

2019

EAST MEETS WEST

MBA Leadership
Case Competition

February 7 - 9, 2019
London, Ontario



UNIVERSITY OF CALGARY
HASKAYNE SCHOOL OF BUSINESS



IVEY

Ian O. Ihnatowycz
Institute for Leadership



Ian O. Ihnatowycz
Institute for Leadership



UNIVERSITY OF CALGARY
HASKAYNE SCHOOL OF BUSINESS

February 7, 2019

Welcome to the Ivey Business School, Western University.

I'd like to extend a heartfelt welcome to the 5th Annual East Meets West MBA Leadership Case Competition organized in partnership with the Haskayne School of Business, University of Calgary.

The competition is a unique opportunity to share ideas with peers from across Canada. The following teams are represented at this year's competition: Concordia University, McMaster University, Ryerson University, Simon Fraser University, University of Alberta, University of Calgary, University of Manitoba, University of Victoria, Western University and York University. We hope you take advantage of the opportunity to network with all participants and develop connections that you can sustain following the competition.

We are proud to host an event that offers a challenging experience for emerging business minds and future business leaders. An occasion like this helps you develop leadership skills, business acumen and judgement – all of which will help successfully guide you in your future endeavors.

Good luck, thank you and enjoy the event!

A handwritten signature in black ink, appearing to read "Gerard Seijts".

Gerard Seijts

Professor and Executive Director
Ian O. Ihnatowycz Chair in Leadership
Executive Director, Ian O. Ihnatowycz Institute for Leadership
Ivey Business School, Western University

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Ivey Business School's Leadership Institute



Ian O. Ihnatowycz
Institute for Leadership

Who We Are

Established in 2010, the Ian O. Ihnatowycz Institute for Leadership is a key component of the Ivey Business School's strategy for developing business leaders for the 21st century. Ivey's mission is "To develop business leaders who think globally, act strategically, and contribute to the societies within which they operate." The Institute reinforces the mission through the creation of new knowledge in the leader character area. We expose students in degree and executive education programs to our work to enhance their effectiveness as leaders, and communicate the results of our activities in research and student programming with leaders in the public, private and not-for-profit sectors through various outreach initiatives.

The Institute and its affiliated faculty and practitioners are supported by an exceptional Leadership Council. This group of leaders from the public, private and not-for-profit sectors grounds the Institute with Canadian and global business professionals by advising on the strategic direction of the Institute and facilitating connections to relevant external constituencies.

What Makes Us Unique

Competency has a stronghold on the study and practice of leadership. We tend to focus on what leaders do and how they do it. Often missing in discussions and assessments of leadership is the character of the leader. Our work at the Institute is revealing the true measure of a leader, one which includes the right combination of character, competency and commitment.

What We Do

We continue to develop our reputation as a globally-recognized Institute for research and practical application of leader character. Through rigorous research projects and the development of teaching materials, conferences and national and international collaborations, the Institute is establishing itself as a pre-eminent centre for leadership thought inquiry and education.

We create leader character courses and teaching resources to use with students at Ivey and elsewhere. We produce relevant and customized professional development programs for partner organizations across public, private and not-for-profit sectors to support their internal leadership development objectives.

All of these activities are in support of the Institute's vision: *We aspire to have a deep impact on individuals, organizations and societies through the creation and application of new knowledge on leader character.*

We Aim To

- Be recognized by researchers and practitioners as a globally leading Institute for research, teaching and outreach regarding the awareness, assessment and development of leader character.
- Elevate the importance of character alongside competence in the practice of leadership.
- Develop global citizens who have strength of character, strive to make a difference, and contribute to the flourishing of teams, organizations, communities, and societies.

Website: ivey.ca/leadership

Twitter: @iveyleadership



The Canadian Centre for Advanced Leadership in Business

The Canadian Centre for Advanced Leadership in Business (CCAL) is a research centre within the Haskayne School of Business at the University of Calgary. CCAL was launched in 2012 thanks to a generous \$9.5 million contribution from founding donors ARC Resources, ARC Financial, Viewpoint Family Foundation and the Brown Family Foundation.

Now in its seventh year of operation, CCAL supports research-based leadership development programming and initiatives. CCAL contributes to excellence in three areas at Haskayne: student development, leadership research and community engagement. It also offers programs such as the BMO Mentorship Program at the Haskayne School of Business and Lunch with Leaders. CCAL supports student growth through innovative out of the classroom experiences that immerse them in safe yet challenging spaces, such as the Rocky Mountain-based five-day Leadership Expedition. Offered under the CCAL umbrella, the Jarislowsky Fellowship in Business Management connects students with senior-level business leaders to expose them to a holistic perspective to business through community involvement and appreciation of the arts, international culture, religion, politics and diversity. Lastly, CCAL's focus on community engagement enables professionals to share insights and impact students at an important time for development.

At CCAL, we are motivated by our compelling Why Statement, which is: We believe that educating leaders in advanced leadership principles will transform the future of business and its role in society. As a result, our programs – enabling student development, discovery through research, and working with the community – focus on enabling performance, valuing people and ultimately advancing leadership knowledge and practice.

Important Information and Contact Details:**Host Hotel****The Park Hotel**

242 Pall Mall St.
London, ON N6A 5P6
Telephone: 519-642-4444

On Site Event Mangers:

Sarah Ferguson
Mobile: 519-670-2306
Email: sferguson@ivey.ca

Sarah Goldie
Mobile: 519-318-5784
Email: sgoldie@ivey.ca

Kimberley Milani
Mobile: 519-878-8383
Email: kmilani@ivey.ca

Connect to Wi-Fi at the Ivey Business School:

Guest wireless account to connect to **uwosecure-v2**:

Username: casecomp.guest@ivey.ca

Password: **c@5ec0mp**

Instructions for connecting are available on <https://support.ivey.ca>; however, here are the specific instructions and/or links for each Operating System:

Windows 10 Users: Select uwosecure-v2 and enter the username and password

Windows 8/8.1 Users:

<https://support.ivey.ca/entries/22234747-connecting-to-uwosecure-v2-on-windows-8>

Windows Vista or 7 Users:

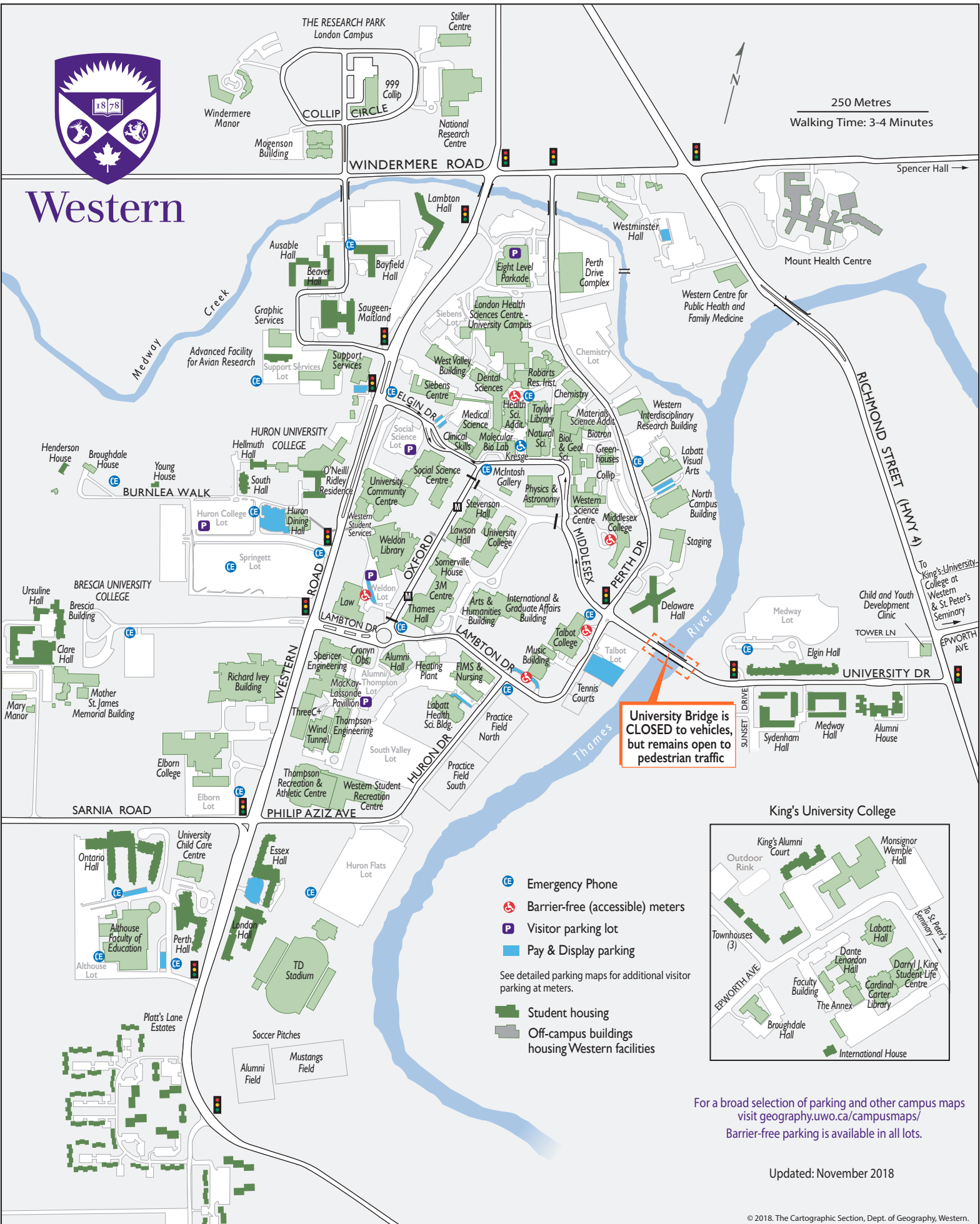
<https://support.ivey.ca/entries/20847677-connecting-to-uwosecure-v2-on-windows-vista-and-windows-7>

Mac OS X or iOS Users:

<https://support.ivey.ca/entries/20357078-connecting-to-uwosecure-v2-on-mac-os-x-and-ios>



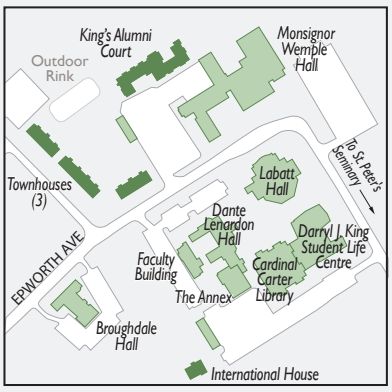
Western



250 Metres
Walking Time: 3-4 Minutes

University Bridge is
CLOSED to vehicles,
but remains open to
pedestrian traffic

- Emergency Phone
 - Barrier-free (accessible) meters
 - Visitor parking lot
 - Pay & Display parking
- See detailed parking maps for additional visitor parking at meters.
- Student housing
 - Off-campus buildings housing Western facilities

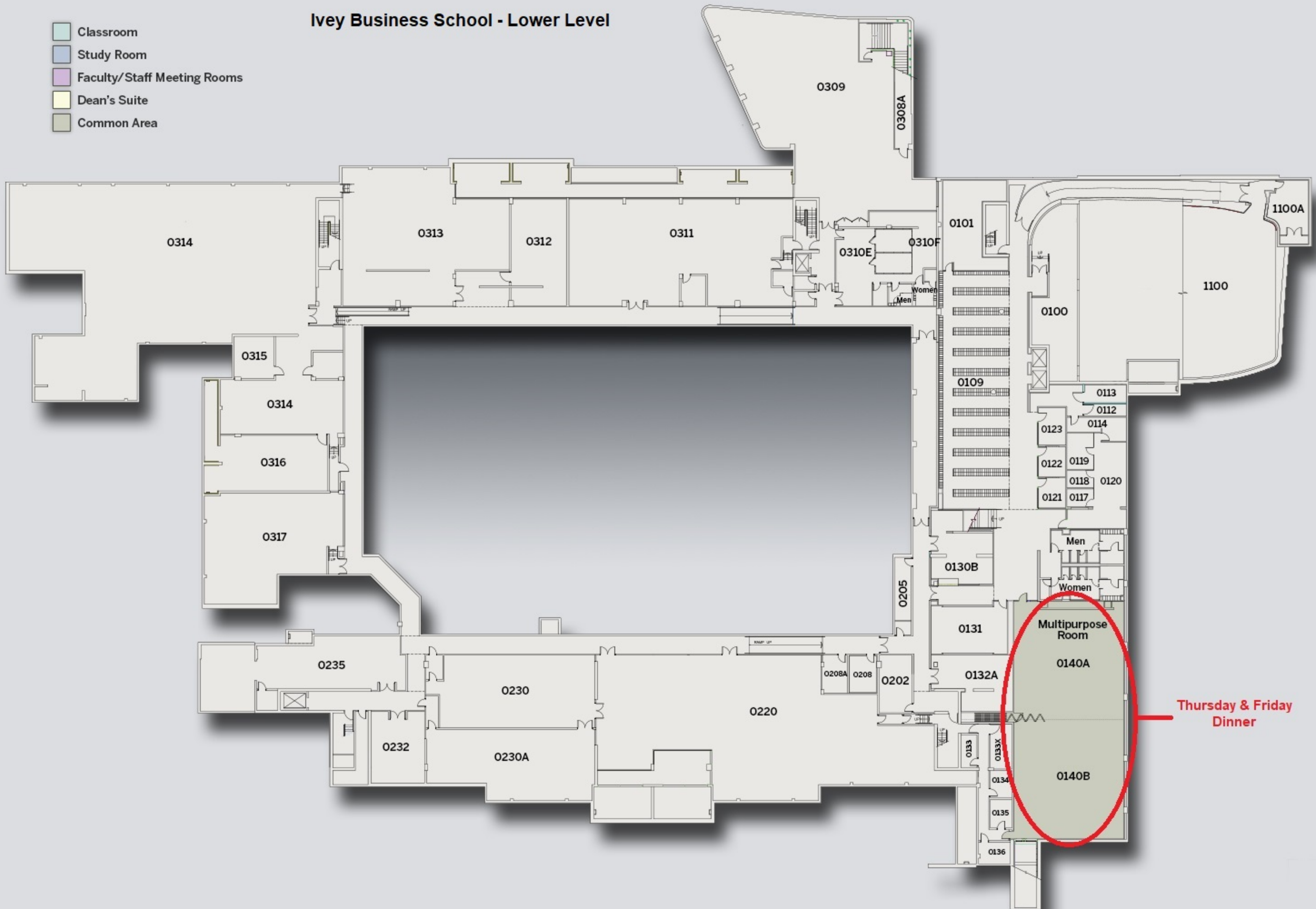


For a broad selection of parking and other campus maps visit geography.uwo.ca/campusmaps/
Barrier-free parking is available in all lots.

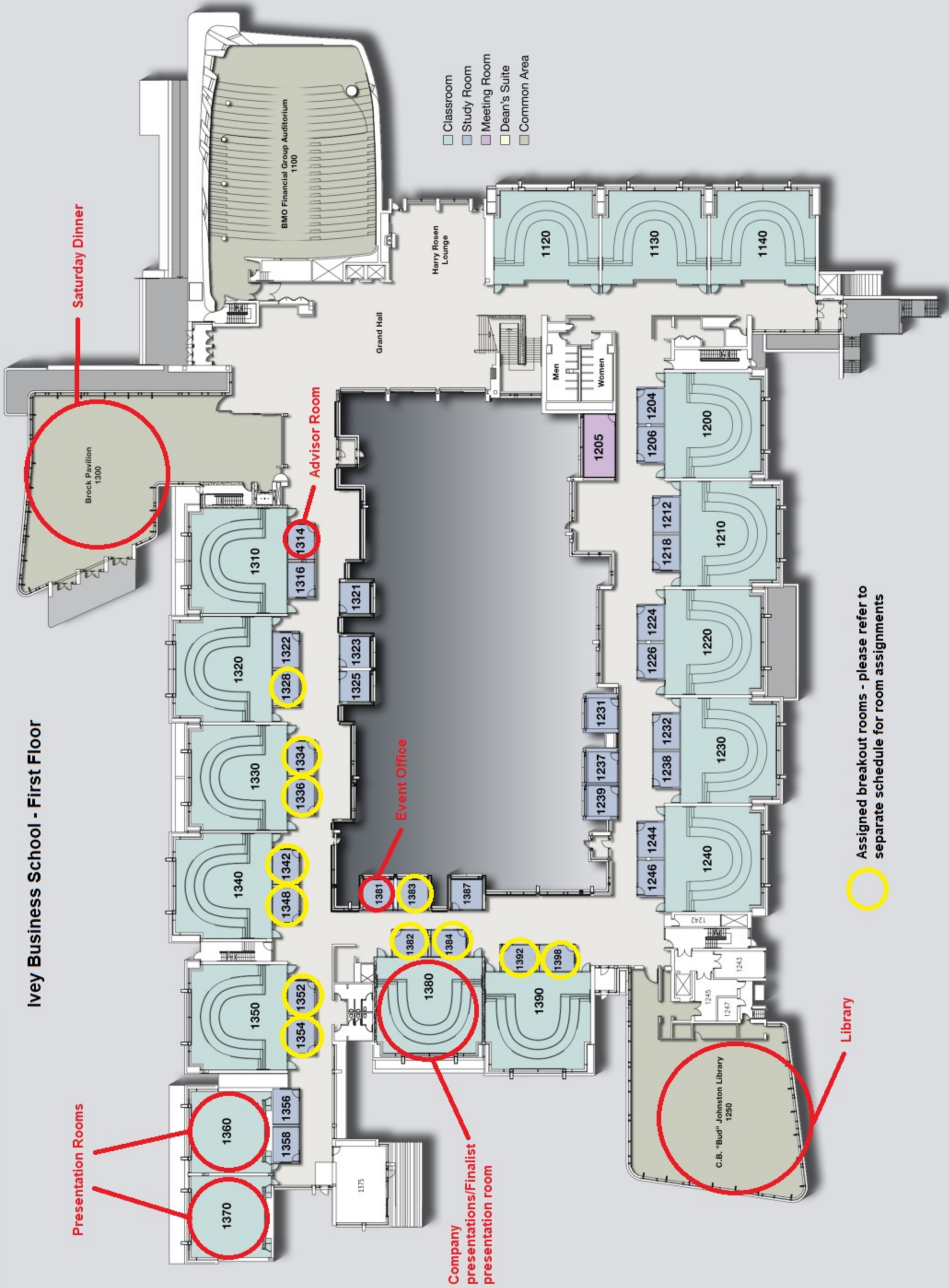
Updated: November 2018

Ivey Business School - Lower Level

- Classroom
- Study Room
- Faculty/Staff Meeting Rooms
- Dean's Suite
- Common Area



Ivey Business School - First Floor



- Classroom
- Study Room
- Meeting Room
- Dean's Suite
- Common Area

Presentation Rooms

Saturday Dinner

Advisor Room

Event Office

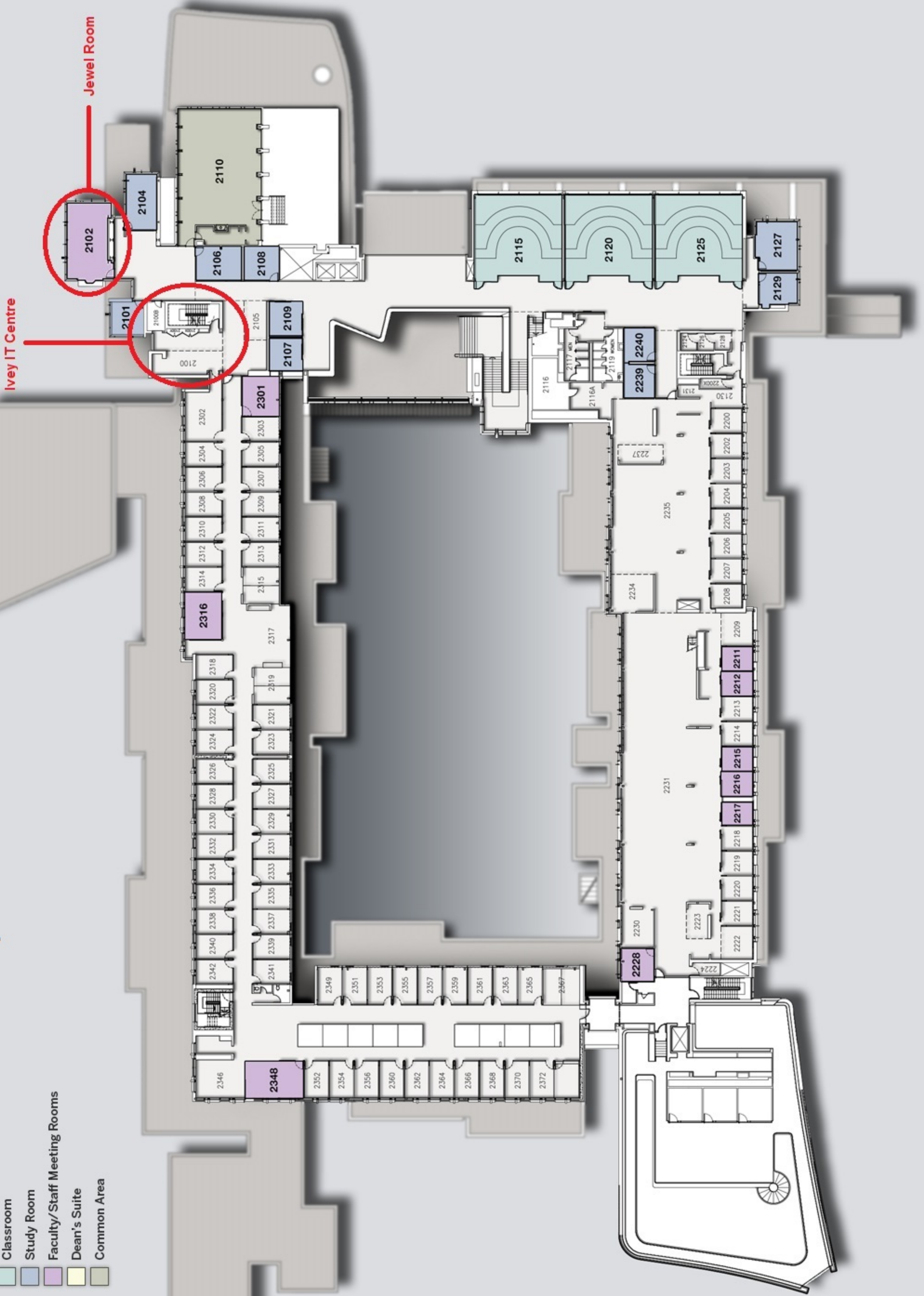
Company presentations/Finalist presentation room

Library

Assigned breakout rooms - please refer to separate schedule for room assignments

Ivey Business School - Second Floor

- Classroom
- Study Room
- Faculty/Staff Meeting Rooms
- Dean's Suite
- Common Area



EAST MEETS WEST MBA LEADERSHIP CASE COMPETITION

Overview, Rules and Regulations

AWARDS provided to winners of Case 2 of Competition:

- 1st Place Team - \$1,000; 2nd Place Team - \$500

ELIGIBILITY and COMPOSITION OF TEAMS

- The competition is open to any MBA student currently registered at a Canadian university. All teams will receive the same leadership cases. Each competing team will be comprised of four members. One team only per university.
- No substitutions of team members are allowed after teams are formed and participants are notified, unless reasons are submitted in writing to the competition organizers at which point the organizers will determine if a substitution is permitted.
- Each team may have a faculty or staff advisor (lecturer/ professor/administrative staff).
- Each team must appoint a team captain who will be responsible for communication between the team and the case competition organizers.

CASE COMPETITION STRUCTURE in 2 PARTS

Case 1: Mixed Team Case –Upon arrival at the case competition you will be divided into new teams made up of MBA participants from other schools. The mixed teams will then be given a case to solve and present to a panel of judges.

Case 2: University Teams Case – In your home teams, participants will be given a case to solve and present to a panel of judges.

PRACTICALITIES

- Participants must bring their own laptops to the competition. Laptops will **not** be provided by Ivey.
- Teams will not be given more time for case preparation in the event of technical problems with personal laptops used.
- You may access any **publicly** available information for the purpose of this competition **where payment is not required**. This includes any information available online for which no subscription fees are paid (except in cases where the **Ivey** library has subscribed to the information and it is available to all participants).
- Each team will be provided with a USB key to load their PowerPoint presentation.
- Team captains are responsible for collecting and handing in their team's USB key before the appointed deadline.
- All teams will develop a team name. Names must not provide any clues as to the team's home university. It is advisable to avoid team names with university mascots. For example, avoid "The Mustangs" (Western's Varsity Team name).
- **Attire:** The attire for case competition presentations is *Business Formal*.

JUDGES

- The judges will be comprised of business leaders from the private, public and not-for-profit sectors, as well as alumni and faculty.
- All judges are familiar with the cases; therefore teams do not need to repeat the facts of the case during their presentation.
- All judges will receive a copy of the case and an evaluation sheet for each presentation.
- The judging panel's decision is final and cannot be contested.

CASE DISTRIBUTION, RULES FOR CASE ANALYSIS AND PRESENTATIONS

To allow the case competition to be a successful event and to provide the same learning environment for all, the teams must adhere to a set of rules and regulations. It is expected that each participating university familiarizes themselves with these rules and regulations and that they will abide by them in the spirit of the competition. Any violations will be brought to the attention of an Advisor's Group (appointed by the advisors and organizers) who will then come to a ruling based on the information provided. Rulings could include a warning or immediate disqualification/termination of participation. Any decisions made by the Advisor's Group are final.

Please Note: *The organizing committee reserves the right to make adjustments or additions to the rules and regulations if necessary.*

Rules for Case Analysis and Submission of Presentations

1. Each team will be provided copies of the case and be given the same amount of time to prepare a PowerPoint presentation.
2. Teams are not permitted to discuss the case or their presentation with anyone outside the team during the competition.
3. Each team will be assigned a breakout room at the Ivey Business School for case preparation.
4. The teams are not permitted to obtain any analysis assistance from advisors or the student volunteers during their case analysis period. They can, of course, consult texts or the Internet.
5. All teams must produce a PowerPoint presentation on the USB key provided.
6. **All presentations MUST be saved as a .PPT for Windows.** A MAC computer will **not** be available. It is each team's responsibility to ensure that the presentation is saved properly in a .PPT format and that the file submitted is correct as that will be what is used for presentations. NO substitutions.
7. Presentations submitted after the deadline will automatically disqualify the team from the competition.
8. Teams are responsible for ensuring their presentation format can be opened and is in a readable format.

Rules for Presentations

Presentations will be staggered based on times that the case was released.

1. Presentations will be limited to no more than **fifteen minutes** for Case 1, and **twenty minutes** for Case 2.
2. Any presentation exceeding this time limit will be penalized in the judging process.
3. The Q & A period will be **fifteen minutes** for Case 1 and **ten minutes** for Case 2.
4. Each team member must participate in the presentation.
5. Presentations will be judged on their multidisciplinary approaches to the case, logic of the solution, attention to the critical issues in the case, quality of the presentation and how well team members respond to judges questions.
6. Judges will use multiple criteria in evaluating the presentations, including technical content, presentation skills, case analysis style, presentation organization, and strength of recommendations and conclusions based on case requirements.
7. Visuals aids will be judged on their contribution to the presentation.
8. No handouts/written materials will be provided to the judges as part of the evaluation process.
9. Fictitious team names will be used during presentations. The judges will not know the names of any of the teams' university that they are judging.
10. No names of team members or their universities should be included in the presentation or within the file name submitted on USB.
11. Each room will be provided with a volunteer to keep time for the presenting teams. The time available will be visible to those presenting. After the 20 minutes has passed, the timekeeper will end the presentation whether the team has finished or not.
12. Teams are not permitted to watch other team presentations.
13. Advisors may attend the presentations in the rooms in which their own team is competing in the preliminary rounds, as well as the presentations in the final rounds. However, once they enter the presentation room, they cannot leave until after the final presentation. The Advisor cannot communicate with their team until after the final round if their group qualifies.

Final Competition Day – Round 2

1. Feedback from both rounds of competition will be given to all teams by their respective judges.
2. Division winners will be announced.
3. Teams not advancing to the finals are expected to attend the final presentations.
4. Advisors may attend the presentations in the rooms in which their own team is competing in the preliminary rounds, as well as the presentations in the final rounds. However, once they enter the presentation room, they cannot leave until after the final presentation. The Advisor cannot communicate with their team until after the final round if their group qualifies.
5. Advisors of winning teams must not converse in any way with their teams until after the presentations to the judges. Any circumvention of this rule will result in the team's disqualification.
6. Each division's winning team will have **20 minutes** to present their solution to a panel of judges.
7. The Q & A period will be **ten minutes**.

8. The finalists will present the same presentations used in the preliminary rounds; no modifications of any kind will be made to the PowerPoint presentation.
9. The presentation in the preliminary rounds will not count in the evaluation of the presentation in the final round.
10. Winning teams are permitted to watch the competition once they have presented.
11. After all teams have presented, judges will decide the winning team.

Judges' Bios



Rob Austin
Professor, Information Systems
Ivey Business School, Western University

Robert D. Austin is a Professor of Information Systems at Ivey Business School, and an affiliated faculty member at both Harvard Medical School and Aarhus School of Business and Social Science (Denmark). Prior to his current appointments, he was Professor of Management of Innovation and Digital Transformation at Copenhagen Business School, and before that, a professor of Technology and Operations Management at Harvard Business School. He is author or co-author of nine books, most recently *The Adventures of an IT Leader* (Harvard Business Review Press, 2016) and has published in many academic and practitioner journals, e.g. *Harvard Business Review*. In a more practical vein, he has held managerial positions at Ford and Novell, was CEO of the largest executive education provider in northern Europe, and has served as Dean of the Faculty of Business at the University of New Brunswick. His research focuses on innovation, managing creative companies, and on talent and performance management.



Rahul Bhardwaj
President and Chief Executive Officer
Institute of Corporate Directors

As President and CEO of the Institute of Corporate Directors (ICD), Rahul Bhardwaj leads an organization of over 13,500 members. The ICD is a not-for-profit association committed to developing and activating directors to build better boards that make better decisions, leading to a better Canada.

Mr. Bhardwaj began his career as a corporate lawyer at a leading Canadian firm. He subsequently served as Vice-President for Toronto's 2008 Olympic bid, and was President and CEO of the Toronto Foundation for nine years.

Mr. Bhardwaj currently serves on the boards of the Rideau Hall Foundation, supporting the office of the Governor General of Canada as it connects, inspires and honours Canadians; the advisory board of 30% Club Canada; and the Executive Committee of the Global Network of Director Institutes; as well as the Leader Council at the Ian O. Ihnatowycz Institute for Leadership at the Ivey Business School.



Rob Brouwer
Regional Head of Markets
KPMG Americas

Robert D. Brouwer is Vice Chair, KPMG Canada, Regional Head of Markets for KPMG in the Americas, a member of KPMG Americas Management Committee, and member of the KPMG Global Sales and Markets Executive. Rob has over 30 years of experience in a variety of KPMG senior leadership roles, as well as serving as executive relationship partner for a wide range of public and private companies with operations in Canada and internationally, and in a range of industries. He has served as Canadian Managing Partner for Clients and Markets, Chief Administrative Officer for KPMG Americas, GTA Managing Partner, Partner in Charge of the Toronto audit practice, and was previously KPMG Canada's senior accounting technical partner and National Director of KPMG's Mining Practice in Canada.

Rob's community involvement has included serving on a number of arts and not-for-profit boards, and the advancement of corporate governance in Canada. Rob currently serves as Vice-Chair and director of Ballet Jorgen Canada and director of the Soulepper Theatre Company, and previously as a director of the Canadian Opera Company, a director of Volunteer Toronto, and was recognized as a Circle of Champions member for his work with the TRIEC Mentoring Partnership. He has served on both the Campaign Cabinet and the Major Individual Givers Cabinet for the United Way of Greater Toronto, the Fundraising Cabinet for the Hospital for Sick Children's Research and Learning Tower, the SickKids Leaders Cabinet, and the Canadian Blood Services Campaign Cabinet For All Canadians. He is a graduate of, and serves as faculty for the Institute of Corporate Directors/Rotman Directors Education Program, has served as a Director of the Institute of Corporate Directors and as Chair of its Membership and Marketing Committee, and is Chair of the ICD Ontario Chapter Executive. Rob has co-authored, for the past 25 years, a "Current Developments in Financial Reporting" column for the Canadian Investor Relations Institute (CIRI) Newline magazine. Rob serves on the Canada Institute Advisory Board of the Woodrow Wilson International Center for Scholars in Washington D.C. and the Leadership Council of the Ivey Business School's Ian O. Ihnatowycz Institute for Leadership.



Stephanie (Steph) Bryson
Director, Human Resources
General Dynamics Land Systems-Canada

Stephanie (Steph) Bryson is the Director of Human Resources at General Dynamics Land Systems-Canada (GDLS-Canada).

Steph has been a part of the General Dynamics Land Systems team in various capacities for over 23 years, having joined when the company was part of General Motors Canada.

In her current role, she is responsible for all aspects of human resources for the business, and leads human resources teams in Canada, the United Kingdom, Australia and Saudi Arabia, and is now also the executive champion of the recently formed Advancing Diversity initiative.

Throughout her career at GDLS-Canada Steph has held numerous leadership positions in Human Resources including Labour Relations Management, Total Rewards, Talent Acquisition, Leadership Development and International HR.

Prior to joining GDLS-Canada in 2015 she worked in the office management, and manufacturing sectors, and has worked with the Canadian Forces in a civilian capacity.

She holds a Bachelor of Business degree from the University of New Brunswick and carries the designation of Certified Human Resource Leader (CHRL).

Steph is married to a veteran of the Canadian Forces, and has two teenage daughters.



Steve Cordes, HBA '84
Executive Director
Youth Opportunities Unlimited

Steve Cordes, HBA'84, is a graduate of the University of Western Ontario. Steve has dedicated his career to community service; joining Youth Opportunities Unlimited in 1984 and has led the organization as its Executive Director since 1988. Under Steve's leadership, the organization has grown to an award winning agency in the areas of youth employment, social enterprise and affordable housing. He is currently leading the organization and its partners in two major projects; a Housing First youth shelter and a youth wellness hub that will include affordable housing, healthcare, education and employment supports for young adults.

Steve has been awarded 2 Paul Harris Fellowships through Rotary International, an Honourary Diploma from Fanshawe College and is a graduate of Community Shift through Ivey Business School. Whether in a public spotlight, on social media or in his daily work, Steve shares his passion for community, youth development and values-based leadership. He lives an active life that includes daily cycling, long distance running and extensive time spent with family.



Ann Frost
Faculty, Organizational Behaviour
Ivey Business School, Western University

I joined the Ivey faculty in 1995 after finishing my doctoral studies in industrial relations at the Sloan School of Management, MIT. I also have undergraduate and Masters degrees from the Faculty of Commerce at UBC.

The focus of my recent research is twofold. In one stream I seek to measure the “asshole tax”, the penalty applied to those whose behavior is determined to be selfish, boorish, and aggressive in a negotiating context. In a second (and totally unrelated) stream, I study sex work and the policing of it. In one recently published study co-authors and I document the deceitful routines employed by so-called Romeo pimps to entice young women and girls into human trafficking. In another study we document the evolution of policing from a focus solely on law enforcement to that of supporting sex workers in leaving the streets through the provision of much needed social services. Earlier research has been funded by the Russell-Sage and Rockefeller Foundations (for research on work practices in the American hospital industry) and SSHRC (job quality in Canadian call centres, and care team interactions in Ontario ICUs). I have also been involved in a multi-year, SSHRC-funded Major Collaborative Research Initiative project entitled Rethinking Institutions for Work and Employment in the Global Era. Output from these projects has been published in leading academic and practitioner journals such as *ILR Review*, *California Management Review* and *Journal of Management Studies*.

At Ivey, I have taught MBA, EMBA and undergraduate courses in organizational behaviour and negotiations. My second year course, *Interpersonal Negotiations*, is consistently the most over-subscribed elective in Ivey’s HBA program. In the Executive Education area, I specialize in organizational issues – engagement, change, leadership effectiveness and high performance teams – for clients in a variety of sectors, particularly government and not-for-profit. Previously, I was Faculty Director of Executive Education for Ivey’s multi-year program with the City of London. I am currently Faculty Co-Director of CommunityShift™, a leadership

development program designed exclusively for C-level leaders of Canadian charities and not-for-profit organizations, founded by KPMG Enterprise and Ivey.

A native of Vancouver, I am married to another MIT-educated Ivey professor, Tony Frost. We have three children.



Chuck Grace
Faculty, Finance
Ivey Business School, Western University

Chuck is a 35-year veteran of the Canadian financial services industry. As a member of the finance faculty at Western University's Richard Ivey School of Business, he teaches courses on both institutional and personal investing. He also serves as an Associate Director with the Ivey Scotia Digital Lab, as a Faculty Director for the Ivey Field Project and chaired Ivey's advisory council for Household Finance research.

When not teaching, Chuck stays grounded in the realities of Canada's wealth management industry as Managing Partner and President, Bigger Picture Solutions Inc. where he provides strategic consulting to firms attempting to thrive in this highly competitive arena.

Prior to pursuing his passions for teaching and consulting, Chuck held a progression of senior management positions with one of Canada's largest insurance and wealth management companies. As the COO of Quadrus Investment Services, Chuck and his team were responsible for growing the firm from its inception into one of the largest mutual fund dealers in Canada.

Chuck regularly presents at industry events, writes for industry publications and has authored over 50 case studies for Ivey Publishing.

When not working, you will probably find him with his family and friends ... or in a swimming pool.



Warren Granger
Partner, Ernst & Young LLP

Warren Granger, MAcc (Waterloo), CPA-CA, LPA, CPA (Illinois) is a partner with Ernst & Young LLP in Southwestern Ontario, primarily involved in the entrepreneurial market from start-ups to public companies, leading key business relationships and co-ordinating the appropriate provision of assurance, advisory and tax services. The focus is on improving a company's business through the thoughtful consideration of strategic

drivers from external resources to provide direction for internal tactics at an operational level to achieve success.

He is an avid volunteer in the community, currently sitting as the Co-chair of the SWO Chapter of the Institute of Corporate Directors, Treasurer for the Board of Let's Talk Science and Secretary of the Rotary Club of London Foundation.



Liz Hewitt
Lawyer, E. Hewitt Law Firm

Liz Hewitt was called to the bar in Ontario in 1990 and has practiced extensively in the area of employment and commercial litigation with a particular expertise in human rights, harassment and discrimination. Ms. Hewitt has represented clients at both the trial and appellate level in Ontario and has appeared on behalf of employers in proceedings under the Ontario Human Rights Code, the Ontario *Workplace Safety and Insurance Act* and the Ontario *Occupational Health and Safety Act*. During the past 16 years, Ms. Hewitt has built a practice as an independent, external investigator into various matters, including claims of workplace harassment, sexual harassment, abuse, breach of privacy, discrimination and workplace violence. She has practiced exclusively in that capacity since 2011. Ms. Hewitt is a member of the Law Society of Upper Canada, the Ontario Bar Association and the Middlesex Law Association. Since August 2017, Ms. Hewitt has been Senior Counsel to the Long Term Care Homes Public Inquiry.



Ian Ihnatowycz, MBA '82
President & CEO, First Generation Capital Inc.

Mr. Ihnatowycz is CEO of First Generation Capital Inc., a private investment holding company, is Chairman of a pharmaceutical development company and sits on the Board of six other life science and high tech start-ups. Formerly CEO of Acuity Investment Management Inc., which he founded in 1990, his firm was the first Canadian advisor to the UN on the integration of environmental, social and governance factors within investment management, won many awards for investment performance and grew to assets of over \$7.5B.

Mr. Ihnatowycz holds a B.Sc. from the University of Toronto, an MBA from the Ivey Business School, and holds the CFA and Chartered Director designations. Among honorary distinctions, Mr. Ihnatowycz was named a Chevalier of the Order of Merit, 3rd Class, by Ukrainian President Petro Poroshenko in 2017, has received Honorary Degrees from Western

University (2012), Ukrainian Free University in Munich (2009) and is a Fellow of the Royal Conservatory of Music (2007).



Charlie Johnston, MBA '84

Charlie Johnston has an Industrial Engineering Degree from General Motors Institute and an MBA from the University of Western Ontario. He has worked in the private sector for General Motors, Northern Telecom and General Electric in Industrial Marketing roles.

Charlie joined the National Research Council's Industrial Research Assistance Program (NRC-IRAP) in 2000 and retired in 2017. He is currently helping Lambton College connect with firms on collaborative applied research projects.



**Laurie Lashbrook
President and Founder
Lashbrook Marketing & Public Relations**

Laurie is a strategic thinker, possibility seeker and change agent. She is best known for her ability to take a complex issue or challenging cause and develop a marketing strategy that engages the community, mobilizes support and builds the bottom line. She has a particular passion for working with visionary leaders seeking transformation for their organizations and their communities.

As President and Founder of Lashbrook Marketing & Public Relations, Laurie leads a talented team which has won over 100 awards for their innovative work at the local, national and international level including nine Best of the Best Virtuoso Awards.

With a strong commitment to developing the next generation of professionals, Laurie mentors many young people, including two Loran Scholars, and hosts numerous interns every year at Lashbrook from fields of study in public relations, Media Information and technoculture, journalism, digital marketing and graphic design.

In business for more than 25 years, Laurie is a respected entrepreneur and community leader. She frequently provides marketing advice to start-ups and has been a member of the Southwest Ontario Angel Group. Laurie actively shares her talents as a volunteer and is currently on the Chamber of Commerce Board and serves on the Global Business Opportunities Committee. She is also on the Business Advisory Committee of the London

Medical Network. In 2017, Laurie was honoured with YMCA's Women of Excellence Award for Entrepreneurship.



Nick Prigioniero, MBA '03
President/CEO
Design for Happiness (DFH) Inc.

- President & CEO of Design for Happiness (DFH) Inc. Building inclusive communities focused on people, science and design.
- Formerly the President of Cineplex Digital Media/Cineplex Digital Networks, a division of Cineplex Entertainment 2013-2018.
- Responsible for defining and executing the strategic direction of CDM, leading the company's focus on delivering its objectives to capitalize on rapid growth of the digital-out-of-home industry.
- Served as President & CEO of EK3 from 2001 until its acquisition by Cineplex Entertainment in September 2013.
- Established the EK3 Innovation Lab at Westerns Engineering Faculty where the company's advanced R&D facilities were originally located.
- Member of the senior management team at Canon Canada after selling a successful London, Ontario business machines business to Canon
- Member of the Advisory Board of Western Engineering and previously served on the board of the Technology Transfer and commercialization Advisory committee at UWO.
- Currently serves as Campaign Chair for the Strathroy Middlesex Hospital Foundation
- Education includes a BA in Communications from Concordia University and an EMBA from the Richard Ivey School of Business.



Michael Rolland
President and Chief Operating Officer, Asia Pacific
OMERS

Michael Rolland is President and Chief Operation Officer, Asia-Pacific for OMERS, the defined benefit pension plan for municipal employees in Ontario. In this role, Michael oversees and directs OMERS operations, business relationships and growth opportunities managed out of OMERS Singapore and Australia offices.

Michael joined OMERS in 2000 and since then has pioneered change and driven success across a number of initiatives. Most recently, as OMERS Chief Investment Officer, Private Markets, Michael was directly responsible for spearheading the evolution of OMERS Infrastructure and OMERS Private

Equity, and transforming these businesses into leading, global investment operations.

Michael has a diverse background in accounting, commercial finance and a broad range of industry sectors. He holds an Honours degree in Business Administration from the Richard Ivey School of Business at Western University, and is a Fellow of the Institute of Chartered Professional Accountants (FCPA) of Ontario.

Combining his business experience with his deep commitment to giving back, Michael has served on a variety of public, private, charity and community organization boards, both domestically and internationally.



Colleen Sharen, MBA '93
Associate Professor, Management and Organizational Behaviour
Brescia University College, Western University

Colleen Sharen is an Associate Professor of Management and Organizational Studies and Faculty Scholar in teaching and learning at Brescia University College at Western University in London, ON. She loves solving messy problems and teaching students how to think critically, solve problems, and communicate effectively. She spends a lot of time teaching leadership, strategy, entrepreneurship and marketing. She has a particular passion for non-profit management. In 2016, Ms. Sharen received the 2016 Teaching Excellence Award at Brescia University College. Previously, Ms. Sharen taught for the Schulich School of Business, York University in Toronto. Ms. Sharen holds a BA from Wilfrid Laurier University, and an MBA from Richard Ivey School of Business, Western University. She is currently completing an Ed.D. in Adult Learning at the University of Calgary.

As a former senior management team member in large international companies, such as General Mills, Kraft and smaller start-ups such as Grocery Gateway, Ms. Sharen spent a lot of time developing successful marketing programs, delivering profit, managing and coaching staff. She currently works with non-profit organizations such as the Family Service Thames Valley, Pillar Non-profit Network, Women's Community House, United Way, YWCA of Canada, providing advice on strategy, fundraising, governance and social enterprise.

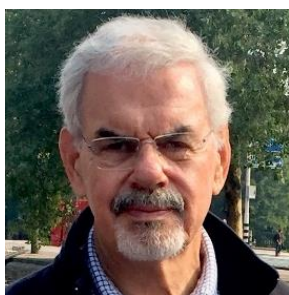


Carol Stephenson
Former Dean
Ivey Business School, Western University

Carol Stephenson served as Dean of the Ivey Business School at Western University from 2003-2013.

Ms. Stephenson spent many years in the Canadian telecom and technology industries before joining Ivey. As a widely respected CEO of Lucent Technologies Canada Inc. and Stentor Resource Centre Inc. and an executive at Bell Canada, she has more than 30 years of progressive experience in marketing, operations, technology development, and regulatory affairs.

Ms. Stephenson is a Corporate Director currently serving on the boards of General Motors Company, Intact Financial Services Inc., and Maple Leaf Foods Inc.. She has served on several government advisory committees and was on the Board of Directors of the Vancouver Olympic Games Organizing Committee (VANOC). Carol Stephenson has earned significant recognition for her community work and industry involvement over the years, including induction into Canada's Telecommunications Hall of Fame, London's Business Hall of Fame, Women of Influence's Top 25 Women of Influence, and National Post's 50 Most Powerful Women. In 2009, she was appointed an Officer of the Order of Canada, and in 2012 received the Queen Elizabeth II Diamond Jubilee Award.



Bill Troost, MBA '75
President
Peel Plastic Products

Bill is president of Peel Plastic Products.

After graduating with a Bachelor of Applied Science from the University of Toronto in 1967, and an MBA from Ivey in 1975, he founded the company in 1978.

The company has become a recognized leader in flexible packaging solutions and process innovations for major brands in the pet food, lawn and garden, and health and wellness markets.

Bill, and his wife Kathleen, have been active supporters of leadership education at both the Engineering Faculty at the University of Toronto, and at the Ivey Business School.



Jim Weese
Professor, Kinesiology
Western Univeristy

Dr. Jim Weese teaches, consults, conducts research, and delivers speeches on the topic of leadership. His “5C Leader” concept serves as the foundation to his approach to leadership and as a long-time Dean/senior campus leader. He has also served as a consultant with both non-profit organizations as well as multinational companies and he currently delivers academic leadership workshops through Academic Impressions, Inc.

He has earned a number of academic and leadership awards throughout his distinguished career including the top research and leadership awards from his profession, the Queen’s Jubilee Medal by the Government of Canada in 2002 for his academic leadership and ten years later, the Queen’s Diamond Jubilee Medal in recognition for his leadership and advocacy for exercise and physical activity. In 2010, Weese worked with the Men’s and Women’s Olympic Hockey Teams at the Winter Olympic Games. In 2014 his alma mater, the University of Windsor inducted him into its Sports Hall of Fame



Walter Zuppinger, HBA '68, MBA 78
Chairman & CEO, Domco Group of Canada Ltd.

Walther Zuppinger was born in Zurich, Switzerland and immigrated to Canada May 1952. He graduated from Western University’s Ivey Business School with his HBA in 1968 and his MBA in 1970. His professional career includes:

- 1970 to 1972 – Controller - Domco Group of Canada Limited - DOMCO
- 1972 to 1977 – Vice President Finance and Administration – DOMCO
- 1977 – present – Chairman and CEO and controlling shareholder – DOMCO

DOMCO employs 525 site managers, chefs, kitchen staff, housekeepers and janitors who manage and operate a total of 25 mine residences located from coast to coast in Canada’s far north from Labrador, Northern Quebec, Ontario, Manitoba, British Columbia and the NWT. DOMCO’s scope of work includes providing room assignments, cooking and serving a total of 16,000 hot meals each day to all the mining staff, cleaning all the bedrooms and providing all required janitorial services to all mine facilities including the residences, mine offices, mine mills, dries and truck shops

Since September 2013 served as an Ivey Entrepreneur in Residence mentoring MBA and undergraduate policy groups.

Participating Schools

School	Team Members	Advisor Name
<p style="text-align: center;">Concordia John Molson School of Business</p>	<p style="text-align: center;">Natarajan Arulolie Evan Baker Karolyne Courville Anne Morinville</p>	
<p style="text-align: center;">McMaster University DeGroote School of Business</p>	<p style="text-align: center;">Ryan Baker Rae Li Fei Liu Zenya Sultan</p>	<p style="text-align: center;">Milena Head</p>
<p style="text-align: center;">Ryerson University Ted Rogers School of Management</p>	<p style="text-align: center;">Michael Clarke Christina Ma Michelle Rubinov Eric Vanderbeek</p>	<p style="text-align: center;">Dale Carl</p>
<p style="text-align: center;">Simon Fraser University Beedie School of Business</p>	<p style="text-align: center;">Taimur Asim Arjun Batta Rajkamal Parashar Eeshan Sethee</p>	
<p style="text-align: center;">University of Alberta Alberta School of Business</p>	<p style="text-align: center;">Abebe Essayas Morgan Tien Eric West Jason Youn</p>	

School	Team Members	Advisor Name
<p>University of Calgary Haskayne School of Business</p>	<p>Ryley Bolton Madison Fulton Gagandeep Singh Eunice Wong</p>	<p>Sharaz Khan</p>
<p>University of Manitoba Asper School of Business</p>	<p>Matthew Borgford Tanis Brako Carlos Kan Emily Sanders</p>	<p>Judy Jayasuriya</p>
<p>University of Victoria Peter B. Gustavson School of Business</p>	<p>Munire Erman Steve Jones Najib Raie Yuanyuan Zhu</p>	
<p>Western University Ivey Business School</p>	<p>Joshua Beattie Laura Gawley David Humphrey Matt Simioni</p>	
<p>York University Schulich School of Business</p>	<p>Raenne Cardoza Camille Chen Alexander De Sousa Catherine Melo</p>	

Schedule

Thursday, February 7, 2019

	Students	Advisors
Afternoon	Arrival in London Check-in at The Park Hotel (242 Pall Mall Street, London, Ontario, N6A 5P6)	
5:45pm	Transportation from The Park Hotel to Ivey Business School Please meet the bus at the front entrance, bus will depart promptly at 5:45pm	
6:00pm - 6:45pm	Registration <i>Ivey Business School - North entrance</i>	
6:00pm - 6:45pm	Welcome Reception <i>Multi-Purpose Room</i>	
6:45pm - 7:00pm	Welcome & Introductions Mixed teams announced, Drawing of presentation order <i>Multi-Purpose Room</i>	
7:00pm - 8:30pm	Dinner <i>Multi-Purpose Room</i>	
Post-dinner	Free-Evening Bus transportation provided to The Park Hotel	

Friday, February 8, 2019

	Students	Advisors
6:30am – 9:30am	Buffet Breakfast at The Park Hotel	
8:00am and 9:30am	Transportation from The Park Hotel to Ivey Business School Important: Please refer to the <i>Case Pick-Up & Submission Timetable</i> to take the bus recommended for your team.	
8:30am – 10:30am	Staggered Release of Case 1	Advisor Room <i>Room 1314</i>
8:30am – 3:30pm	Case 1 Preparation <i>Refer to the Case Preparation Rooms schedule for your room details</i>	

12:30pm – 2:00pm	Lunch (at your leisure) <i>Pick up outside of the Library (Room 1250)</i>	
1:30pm – 3:30pm	Case Submission <i>Team Captain delivers presentation on USB key to the Event Office Room 1381</i>	Advisor Room <i>Room 1314</i>
1:45pm – 5:10pm	Case Presentations <i>*Refer to the Case Presentation Schedule for Time and Room details</i>	
5:15pm - 6:00pm	Case 1 Panel Presentation and Q&A <i>Room 1380</i>	
6:00pm - 6:30pm	Cocktail Reception <i>Multi-Purpose Room</i>	
6:30pm - 8:00pm	Dinner & Announce Case 1 Winners <i>Draw room assignments & order of presentations for Case 2 Multi-Purpose Room</i>	
Post-dinner	Free-Evening <i>Bus transportation provided to The Park Hotel</i>	

Saturday, February 9, 2019

	Students	Advisors
7:00am – 10:00am	Buffet Breakfast at The Park Hotel	
7:30am and 9:00am	Transportation from The Park Hotel to Ivey Business School Important: <i>Please refer to the Saturday Case Pick-Up & Submission Timetable to take the bus recommended for your team.</i>	
8:00am – 10:00am	Staggered Release of Case 2 <i>Refer to the Saturday Case Pick-Up & Submission Timetable. Please pick-up case in room 1381.</i>	Advisor Room <i>Room 1314</i>
8:00am – 3:00pm	Case 2 Preparation <i>Refer to the Case Preparation Rooms schedule for your room details</i>	
11:30pm – 1:00pm	Lunch (at your leisure) <i>Pick up outside of the Library (Room 1250)</i>	
1:00pm – 3:00pm	Case Submission <i>Team Captain delivers presentation on USB key to the Event Office Room 1381</i>	Advisor Room <i>Room 1314</i>

1:15pm – 4:35pm	Case Presentations <i>*Refer to the Case Presentation Schedule for Time and Room details</i>
4:50pm – 4:55pm	2 Finalist Teams for Case 2 Announced Draw order of presentations <i>Room 1380</i>
4:55pm – 5:25pm	Final Presentation – Finalist 1 <i>Room 1380</i>
5:30pm – 6:00pm	Final Presentation – Finalist 2 <i>Room 1380</i>
6:00pm – 6:30pm	Case 2 Q&A with Case Writer <i>Room 1380</i>
6:30pm - 7:00pm	Cocktail Reception <i>Brock Pavilion – Room 1300</i>
7:00pm – 8:30pm	Closing Dinner and Announce Winner <i>Brock Pavilion – Room 1300</i>
Post-dinner	Free-Evening Bus transportation provided to The Park Hotel

Sunday, February 10, 2019

	Students	Advisors
7:00am – 10:00am	Buffet Breakfast at The Park Hotel	
11:00am	Team Check-Out	

Facilities

Libraries

Venue	Location	Hours of Operation
Business Library	Ivey Building	Mon-Thurs: 8:30am—8:00pm Friday: 8:30am—5:00pm Saturday: 10:00am—5:00pm
Weldon Library	UWO	Mon-Fri: 8:00am—11:00pm Saturday: 10:30am—5:00pm

Shopping

Venue	Location	Hours of Operation
Campus Computer Store	UCC-Lower Level	Mon-Fri: 8:30am—5:00pm Sat-Sun: Closed
The Book Store (Books and souvenirs)	UCC-Lower Level	Mon-Thurs: 8:30am—7:00pm Friday: 8:30am—5:00pm Saturday: 11:00am—4:00pm Sunday: Closed
USC Postal Outlet	UCC	Mon-Thurs: 9:30am—6:00pm Friday: 9:30am—5:30pm Sat-Sun: Closed
On-Campus Pharmacy	UCC-Lower Level	Mon-Thurs: 8:30am—7:00pm Friday: 8:30am—5:30pm Saturday: 9:30am—4:00pm Sunday: 11:00am—4:00pm

Eateries

Venue	Location	Hours of Operation
Ivey Eatery (pizza, sandwiches, soup, salad)	Ivey Building	Mon-Thurs: 7:30am—4:00pm Friday: 7:30am—2:30pm
Starbucks @ Ivey	Ivey Building	Mon-Thurs: 7:00am—6:00pm Friday: 7:00am—3:30pm
Lucy's (Burritos, pizza, Tim Horton's coffee, Japanese cuisine, sandwiches)	Sommerville House	Mon-Thurs: 7:30am—7:00pm Friday: 7:30am—3:00pm
Centre Spot Food Court(Hamburgers, Chinese cuisine, sandwiches, pitas, pizza, Tim Horton's coffee)	UCC	Mon-Thurs: 10:30am—7:00pm Friday: 10:30am—3:00pm
Bento Sushi (handcrafted sushi)	UCC	Mon-Thurs: 10:00am—5:00pm Friday: 10:00am—3:00pm
Subway (Sandwiches)	UCC	Mon-Fri: 8:00am—7:00pm Sat-Sun: 11:00am—5:00pm