doing well. As for me, after 13 years in Hong Kong as copywriter for the Dove Campaign for Real Beauty, *The Economist*, Disney, and HSBC, I'm back in Toronto. (Conveniently, the photo herewith is from an internal agency shoot I recently found myself in.) More recently, I've specialized in financial copywriting, e.g., hedge funds, VCs, UHNW, banks, etc., also winning a national Word Guild award for non-fiction.

You can check out a few ads on hillcopy.com, or say 'Hi' on LinkedIn.”



**Bernd Petak, MBA '93,** and **Martin Pasek, MBA '94,** connected via the Ivey Alumni Network last year and have co-founded a financial technology services company based in Vancouver. Finstripe connects corporate borrowers and financiers via an online marketplace. More info can be found at finstripe.com.

## 1994

**David Barron, HBA '94,** writes, “I was in NYC this fall and took time to meet up with a good friend, Mauricio del Bosque. Mauricio was an exchange student in our fourth year from ITESM in Monterrey, Mexico. I later travelled to Monterrey that summer to study at ITESM and stay with Mauricio and his family. It was great times with him and his friends, and we have kept in touch since with trips to Monterrey, Toronto, and now New York.”



**Marino Garcia, MBA '94,** has been appointed executive vice president and chief strategy officer of Synergy Pharmaceuticals.

**John Laugesen, HBA '89, MBA '94,** See Note under 1989 (James Gardner)

**Martin Pasek, MBA '94,** See Note under 1993 (Bernd Petak)

**Andrea Poptsis, HBA '94,** writes, “I had big plans to take a long break after wrapping up my work on the 2015 Pan Am and Parapan American Games, but it'll have to wait until 2018! In January 2016, I took on the role of CFO of the organizing committee for the Invictus Games taking place in Toronto in 2017. The Invictus Games, which are near and dear to Prince Harry's heart, provide ill and injured military personnel and veterans from nations around the world with the opportunity to compete against each other in a variety of adaptive sports. I am thrilled to be part of this amazing project and am looking forward to welcoming Prince Harry back to Toronto in September 2017!”

**Shane Smith, HBA '94,** is featured in an article in this issue of *Intouch*. See page 20.

**Darryl White, HBA '94,** has been honoured as community quarterback at the United Way of New York City's 23rd Annual Gridiron Gala.

## 1995

**Judy Baker, MBA '95,** has been appointed to Honey Badger Exploration Inc.'s board of directors.

**Jim Foote, HBA '89, MBA '95,** See Note under 1989 (James Gardner)

**Mike Kahn, MBA '95,** writes, “I just started a new job as chief financial officer at eQube Gaming, a company that develops software for the gaming industry, specifically the land-based electronic bingo market.”

**Alex Rothwell, MBA '95,** has been appointed to Pure Energy Minerals Ltd.'s advisory board.

## 1996

**Michael Bernstein, MBA '96,** is featured in an article in this issue of *Intouch*. See page 34.

**Mark Hoogeveen, HBA '89, MBA '96,** See Note under 1989 (James Gardner)

**Will Meijer, HBA '96,** is featured in articles in this issue of *Intouch*. See pages 34 and 42.

**Scott Murray, MBA '96,** was winner of the Donald J. Langill Memorial Award and president of President's Club for RBC Dominion Securities. Based in Vancouver, Scott is vice president, portfolio manager, and wealth advisor for RBC Dominion Securities where he and his team provide world-class portfolio and wealth management services to select individuals and their families, foundations, and corporations. Scott can be reached at (604) 257-7777, scott.c.murray@rbc.com, or scottmurray.com.

**Ray Sharma, HBA '96,** is featured in an article in this issue of *Intouch*. See page 10.

## 1997

**Linda Hasenfratz, EMBA '97,** has been named chair of the Business Council of Canada and 2016 Distinguished Entrepreneur of the Year by the University of Victoria's Peter B. Gustavson School of Business, and has also been inducted into the Canadian Business Hall of Fame.

**Donna McDougall, MBA '97,** is featured in an article in this issue of *Intouch*. See page 20.

**David Vail, EMBA '97,** retired from United States Transportation Command, which is a combatant command in the U.S. Department of Defense located at Scott Air Force Base in Illinois, effective February 29, 2016. The ceremony was officiated by Major General Giovanni K. Tuck, U.S. Air Force. General Tuck

presented David with the Joint Meritorious Civilian Service Medal signed by the Chairman of the Joint Chiefs of Staff.



**Dominique Van Voorhis, MBA '97**, is featured in an article in this issue of *Intouch*. See page 20.

**Michael Woolhouse, MBA '97**, writes, "All too quickly, our class of '97 will have graduated 20 years ago. I am happily married to my dear wife Christine and we have two boys—Ivan (11) and Ryan (6). We are all consumed by our jobs and both boys playing competitive hockey. I've been with CPP Investment Board for almost 10 years, where I run one of our private equity businesses. Christine is a tenured professor at the University of Toronto where she runs a large research laboratory. She and two colleagues have co-founded a startup company to commercialize a technology to do with image-guided surgery. Raising money now... so hopefully our next update here will be celebrating her success!"



## 1998

**Scott Vanderwel, HBA '98**, is featured in an article in this issue of *Intouch*. See page 34.

## 1999

**Kirk Fergusson, EMBA '99**, has been appointed managing director at mdBriefCase, Canada's leading provider of online continuing medical education.

**Andrew Fletcher, HBA '93, MBA '99**, See Note under 1993

## 2000

**Sara (McCormick) Desjardins, HBA '00, MBA '04**, writes, "I started a new role at D+H in February, and am loving it! Super exciting space. We also added a new member to our family with the birth of our son, Cole, on December 14, 2014. He's the sweetest, full of smiles and giggles, and I love being his mom."



**Marc Faucher, MBA '00**, is featured in an article in this issue of *Intouch*. See page 14.

**Justine (Lear) Hamilton, MBA '00**, has sold her company Lear Communication. Justine started the company the same month that she graduated from Ivey, and had grown Lear from a two-person practice to a 15-person, three-location company with a stellar reputation among health professionals. Justine writes, "As for me, I've decided that a big geographic move is in order so I'm investigating opportunities in New Zealand and Australia. If any classmates are working in either of those countries, I would love to hear from you via [jlear.mba2000@ivey.ca](mailto:jlear.mba2000@ivey.ca)."

## 2001

**Cameron Bramwell, EMBA '01**, has been appointed chief executive officer of Annidis.

**Amy (Stork) Laski, HBA '01**, writes, "It's hard to believe it's been nearly five years since I founded virtual communications and content agency Felicity (Inspiring Communications). Our team has grown to nearly 20 senior communicators, journalists, media relations

experts, bloggers/creators, community managers, social strategists, and subject matter experts, such as dietitians. We just launched our new website ([felicitypr.com](http://felicitypr.com)) and along with it, a new signature offering, the Felicity Content Collective, which acts as a brand's integrated editorial board, crafting their story strategy and bringing it to life. On the family front, our girls are 2 1/2, 5 1/2, and 7 1/2 and keep us very busy!"

**Kevin Teslyk, MBA '01**, is featured in an article in this issue of *Intouch*. See page 34.

**Philippa White, HBA '01**, writes, "Still living in the north-east of Brazil with my husband and two little girls whilst running my social enterprise that is based in the U.K., but has projects that take place all over the world. Life is busy! If any of you support any foundations, social enterprises, or NGOs based in South America, Africa, or Asia, please let me know. We're always on the lookout for new and exciting initiatives to help. You can find out more at [theinternationalexchange.co.uk](http://theinternationalexchange.co.uk). I spend my time mostly in Brazil, but also travel a lot to London and New York for meetings. If anyone finds themselves in Olinda, it would be great to see you! And if you are in London or New York, let me know, and we can meet up for a drink on one of my trips back."



## 2002

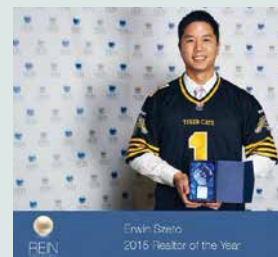
**Sean Brown, MBA '02**, has been appointed chief financial officer of Gibsons.

**Nevil Corbeth, EMBA '02**, and **John Duffy, EMBA '02**, organized a class get-together at the Esplanade Bier Markt in Toronto on Thursday, May 26. A great time was had by all! In attendance: **Nevil Corbeth, Scott Hall, Richard Ayuen, Lorne Cam, Tyrone Davids, Mary Lou Hukezalie, Stephen Ho, Gavin de Mello, John Duffy, Liana George, Garth McAdam, David Olesen, Donald Paddock, Dave McMullen, Kelly Murray, Kelly Duffin, all EMBA '02**.



**Paul Hong, HBA '02**, has joined Progressive Conservative leader Patrick Brown's office as deputy chief of staff.

**Erwin Szeto, HBA '02**, recently won Realtor of the Year twice for 2015, once by the Real Estate Investment Network for Ontario and again by the *Canadian Real Estate Wealth Magazine* for all of Canada. In the real estate world, this is essentially a sweep for Erwin and his team!



## 2003

**Thomas Lillelund, EMBA '03**, has been appointed chief executive officer of Aspen Reinsurance.

**Rebecca McKillican, HBA '03**, is featured in an article in this issue of *Intouch*. See page 14.

**Jeff Thomas, HBA '03**, writes, "It has been a busy few years with few updates—so here we go! Met my wife **Christie Love Thomas, MBA '06**, in 2010; became a partner at my firm [ashlarurban.com](http://ashlarurban.com) (2001); got married in Toronto (2011); honeymoon in Italy (2011); moved to a condo in Toronto (2011); had our first daughter Catharine Nancy Love Thomas (2012); bought a Volvo (2012); Christie starts managing family business Jona Capital (2012); moved to a house in Moore Park (2013); became a managing partner at my firm (2014); had our second daughter Marilyn Elaine Love Thomas (2014); Joined YPO (2016); put a new roof on house (2016); had our third child Edward Jeffrey Love Thomas (2016); planning live show with my band (summer 2016); bought a Volvo with three rows of seats (2016); and I used to think we were "busy" in 2002 during HBA1!!! Look forward to seeing you soon!"

## 2004

**Vince Bacani, MBA '04**, writes, "Left Bay Street career in 2014 to pursue interests in screenwriting and life coaching. Completed two feature-length screenplays; another is currently in co-development with Hollywood producers. Relocated to Montreal in July 2016 to be closer to family."

**Tony Caldarone, MBA '04**, is featured in an article in this issue of *Intouch*. See page 20.

**Sean Chaudhry, MBA '04**, is featured in an article in this issue of *Intouch*. See page 34.

Continued on Page 43 →



Linked



Elaine Stanley, HBA '77

# Connecting Classmates

Ivey Class Liaisons Will Meijer, HBA '96, Mollie O'Neill, MBA '85, and Elaine Stanley, HBA '77, are the links that tie their classmates together, and to the School. But some other Ivey classes are missing out on the benefits of having an engaged Class Liaison due to vacant volunteer roles that need filling.

By Nicole Laidler



Mollie O'Neill, MBA '85



Will Meijer, HBA '96

PHOTOGRAPHER: NATION WONG

Ivey is renowned for many things, including its Alumni Network. It's no exaggeration to say that the School has some of the most active and connected alumni in the world.

"That's no accident," says Will Meijer. As the Co-Chair, Channels (Class Liaison Portfolio) of the Ivey Alumni Network Board, his role is to make it easy for Ivey graduates to stay in touch, regardless of where life takes them.

Meijer notes that people build relationships with people, not with institutions. And that's what makes the Alumni Class Liaison Network so special. "It's an essential role designed to connect alumni with each other and with Ivey," he says.

Each class looks for an individual to act as Class Liaison after graduation. Key responsibilities include acting as a central contact for classmates to exchange information, encouraging participation

in class reunions (every five years), and gathering class notes for *Intouch*.

The time commitment is only a few hours a month throughout the year, and an additional hour each week during the month leading up to their Reunion Weekend celebration.

As Class Liaison for the HBA class of '96, Meijer understands the role's responsibilities and rewards first hand. "For me, it is a way to stay connected and engaged with my classmates and with the School," he says. "It is also a great opportunity to give back."

Mollie O'Neill stepped into the position last year after Donna Porter, MBA '85, retired as Class Liaison after almost three decades.

With support from the School and fellow alumni, O'Neill helped organize her 50th anniversary class reunion in 2015. "Close to the event, I sent out a list of people who had died," she says.

"That opened up a flood gate. People who had not been responding to emails began posting memories, and conversations began."

"In that way, our reunion took on a life of its own," she reflects. "It was about the memories and keeping up personal connections rather than networking for business."

Elaine Stanley organized many unofficial class get-togethers before being asked to take on the role of Class Liaison at the beginning of 2016.

"Updating the email addresses has been the biggest job so far," she says. Stanley reaches out to former classmates via LinkedIn. "Once we connect, I ask to add their email to the Ivey Portal. Not one person has said no," she notes. "And I think if I can give enough notice for next year's class reunion, they will all try to come."

Stanley says Ivey's programs create

## “Orphaned” Ivey Classes (No Class Liaisons)

DEGREE	YEAR	DEGREE	YEAR
HBA	1951	EMBA	1998
MBA	1953	VE MBA	1998
MBA	1954	EMBA	1999 (F/S)
MBA	1955	EMBA	1999 (S/M)
MBA	1957	EMBA	2000 (F/S)
MBA	1961	EMBA	2000 (S/M)
MBA	1963	HBA	2000
HBA	1965	MBA	2000
MBA	1965	EMBA	2001 (S/M)
HBA	1966	HBA	2002 (Sec 2)
MBA	1966	HBA	2002 (Sec 3)
HBA	1969	VE MBA	2002
MBA	1969	EMBA	2004 Hong Kong
HBA	1971 (Sec 1)	EMBA	2005 (Weekend)
MBA	1972	MBA	2006 Hong Kong
HBA	1978 (Sec 2)	EMBA	2006 (Continental)
HBA	1986	EMBA	2006 (Weekend)
HBA	1987	EMBA	2007 (Fall)
MBA	1987	EMBA	2008 (Winter)
MBA	1988	MBA	2008 (Fall Sec 2)
HBA	1990	AMBA	2010
EMBA	1994	EMBA	2014 Hong Kong
EMBA	1995	EMBA	2016 Hong Kong
HBA	1995		

bonds that last a lifetime. “You all go through the same intense experience. Even though you work very hard during those two years, there is also a lot of socializing.”

Ideally, Ivey would like to have an Alumni Class Liaison for each class. The School is currently seeking people to fill the vacant role for several “orphaned” years (see sidebar above).

“We are looking for people who are fairly outgoing and involved,” says Meijer. “People who are well known and respected among their class, and who can marshal their groups together, whether it is for Reunion Weekend, a Global Ivey Day event, or other functions. We are looking for connectors.”

See your class listed in the sidebar above? Step up (or volunteer a classmate) to become a Class Liaison! Email [alumni@ivey.ca](mailto:alumni@ivey.ca) if you're interested, or know a classmate who may be.

**Sara (McCormick) Desjardins, HBA '00, MBA '04,** See Note under 2000

**Clara Hu, MBA '04, PhD '16,** See Note under PhD on page 46

**Steve Marley, MBA '04,** has co-written a book with Chad Albrecht titled *The Future of Sales Compensation*, covering a variety of topics including the importance of intrinsic vs. extrinsic incentives, the move toward more personalized, technology-enabled incentive comparison models, and the potential of predictive analytics.



**Vincent Ng, MBA '04,** writes, “I’ve been busy at TELUS developing and executing ideas on how to improve healthcare through clinical innovations powered by new technologies and business models.”

### 2005

**Tony Bouk, MBA '05,** is featured in an article in this issue of *Intouch*. See page 45.

**Mark Cox, EMBA '05,** has been named managing partner of In the Funnel (ITF) – Sales Consulting ([inthefunnel.com](http://inthefunnel.com)), a group of sales coaches and consultants. CEOs engage ITF when revenue growth has stagnated or their sales teams are under performing.

**Stephen Leach, EMBA '05,** resigned as president and CEO of the Canadian International Trade Tribunal on April 29. After seven years in Ottawa, Stephen has returned overseas, this time based in Jakarta, Indonesia and working throughout Southeast Asia on global governance projects funded

by the United States and other governments.

**Andrew Lockie, EMBA '05,** who has headed the United Way London and Middlesex for the last seven years, has taken over as chief executive officer of the YMCA of Western Ontario.

**Dan Rowe, MBA '05,** is featured in an article in this issue of *Intouch*. See page 34.

**Mark Tomek, MBA '05,** has been appointed director of True Gold Mining Inc.

### 2006

**Natalie (Edwards) Bisset, MBA '06,** is featured in an article in this issue of *Intouch*. See page 34.

**Lisa (Wiens) Dymond, MBA '06,** celebrated the LEADER Project’s 25th Anniversary on March 4 with **David Bassin, Kenric Tyghe, Andrew Dooner, all MBA '06,** and **Saul Simonavicius, HBA '07.** Lisa writes, “It was a terrific event honouring LEADER’s history, and a fantastic opportunity to reconnect with fellow LEADERites after we travelled together 10 years ago. Those of us from the 2006 graduation year are looking forward to reconnecting again in September at Reunion!” Contact Lisa at [Lwiens.mba2006@ivey.ca](mailto:Lwiens.mba2006@ivey.ca) for more information.



**Rahim Kanji, MBA '06,** writes, “I have been appointed to Acts of Love’s board of directors. Acts of Love ([acts-of-love.com](http://acts-of-love.com)) is a not-for-profit organization which actively supports access to basic resources and education for marginalized families and children. I am excited to be part of this organization and help with their biggest project of building an English medium school and hostel in Gujarat, India.”

**Uche (Eze) Pedro, HBA '06,** founder of Bella Najia, has been awarded a Nickelodeon Kids’ Choice Award for the Best Blogger – Africa category at the awards show. She has also been appointed to LEAP Africa’s board of directors.



**Mike Russell, MBA '06,** is featured in an article in this issue of *Intouch*. See page 20.

**Christie Love Thomas, MBA '06,** See Note under 2003 (Jeff Thomas)

### 2007

**Paul Bozoki, EMBA '07,** has been appointed president and chief executive officer of Kombat Copper Inc. and has joined the company’s board of directors. He has also been appointed chief financial officer at Carpathian Gold Inc.

**Puroo Maheshwari, MBA '07,** has been appointed associate vice president of infrastructure technology operations at TD Bank.

**Saul Simonavicius, HBA '07,** See Note under 2006 (Lisa Dymond)

**Matt Vines, HBA '07, MBA '14,** See Note under 2014 (Steph Tait)

**Michael Yee, EMBA '07,** is featured in an article in this issue of *Intouch*. See page 14.

### 2008

**Eric Lawson, EMBA '08,** has been appointed publisher of Black Press newspapers in the West Kootenay/Boundary region.

Continued on Page 44 →

**Shaun Schwarz, HBA '08**, writes, "I'm working as the infrastructure manager for customer service at NuMark Innovations in Israel. I live in Beitar Illit with my wife and four children."

## 2009

**Margherita Braga, HBA '09**, is featured in an article in this issue of *Intouch*. See page 12.

## 2010

**Taylor Ablitt, HBA '10**, is featured in an article in this issue of *Intouch*. See page 39.

**Karen Chan, EMBA '10**, professional engineer, president, and chair of the Ontario Society of Professional Engineers, was recognized by the Ontario Women's Directorate with a 2016 Leading Women, Leading Girls, Building Communities Award for her volunteer work for women in engineering and women in leadership. Oshawa MPP Jennifer French presented the award.



**Diane Edgeworth, MBA '10**, is featured in an article in this issue of *Intouch*. See page 14.

**Karen (Yang) Lee, MBA '10**, and her husband Andrew Lee welcomed their first child, Chloe Lee, on December 5—mom and baby share the same birthday!



**Peter Lowas, MBA '10**, is featured in an article in this issue of *Intouch*. See page 34.

## 2011

**Chris Carson, MBA '11**, has been appointed vice president of partner relations and transformation of LifeLabs Medical Laboratory Services.

**Nadia Hassanein, HBA '11**, is featured in an article in this issue of *Intouch*. See page 14.

**Ian Rosen, HBA '11**, is featured in an article in this issue of *Intouch*. See page 34.

## 2012

**Media Alimorad, HBA '12, MBA '16**, writes, "On June 10, after the MBA convocation, my longtime boyfriend, Abad Allawi, proposed in front of the Ivey Building in the presence of family, friends, and our Ivey family."



**Andrew Brennan, HBA '12, MBA '16**, is featured in an article in this issue of *Intouch*. See page 28.

**Lina Duque, EMBA '12**, published an article in the *Harvard Business Review* on how academics and researchers can use social media effectively to gain a competitive advantage. In the article, she provides guidelines for academics to help them maximize their impact online. The article can be found at <https://hbr.org/2016/06/how-academics-and-researchers-can-get-more-out-of-social-media>.



Lina is a social media strategist, executive branding coach, and frequent speaker on digital presence and personal branding. Connect with her at [LinaDuqueConsulting.com](http://LinaDuqueConsulting.com) or on Twitter @LinaDuqueMBA.

## 2013

**Duncan Fulton, EMBA '13**, has been named Marketer of the Year for 2015 by the Canadian Marketing Association.

**Neil Hetherington, EMBA '13**, has been named chief executive officer at Dixon Hall Neighbourhood Services.

**Jon Lister, HBA '13**, See Note under 1985 (Stephen Lister)

**Gaurav Wadhawan, EMBA '13**, is featured in an article in this issue of *Intouch*. See page 14.

## 2014

**Jeremi Austin, EMBA '14**, moved to Skyservice Business Aviation/HondaJet Canada as the aircraft sales executive for central and eastern Canada.

**Alix Blum, EMBA '14**, is featured in an article in this issue of *Intouch*. See page 34.

**Anthony Boulos, EMBA '14**, left the corporate world and purchased a local (Toronto) kids' furniture store name, reputation, and goodwill. A year later, he re-opened "Kids at Home" (soon to launch [kidsathome.com](http://kidsathome.com)) in the heart of Leslieville with a rebranded, fresh and modern look. His family also grew with the arrival of fraternal twins Cléo and Loïc, born in December.

**John Chayka, HBA '14**, has been named general manager for the Arizona Coyotes. He is also featured in an article in this issue of *Intouch*. See page 13.

**Andrea Coletta, EMBA '14**, is featured in an article in this issue of *Intouch*. See page 34.

**Pati Greenwood, EMBA '14**, has been appointed president and chief executive officer of Merry Go Round Children's Foundation.

**Simon Heaton, EMBA '14**, has been appointed chief senior talent officer at Stout Risius Ross.

**Zahir Jaffer, EMBA '14**, has moved into marketing and is now the category manager for confectionary and snacks at Imperial Oil and 600+ Esso on the Run convenience stores across Canada. His family has also had a new addition (baby boy). Adam Jaffer was born on April 20, 2016.



**Peter Krause, EMBA '14**, started a new role as senior manager, corporate strategy and planning in January at Rogers. His third child, Addison Krause, was born on September 5, 2015.

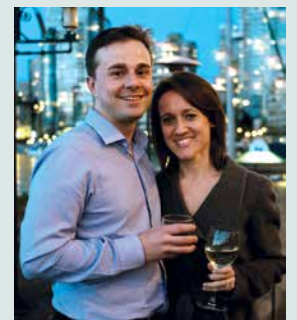
**Waqas Siddiqui, EMBA '14**, writes, "After completing my MBA at my current company, Bell Canada, I have taken on more responsibility as an associate director of engineering and technology, leading a team of 18 high-performing individuals and moving the company towards a new business model where we are able to deliver products faster and sustain a lower cost structure than traditionally done—following Agile and Lean methodologies to change mind sets and think differently. A lot of work is being done to change our processes and people. Working actively on our next generations of leaders as part of Bell's next gen program to hire fresh graduates and develop them in the next two years to be the next leaders at Bell. Recently I joined a

board as treasurer for First Stage Child Care Centre and am working with the wonderful other members to support the not-for-profit Centre in its financial needs. Great learnings every day; it is amazing how in our busy lives we don't see the problems others have. Cheers!"

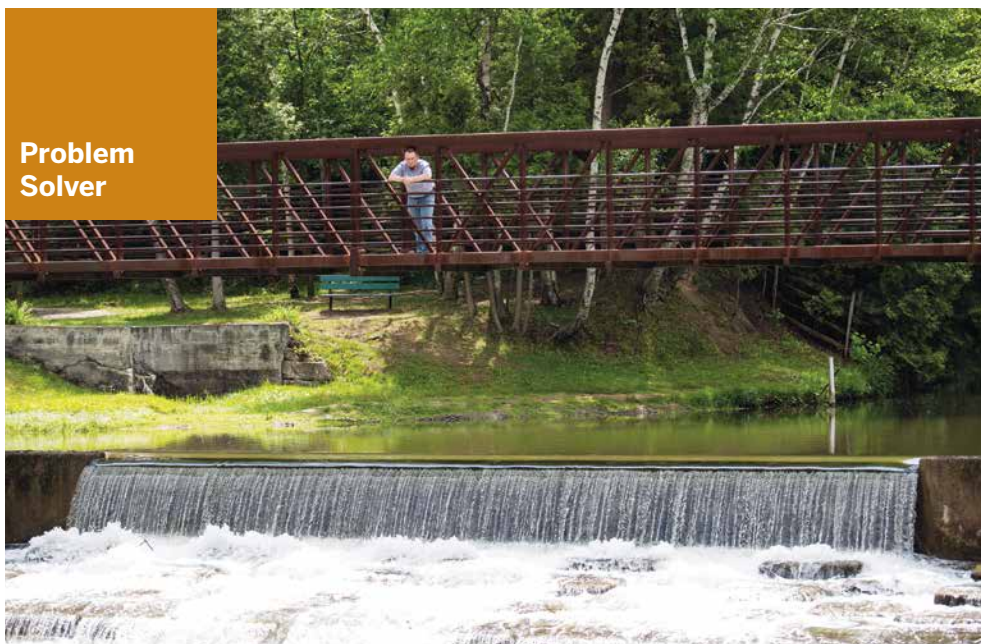


**Alan Taaffe, EMBA '14**, left his corporate job of 26 years and formed the Stradvan Group ([stradvan.com](http://stradvan.com)), a management consulting firm based in Toronto. The firm includes several Ivey alumni as advisors offering consultancy, coaching, facilitation, and training services.

**Steph Tait, MBA '14**, writes, "Despite both being Western Canadians at heart, **Matt Vines, HBA '07, MBA '14**, and I needed to travel across the country to London, Ont. to meet the love of our lives. At the tail end of an intense year of MBA studies, our relationship began. Two years later, we are excited to announce that we are happily married. We couldn't imagine a ROI from the MBA program that we could be happier with." Steph has also been awarded the Meritorious Service Medal from the Governor General's Office in recognition of Run for One Planet.



## Problem Solver



PHOTOGRAPHER: GABE RAMOS

# On the Right Side of the Curve

Tony Bouk, MBA '05, enjoys solving problems—and with his company GreenBug Energy, he's doing just that through ancient technology

By Shanthal Perera

“People like me around when there’s a real problem to solve, but after that they just view me as a pain in the neck. I don’t leave things alone—I’m like a pit bull with a problem,” says Tony Bouk.

Few modern problems are as daunting as the threat of global warming, but that’s exactly what drove Bouk towards his latest business, GreenBug Energy, a micro hydro-electricity venture powered by technology developed in the 3rd century BC.

GreenBug Energy designs,



manufactures, installs, operates and maintains Archimedes screw generators for small dams, creating micro hydro-electric sites that can produce 1-to-500 kilowatts of energy. Apart from being profitable, the projects are designed to reduce greenhouse gases and lessen disruption on underwater inhabitants.

An avid kayaker, Bouk would often complain about water pollution on the lake and even served a short stint on the Board of Directors at the Long Point

World Biosphere Reserve Foundation. Yet to mobilize equity and do anything on scale, Bouk knew profit was an essential component.

After a local resource assessment, Bouk, and business partner Brian Weber, discovered a spattering of small dams in towns and villages across the region. Too small to attract big power companies, Bouk and Weber started researching how to tap into these unused energy sources.

Thousands of years after its invention, the Archimedes screw was making a comeback in Europe, but the economics of buying and installing them in Canada didn’t make financial sense. Having successfully run a manufacturing company for years, Bouk was confident he could recreate the screw in Canada.

Simplifying the math on an Excel sheet, Bouk and Weber started testing their findings on a small stream on Weber’s property. “We built it, hooked it up, and it produced within five watts of what our model said it would.”

From their start in 2011, Bouk’s venture into small hydro has been a long process. Developing and testing the technology was a challenge in itself. Add in environmental assessments and rapidly changing government regulations, and it’s no mystery why GreenBug is not yet profitable.

In 2013, the company installed the first grid-connected Archimedes screw generator in all of North America, and snagged the 2014 Ontario Waterpower Association Innovation Award, the 2015 Royal Canadian Geographical Society 5M Environmental Innovation Award, and the 2015 Minister’s Award for Environmental Excellence from the Ontario Ministry of Environment and Climate Change. Currently, GreenBug has two completed installations and is involved in 10 more projects in the next Feed-in Tariff (FIT) round. Ontario’s FIT Program was established to encourage the development of renewable energy generating facilities of varying technologies.

“If you wait till all the ducks are lined up to do something, you are too late. We’re on the right side of the curve—renewable energy is here to stay,” says Bouk, confident that things are just starting to flow in the right direction.

**Stan Tang, EMBA '14**, is featured in an article in this issue of *Intouch*. See page 20.

**Matt Vines, HBA '07, MBA '14**, See Note under 2014 (Steph Tait)

**Sid Wilson, HBA '14**, has been appointed president of the board of directors for The ARTS Project.

## 2015

**Jean-Sébastien Coulaud, MBA '15**, and wife Edith welcomed their third child and first son Raphaël in Niagara Falls, Ont. on May 3, weighing in at 2.9 kilograms.



**Jon Douglas, MBA '15**, and Caitlin Fitzpatrick, a Western University Family Medicine Residency graduate, tied the knot on June 24 in Toronto, Ontario, where they live.



**Dawn Laing, EMBA '15**, is now director of communications and marketing for NuVango, a technology/art startup.

**Arun Sharma, EMBA '15**, has been promoted to North American marketing manager at Praxair.

## 2016

**Jacqueline Aldrovandi, MBA '16**, is featured in an article in this issue of *Intouch*. See page 28.

**Media Alimorad, HBA '12, MBA '16**, See Note under 2012

**Dalal Atta, HBA '16**, is featured in an article in this issue of *Intouch*. See page 28.

**Gagan Bhatia, MBA '16**, is featured in an article in this issue of *Intouch*. See page 28.

**Andrew Brennan, HBA '12, MBA '16**, See Note under 2012

**Melanie Coate, EMBA '16**, is featured in an article in this issue of *Intouch*. See page 28.

**Josh Heisz, HBA '16**, is featured in an article in this issue of *Intouch*. See page 28.

**Lisa Hyde, EMBA '16**, is featured in an article in this issue of *Intouch*. See page 28.

**Ben Lister, HBA '16**, See Note under 1985 (Stephen Lister)

**Christina Lomazzo, MSc '16**, is featured in an article in this issue of *Intouch*. See page 28.

**Glen Thomson-Bullock, HBA '16**, is featured in an article in this issue of *Intouch*. See page 28.

**Linh Tran, MSc '16**, is featured in an article in this issue of *Intouch*. See page 28.

## PhD

**Chongyu Dang, PhD '16**, successfully defended his thesis entitled “Three Essays in Empirical Finance and Corporate Governance” on June 23, 2016.

**Mark Desjardine, PhD '16**, successfully defended his thesis entitled “The Causes and Consequences of Corporate Short-Termism” on June 3, 2016. Mark has accepted a position as assistant professor of strategy at HEC Paris.

**Foad Hassan-Mirzaei, PhD '16**, successfully defended his thesis entitled “Three Essays on Managing Customer-Based Strategies: A Pricing and Revenue Management Approach” on December 8, 2015. Foad accepted a position as assistant professor at Santa Clara University.

**Clara Hu, MBA '04, PhD '16**, successfully defended her thesis entitled “Social Movement Organization and Robust

Action: Creating a Pre-Movement in a Movement-Inhibiting Environment” on July 25, 2016.

**Alina (Mihaela-Alina) Nastasoiu, PhD '16**, successfully defended her thesis entitled “Evaluating Loyalty Programs with Endogenous Redemption” on June 28, 2016.

**Duckjung Shin, PhD '16**, successfully defended his thesis entitled “Human Resource Management Practices and Performance: A General Systems Perspective” on July 6, 2016.

**Patrick Shulist, PhD '16**, successfully defended his thesis entitled “My Friends Are People to Rely on: The Social Foundation of Business in Ghana” on June 30, 2016.

**Chethan Srikant, PhD '16**, successfully defended his thesis entitled “Social Barriers to Entry: Liquefied Natural Gas Import Terminals in the U.S. from 2000 to 2013” on June 13, 2016. Chethan has accepted a position as assistant professor of management at Mihaylo College of Business and Economics, California State University, Fullerton.

**Juan Wang, PhD '16**, successfully defended her thesis entitled “Designing a Hybrid Experience: The Effect

of Experience Structure on Consumers' Evaluations” on June 30, 2016. Juan has accepted a position as assistant professor in marketing at the Faculty of Business & IT, University of Ontario Institute of Technology.

## In Memoriam

Patrick Boyle, DBA '46  
Chas Blancher, DBA '50  
Bill Jarvis, HBA '53  
Dick Hunter, HBA '54  
Walter Badun, DBA '55, MBA '57  
Donald Getty, HBA '55  
Allan McMillan, MBA '56  
Lou Sage, HBA '58  
Duncan McTaggart, MBA '60  
Robert Violette, HBA '60  
Gary Browne, MBA '64  
Donald McLroy, HBA '65  
Ted Gordon, HBA '71  
Steve Plumley, MBA '71  
Harold Mendes, HBA '72  
Brooke Nelles, HBA '72  
Jim Hunter, MBA '76  
George Kaigas, HBA '77  
Michael Kuta, HBA '77  
David Rankin, EMBA '98

## Professor Emeritus David Sparling 1952 - 2016

The Ivey family worldwide mourns the loss of Professor Emeritus David Sparling, who passed away on Sunday, July 31, 2016 from brain cancer. Our thoughts are with his family.

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



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# Global Ivey Day

November 17, 2016

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