



intouch

A Meaty Subject

Anne Fontana, MBA '84, helped bring a supply chain focus to Schneider's Foods *Page 16*

Ivey-Born Businesses *Page 24*

A magazine for alumni and friends of the Richard Ivey School of Business/Winter 2005

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WINTER 2005

FEATURES

16 You are What You Eat

There was a time when it wasn't even taught in most business schools, but today supply chain management is almost glamorous. Thanks to Mike Leenders, MBA '59, and others, Ivey continues to be a leader in the field. Meet three alumni, Anne Fontana, MBA '84, Gail Rodwell-Simon, MBA '96, and Doug Lambert, HBA '69, MBA '71, who see the big picture.

24 While You Were In Lots of Ivey alumni start successful ventures after they leave Ivey, but some don't wait for graduation. Jen Kluger and Suzie Orol, both HBA '02, for example, were already designing, making and selling fash-

ionable jewelry when they arrived in the HBA program. Meet Kluger and Orol, plus Jake Burlet, EMBA '01, of Viewtrak Technologies, and Deland Jessop, Adam Cooper, Kalpesh Rathod, all MBA '02 grads, of PolicePrep.com.

30 A Conversation with Professor Steve Foerster It's an intrepid soul who takes on the job of MBA program director, especially in today's competitive environment. But Steve Foerster, HBA '81, is up to the task and enjoying the challenge.

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TOBI ASMUCHA

16 GAIL RODWELL-SIMON IS USING HER SUPPLY CHAIN EXPERTISE TO CREATE NEW OPPORTUNITIES FOR HBC, ONE OF CANADA'S TOP RETAILERS



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Doing Business

The School in the World

Excitement builds

It's never been done before by Canadian business students – raising the funds and building an entire house in partnership with Habitat for Humanity.

The project, called *Ivey Builds*, is an initiative of the MBA Association in cooperation with the entire School, as part of Ivey's renewed focus on corporate social responsibility.

The build will take place in London in April 2005. The home, designed with the help of MBA volunteers who are architects, will be fully accessible. The family has now been chosen – a single mother in a wheelchair who is raising two teenage daughters. "We found out the day they were selected because the mother called our office even before Habitat could let us know," says Mark Healy, Ivey Build's project manager. "She was so excited to be provided with this opportunity. It was a pretty emotional moment."

The project fits squarely with the

mission of the School, and provides students with an opportunity to reflect on the benefits of giving back to the community. "This will give students exposure to volunteering opportunities that they can extend to their careers," says Healy. "It gives businesses the chance to see what a bunch of talented young people can do, and it offers community groups a different perspective and maybe some potential board members down the line."

Beamish awarded top research chair

In November, Professor Paul Beamish, HBA '76, PhD '85, was appointed to a Tier One Canada Research Chair, one of Canada's highest academic honours. The Chair is valued at \$1.4 million over seven years, and is awarded to outstanding researchers acknowledged by their peers as world leaders in their fields.

Beamish recently stepped down as Ivey's Associate Dean Research, and currently serves as Director of the Asian Management Institute. He is the author or co-author of 37 books, and more than 80 articles or contributed chapters. His books are in the areas of international management, strategic management, and joint ventures and alliances. In 1997 he was recognized as one of the top three contributors worldwide to the international strategic management literature in the previous decade. His work has also received awards from the

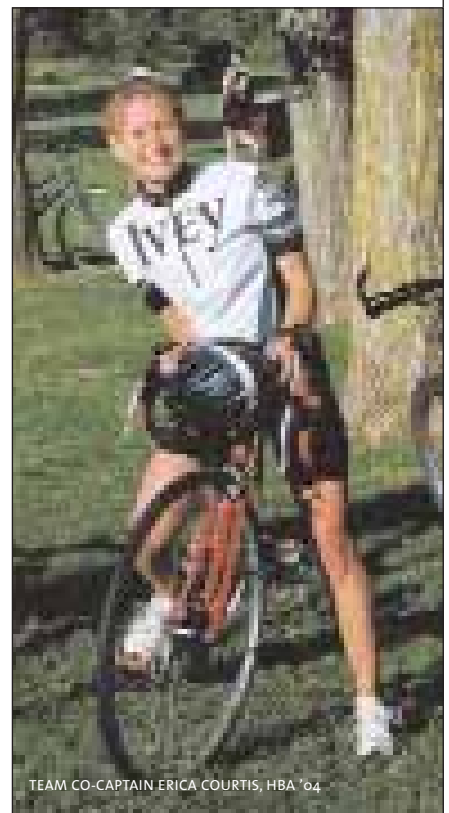
Academy of Management, Academy of International Business, European Foundation for Management Development, and the Administrative Sciences Association of Canada.

Cycling for MS

With wonderful weather and the wind at their backs, TeamIvey helped raise more than \$400,000 for the Multiple Sclerosis Society of Canada on the weekend of July 24 in the Rona-MS Bike Tour. The team fielded 22 cyclists for the event, up 12 from last year.

TeamIvey's jersey, a creation of team members, won an award for design for the second year in a row. In all, 38 jerseys were sold, with 10 percent of the proceeds going to the MS Society.

Professor Carol Prahinski, team co-captain, was impressed by TeamIvey's performance. "The students are so creative and enthusiastic about getting involved in doing things to support not just the MS Society, but a wide range of activities and organizations," she says. "They're heavily involved in philanthropy."



TEAM CO-CAPTAIN ERICA COURTIS, HBA '04



GROUNDBREAKING FOR IVEY BUILDS

Helping step by step

Thanks to the efforts of Ivey Hong Kong students, alumni and friends, a new school will be built in Yunnan Province, China. The One Million Steps Charity Hike on June 13, 2004 raised HK\$84,000 for Sowers Action, an organization supporting foundation education in China. Earlier, with a charity dinner, Ivey students and alumni raised HK\$90,000 for the organization.

"We support Sowers Action because it's education related, like us," says Benson Pau, HK EMBA '04. "It was a lot of work, but we really enjoyed it."

Thanks a million

Five years ago, the Ivey Annual Fund launched an in-house Student Phone Program. Since then more than \$1 million have been raised – providing a big boost for student scholarships, faculty, case writing and other priorities of the School.

The Phone Program is managed by the Department of Advancement, but is powered by students. For four weeks in the fall and spring, students gather nightly in a classroom in the Business School to reconnect with over 4,000 alumni each year.

The students go through a two-night extensive training course, where they are steeped in the history



CALLERS FROM STUDENT PHONE PROGRAM

and culture of Ivey, and brought up-to-date on current initiatives like the new curriculum. "In addition to raising money we use it as a vehicle to reach out and touch alumni in a more personal way," says Cathy Vitkauskas, Director Annual Giving. "The students really enjoy it, and the alumni are glad to hear from them and find out what's going on at the School."

For the students, the experience offers an opportunity to learn more

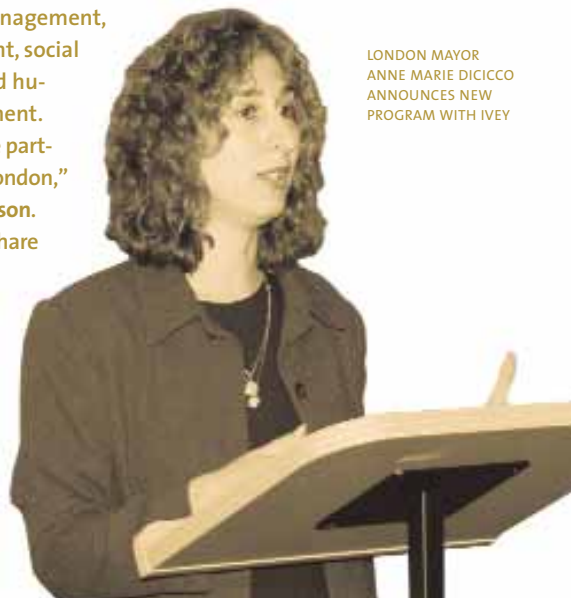
LONDON OPEN FOR BUSINESS

The City of London is getting some help from Ivey to achieve its goal of becoming one of the top ranked municipalities in the country.

It's back to school for city management staff, who will participate in a custom professional development program designed by Ivey – considered the first of its kind. The City and School will collaborate in the program's development and delivery, and explore a number of other joint initiatives such as providing job shadowing experiences for Ivey students.

"We're getting back to the basics – critical management skills," says Jeff Fielding, London's Chief Administrative Officer. "This is a clear investment in our management team, which has the goal of shaping workplace culture and defining new methods and styles of communication." To build a common approach, the city's entire management staff will participate in training sessions three to five times a year. Areas of study will include contingency management, sustainable development, social responsibility, ethics and human resource management.

"We are pleased to be partnering with the City of London," says Dean Carol Stephenson. "Both Ivey and the City share the commitment to strengthen London as a vibrant, dynamic place to live and do business. As a world-class business education leader, we can share our knowledge and best practices with the City to ensure it remains competitive."



LONDON MAYOR ANNE MARIE DICICCO ANNOUNCES NEW PROGRAM WITH IVEY

NEW COURSE TARGETS BUSINESS SIDE OF CANCER RESEARCH

A new course, Public and Private Partnerships in Cancer Research, will be offered by the Ivey Business School in early 2005. It's part of an initiative of the UWO Strategic Training Program in Cancer Research led by Dr. Jim Koropatnick, of the London Regional Cancer Centre.

"The course is essentially all you want to know about the business side of cancer research," says Professor Jim Hatch, who designed it. Commencing in January, it covers topics such as the economics of the pharmaceuticals industry, clinical trials, intellectual property, venture capital financing, and business agreements.

"The course is a great example of multidisciplinary cooperation at Western and the role that Ivey can play," says Hatch. "It's a direct outgrowth of the capabilities of the School as a result of the biotech MBA stream."

OPENING OF NEW IVEY TRADING COMPANY STORE



Dean Carol Stephenson does the honours as the Ivey Trading Company celebrated its move into new premises in the School. The Company sells all of Ivey's branded merchandise. Wear the mark. Get some Ivey gear today.

WALL STREET JOURNAL GIVES IVEY TOP SPOTS

The Ivey Business School was ranked No. 1 in Canada by the Wall Street Journal's fourth annual survey of business schools. In the field of management consulting, international recruiters gave it second place among business schools worldwide. The results were based on a survey of 186 U.S. schools and 75 non-U.S. schools. A total of 2,849 MBA recruiters were interviewed. Among North American schools, Ivey placed 35th.

Job postings through Ivey's Career Management office increased 17 per cent in 2004, with a 10 per cent increase in job placements. Recruiters who responded to the Wall Street Journal in the past two years have indicated that the quality of Ivey's students in terms of "star quality," the potential to move into senior management positions, is increasing each year.

about the strength of the Ivey network and the pride that alumni take in the School. "They also get a strong sense of satisfaction knowing that they're helping Ivey," says Vitkauskas. "They're great ambassadors. They really understand why it's important for alumni to support the school – without it they wouldn't be getting such an amazing education."

Entrepreneurship students hopping

Ivey students had a chance to show their entrepreneurial colours with the second Eco-Shred Innovation Challenge. Each team in the challenge launched a start-up venture with the goal of maximizing their profits in a two-week period.

The HBA winning team (see right), offered hip hop classes on campus and raised \$1,120. "We tried to come up with an idea that would be profitable, fun, and have little time commitment," says team member Brent

Verriez. They noticed that the dance workshops offered through Western's campus recreation program were fully booked, with students still looking to get in. That's when they came up with One-Stop Hip-Hop. With one of the team members an experienced dancer, it seemed like a good bet.

Verriez attributes their success to their ability to sell the idea.

WINNING HBA TEAM OF DAN ABICHANDANI, JOELLE FAULKNER, KATE ROBB, DANIEL ZATZMAN AND BRENT VERRIEZ



“Entrepreneurship is all about passion and I think we showed that,” he says. “We learned that if you have buy-in to an idea early on in the process, you can make things happen.”

Some of the other ventures launched included a speed reading seminar, a new laptop screen saver, a junk removal company, a computer accessories discount company, a cookbook geared towards Ivey students, CDs offering career resources, customized picture frames and t-shirts, and a variety of events and trips.



ANDREW DOONER, MIKE RUSSELL AND RYAN FORWELL, WINNERS OF BELL CHALLENGE

“TRUTH-TELLER” MAKES IMPACT ON IVEY STUDENTS

If you’ve seen the movie “The Insider” with Russell Crowe, you’ll know about Dr. Jeffrey Wigand. Dr. Wigand attracted national attention, and the ire of the

tobacco companies, when he became the industry’s highest ranking former executive to address public health and smoking issues.

As part of its program in corporate social responsibility, Ivey invited Dr. Wigand to speak to students about the importance and consequences of what he described as “truth-telling.” Along with his presentation, students viewed the movie, which Dr. Wigand says is about 90 per cent accurate.

Dr. Wigand told the students that strong ethical

values are an important aspect of leadership. He quoted from the Holocaust Museum in Washington, DC: “Thou shall not be a victim. Thou shalt not be a perpetrator. Above all, thou shalt not be a bystander.” To be a true leader, he said, you must show courage and speak out about situations that you feel are not acceptable.

Dr. Wigand also advised students that it’s sometimes very hard to recognize situations that give rise to ethical questions. The issue in the tobacco industry was obvious, but whether you produce baby food or design cars, there are always ethical choices involved.

Professor Gerard Seijts, an organizer of the event, says it accomplished its goal of reaffirming to students the importance of honesty and integrity in business. “Dr. Wigand talked about things that some aspiring leaders do not want to hear – that they must have the courage to voice their convictions. He was very inspiring and thought provoking.”

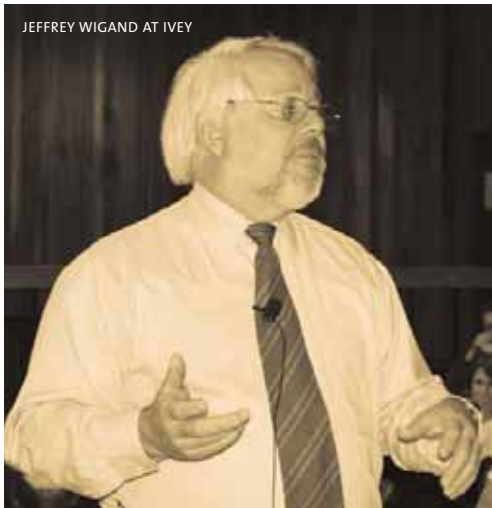
Ivey comes out tops in Bell Challenge

In November a team of Ivey MBA students won the first annual Bell Canada Challenge Strategy Case Competition in Toronto, defeating 80 teams from across Canada, including Rotman, Queens, McGill, Schulich, and HEC (University of Montreal). Of the three teams in the final, two were from Ivey.

The first round of the competition consisted of a written submission on the impact of voice over IP technology on Bell Canada’s strategy for the consumer market. Bell then selected three teams to prepare a second submission on the impact of voice over IP on the large enterprise market, and invited the finalists to present their findings to a group of senior executives at Bell’s head office. Making up Ivey’s winning team were Andrew Dooner, Mike Russell, and Ryan Forwell.

CORRECTION

In the last issue of *InTouch*, we published a story on the MBA Biotech Stream. Unfortunately, the names of three key supporters of the program were omitted. Our apologies and heartfelt thanks to: The Faculty of Medicine & Dentistry at The University of Western Ontario, GlaxoSmithKline, and IBM Canada.



JEFFREY WIGAND AT IVEY

Clubfile

A REGULAR FEATURE INTRODUCING
IVEY ALUMNI ASSOCIATION CLUBS

Shanghai

Mark Brown, MBA '95, grew up in London, Ontario, the Canadian home of the Ivey Business School, but has built his career in Asia. Today he is president of the Shanghai Chapter of the Ivey Alumni Association.

Brown arrived in Shanghai at the end of 2001, after several years in Hong Kong, Japan and Korea, to find a growing number of Chinese Ivey graduates. He began to arrange informal social

events, including Chinese New Year banquets and networking dinners, and gradually an organization took shape. Last year, Glenn Yonemitsu, MBA '89, Director of Ivey Advancement, and Dean Carol Stephenson visited the city and encouraged Mark and his fellow alumni to establish a formal chapter.

There are currently about 80 alums in Shanghai, and over 200 in all of mainland China. Brown says China has the second largest number of Ivey Alumni outside North America and is growing rapidly. A Chapter Executive Committee of six organizes several events and activities throughout the year. Cynthia Gu, MBA '01, Shanghai liaison for Ivey Career Management, works closely with the group, and Brown has also developed ties with Linda Zhou, MBA '04, the Ivey Alumni Ambassador for Beijing. The Shanghai Chapter also recently launched a new 'Ivey Alumni in China' website, www.ivey.com.cn, containing news and event information, a contact directory and discussion forums.

In addition to Chinese New Year's cel-

ebrations, the Chapter regularly fields a strong soccer team for Shanghai's annual Canada Day celebrations held by the Canadian Consulate, and organizes community service and business networking events. Recently, a group of alums visited the business departments of several local universities to talk to students about career management and international business issues. Last year, the Chapter also partnered with other local MBA schools to host a "Wealth Management Seminar" with several leaders from the Shanghai business community.

The newest project is an Ivey China Case Competition, initially to be held among universities in Shanghai in March 2005 but with potential to grow to a national event.

"China is where it's at," says Brown. "The growth in China is going to continue, and the importance of Asia for Ivey is going to continue. It's essential to have some way to keep graduates connected to the School. It's also important to build the Ivey brand equity, to support recruitment and returning alumni. I want to build that kind of groundswell in China."

Volunteerfile

A REGULAR FEATURE INTRODUCING
ALUMNI VOLUNTEERS

It wasn't until he was already a student at Western that Kevin O'Brien, a native of Flin Flon, Manitoba, heard about the HBA program. "I didn't have a master plan," he admits, "but I can't imagine designing a program that would be better training for what I've ended up doing." Today, O'Brien is a Partner with SECOR Consulting. He is married with three sons under 5.

When he thinks back to his time at Ivey, O'Brien remembers the first ever Undergraduate Business Games, 48-hour reports, the Policy report, and a handful of professors with whom he formed a strong connection. "Ivey was a defining experience, and it opened the door for me."

O'Brien joined Mercer Management Consulting when he graduated. In 2000, he and a partner launched Diesel Think-Tank, a strategy consulting company with a special focus on primary research. Two years later, they linked up with Montreal-based consultancy SECOR.

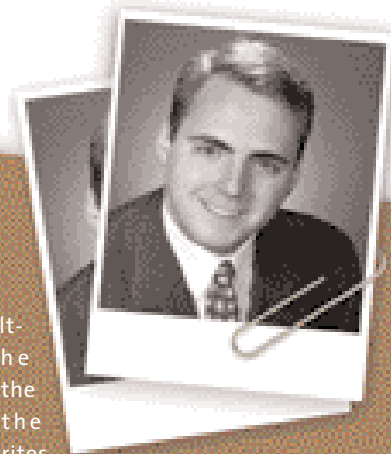
O'Brien has stayed in touch with Ivey over the years, com-

pleting several consulting projects for the School, and serving on the advisory board of the LEADER Project. "Leaderites have a very altruistic approach," he says. "They're doing it because they think that the education they're imparting will make a difference."

O'Brien has also been a class agent since the concept was introduced in 1996. "There's a selfish reason for it, because it gives you an excuse to get back in touch with your classmates," he says. "I also think it's very important to give back to Ivey - I can draw a direct line from the HBA program to where I am today, and I think that's true for a lot of grads."

"It's more important than ever for graduates to support Ivey," he adds. "The next few years are going to be pivotal times in the School's development."

O'Brien, Kevin
MBA '95





Alumni News & Events

Across Canada and around the world, Ivey alumni are getting together and having a great time.

Ring of Power

Last year the Ivey Alumni Association introduced an innovative new program—the Ivey Ring Tradition. Under the program, graduating students of 2004 and beyond will sign a pledge to uphold the values of the School and receive a silver ring. Each ring bears a unique serial number and the name of each ring-wearer is registered in the Ivey archives.

Ivey alumni were asked to volunteer at the 2004 events, to welcome the new graduates into their ranks. Response was so overwhelming some willing volunteers had to be turned away. “It was an incredible outpouring,” says Glenn Yonemitsu, Executive Director Ivey Advancement. “The alumni who participated found the experience very emotional. We realized that the Tradition is a very powerful way to connect back to the School.”

The rings are now available to pre-2004 graduates through the Ivey Trading Company, and Ivey Alumni Association chapters around the world are planning Ring Tradition ceremonies. The first such event was held November 22 in the Great Hall at the University of Western Ontario for graduates throughout southwestern Ontario. More than 50 Ivey graduates participated in taking the Ivey Pledge and received their rings.

For more information on how you can participate in an Ivey Ring Ceremony, go to www.ivey.uwo.ca/alumni/IveyRingTraditionCeremony.htm or call Alumni Relations at 519-661-4158.



1. ALUMNI PRESENTERS AT THE EMBA CLASS OF '04 RING CEREMONY, HELD IN LONDON ON OCTOBER 28. BACK ROW LEFT TO RIGHT: ROB BAILEY, EMBA '03, GARTH WILLIAMS, EMBA '99, PAUL COLLINS, EMBA '00, MARILYN NASH, EMBA '98, DAVID SCHNED, EMBA '00, SEAN MURRAY, EMBA '03, JOHN SHANKS EMBA '98, ANN LAGRANDEUR, EMBA '02. FRONT ROW LEFT TO RIGHT: MATTHEW NG, EMBA '01, KEVIN YOUSIE, HBA '77, MBA '80, MICHAEL PEARCE, HBA '68, DEAN STEPHENSON, CLAUDIO DE VINCENZO, EMBA '03, DAN REASON, EMBA '01

2. EMBA '04 STUDENTS PROUDLY DISPLAY THE IVEY PLEDGE. LEFT TO RIGHT: JUAN LAVERDE, HEIDI LUDWICK, SEONAG MACRAE, EDUARDO LEON, TIAN LI, ALL EMBA '04.

3. THE FIRST-EVER HONG KONG RING CEREMONY, OCTOBER 31 IN CONJUNCTION WITH THE CLASS OF 2004 GRADUATION AND UWO CONVOCATION CELEBRATION. CELEBRATING THEIR SUCCESS, (FROM LEFT TO RIGHT), DR. LEO LAU, MAN KO, STANLEY CHAN, CHARITY AU, ALL HK EMBA '04.

4. THE LONDON CHAPTER IVEY RING TRADITION CEREMONY, HELD IN THE GREAT HALL NOVEMBER 22. (FROM LEFT TO RIGHT) FRED GALLINA, EMBA '04, LONDON, ON ALUMNI CHAPTER PRESIDENT, LARRY WYNANT, MBA '72, ASSOCIATE DEAN OF PROGRAMS, GLENN YONEMITSU, MBA '89, EXECUTIVE DIRECTOR IVEY ADVANCEMENT, AND PATRICK CROWLEY, HBA '74, CHAIR OF THE IVEY ALUMNI ASSOCIATION BOARD OF DIRECTORS.

UPCOMING EVENTS

VISIT WWW.IVEY.UWO.CA/ALUMNI/CURRENTEVENTS.HTM FOR DETAILS ON ALL UPCOMING ALUMNI EVENTS.

- FEBRUARY 24** IAA/BC 2005 Signature Event
- FEBRUARY 24** IAA/Toronto Monthly Happy Hour
- MARCH** IAA/Hong Kong Bi-Monthly Happy Hour
- MARCH 31** IAA/Toronto Monthly Happy Hour
- APRIL 28** IAA/Ottawa Technology Dinner
- APRIL 16-17** IAA/Shanghai First Annual Ivey China Case Competition
- APRIL 19** IAA/BC Leading Companies Event
- APRIL 22** IAA/London Ivey Builds Conference
- APRIL 28** IAA/Toronto Monthly Happy Hour
- MAY 2** IAA/Montreal Ivey Global Business Lunch – Professor Michiel Leenders
- MAY TBD** IAA/Hong Kong Ivey at the Races
- MAY 19** IAA/Toronto Ivey Goes to Glen Abbey
- MAY 25** IAA/Calgary Annual Dinner
- MAY 26** IAA/Toronto Monthly Happy Hour
- MAY TBD** IAA/Toronto Business Leader of the Year Dinner
- JUNE 20** IAA/BC 9th Annual Golf Tournament
- JUNE 30** IAA/Toronto Monthly Happy Hour
- JULY 28** IAA/Toronto Monthly Happy Hour
- AUGUST 25** IAA/Toronto Monthly Happy Hour
- SEPTEMBER 21** IAA/BC Season Opener Boat Cruise
- SEPTEMBER 29** IAA/Toronto Monthly Happy Hour
- SEPTEMBER 30-OCTOBER 2** Homecoming 2005!
- OCTOBER 18** IAA/BC Leading Companies Event
- OCTOBER 27** IAA/Toronto Monthly Happy Hour

Cowin wows Aussie gathering

By Donna Bozowsky, MBA '91

Ambassador for Australia

Successful fast food entrepreneur Jack Cowin, HBA '64, founder of the Hungry Jack's burger chain, spoke to a group of Aussie alumni on April 22 at the Canadian Consulate in Sydney. In attendance were Ivey alumni Frank Volckmar, EMBA '99, Catherine Eddy, HBA '83 (with Jim McKerlie), David McLeod, MBA '94, Berry Martin, Ian Davis, MBA '87, Liz Maco, HBA '97, Stan Johnston, MBA '76, Andrew Leighton, MBA '90, and Donna Bozowsky, MBA '91 (with Tony Pricipe), as well as Consul General Rick Kohler and his wife Edwina, and Consul and Senior Trade Commissioner Jeff Blackstock. Cowin shared his Life Lessons, which included:

1. Look after your health.
2. Maintain your integrity.
3. Keep control of your destiny.
4. Take some risks but:
 - a. don't bet the farm;
 - b. there is no shortage of deals, don't jump at the get-rich-quick schemes;
 - c. don't wait for the dogs to bark – take remedial action before it's too late.
5. Keep a portfolio of investments.
6. Test ideas, and don't fully accept a business proposition without checking it out.
7. Family is important, so:
 - a. have an understanding spouse;
 - b. take care of your kids – they're the ones who will put you in the nursing home.
8. Never give up if you believe in something:
 - a. big companies rely on little companies throwing in the towel;

- b. but know when to cut your losses.
9. Be humble, even if it doesn't come naturally!
10. Life is about dealing with people.
11. Pay attention to the big things and delegate the rest to others.
12. Create a cash cow you can rely on.
13. Understand the business and know what you do well.
14. Watch the bigger fool theory – there is a bigger fool than you who will come along and take your place!

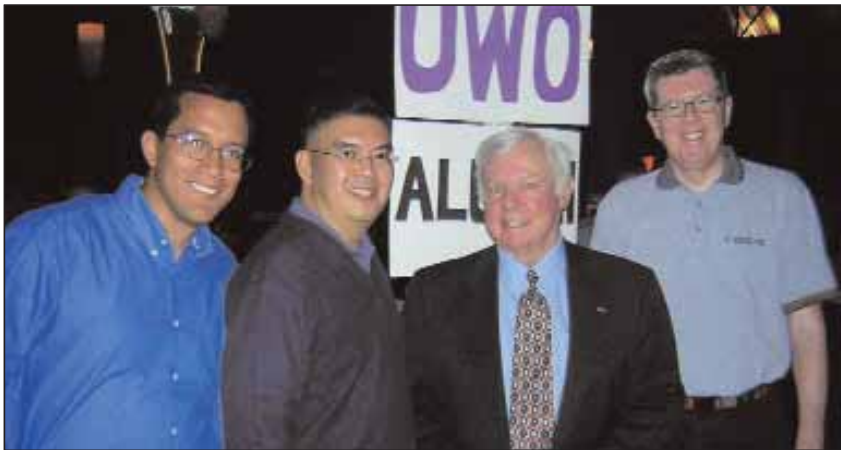
In August, a small group of Ivey alumni met for a wine tasting event at the home of Catherine Eddy and her husband Jim McKerlie. Catherine and Jim generously provided samples of some great Australian wines, which were accompanied by foods that had been chosen to fully maximize each wine's flavour.

Globetrotting Dean continues her travels

Dean Carol Stephenson crowned 18 months of meeting Ivey alumni around the world with visits to Singapore, Hong Kong and London during October and November.

In Singapore, Ivey Alumni Association chapter president Chet Choon Woon, MBA '94, ably assisted by Josephine Teo, MBA '03, organized a special ASEAN Ivey Homecoming celebration at a private club in downtown Singapore. The warm, intimate event was attended by 40 alumni and friends, representing a range of graduating years from the 70's to the 00's. In addition to the Dean, Kathleen Slaughter, Associate Dean Asia, Paul Beamish, Director of the Asian Management Institute, and Glenn Yone-





WESTERN AND IVEY IN SOUTHERN CALIFORNIA

Ivey and UWO alumni got together for the first-ever joint pub night in San Diego on November 11. The event was held at the Rock Bottom Restaurant & Brewery in La Jolla Village. From left to right: Gabriel Arce, MBA '01, Bob Lee, MBA '77, Bob Adams, HBA '54, and Donn Hoffhine, MBA '74.

1. (FROM LEFT TO RIGHT) MR. AND MRS. CLIFFORD LEW, MBA '93, PROFESSOR KATHLEEN SLAUGHTER, HILARY CASSADY, MBA '93 AND EDDIE LOH, MBA '04 ENJOY HOMECOMING IN SINGAPORE

2. DEAN CAROL STEPHENSON HELPS CELEBRATE HOMECOMING IN SINGAPORE ORGANIZED BY CHET CHOO WOOD, MBA '94, SINGAPORE CHAPTER PRESIDENT, AND JOSEPHINE TEO, MBA '03



mitsu, Executive Director Ivey Advancement, were in attendance.

While the Dean was in Singapore, she also visited with Lee Seng Wee, MBA '54, Ivey's first Asian graduate from the MBA program, the gold medalist in his graduating year, and a good friend of the School for many years. She presented him with his 50th reunion pin.

In Hong Kong, the Dean attended the fifth Convocation of the Hong Kong Executive MBA program, welcoming 50 new graduates into the Ivey family. Graduates and their families attended from 19 different countries, including Singapore, PRC, the U.K., Norway, New Zealand, Hungary,

Australia, Spain, The Netherlands, Switzerland, Japan, the U.S., Malaysia, Denmark, Germany, the Czech Republic and Macao.

The Dean also met with the Asian Advisory Board, ably led by Henry Cheng, HBA '71, MBA '72, LLB '97. At the meeting, there was some discussion about how Ivey's learning assets in Asia could be integrated into the School's other programs. Ultimately, this has led to a decision to offer an innovative MBA program in which students attend one year of classes in Canada, and one year in Hong Kong. Watch for more details in the future.

The visit ended on a high note with the annual alumni dinner, a glittering sell-out event with 160 alumni and friends in attendance. "It was a very positive trip," said Dean Stephenson later, "and a wonderful opportunity to connect with some of our most supportive graduates. It really brought home how successful Ivey's involvement in Asia has been, and the impact we've made."

In the final stop of her whirlwind tour, Dean Stephenson attended a meeting of the Ivey European Advisory Board, chaired by Bob Brouillard, MBA '66. The Board is currently focused on helping to attract European students to Ivey and also on finding opportunities for recent graduates interested in working in Europe.



NEWPORT BEACH GATHERING

Twelve alumni and friends gathered at the Gulfstream restaurant patio in Newport Beach on September 2 for an end-of-summer get-together, and to celebrate the fourth anniversary of the formalization of the Southern California chapter.

FRONT ROW L TO R: BRUCE ANDERSON, MBA '79, BRIAN MAGEE, EMBA '00, DON ANDERSON, MBA '70. KNEELING: BOB LEE, MBA '77. BEHIND DON: SAM BHAI, MBA '88, BRIAN R. JONES, MBA '74, LEN KEILLER, MBA '74. BACK ROW L TO R: ROB JAKUES, MBA '03, BOB D'ORNELLAS, MBA '74, HART BORROWMAN, MBA '69, HANK BLANK, BA '72, MA '75, UWO.

HOMECOMING 2004

8



FEVERISH EXCITEMENT

1. BARRY RUSSELL, MBA '59, AND WIFE PENELOPE RUSSELL, BEGIN A MEMORABLE WEEKEND BY REGISTERING AT THE EVENT IN THE TENT.
2. DEAN CAROL STEPHENSON WELCOMES ALLAN LEWER, MBA '79, AND SON TO THE EVENT IN THE TENT.
3. GENO FRANCOLINI, HBA '54, IS FLANKED BY CAROL STEPHENSON AND KEVIN YOUSIE, CHAIR OF THE IVEY ALUMNI ASSOCIATION BOARD OF DIRECTORS, AFTER RECEIVING THE IVEY DISTINGUISHED SERVICE AWARD.
4. FELLOW AWARD WINNER BARBARA WILKES, HBA '74, MBA '76, CELEBRATES WITH YOUSIE AND STEPHENSON.
5. IT'S A BIG ONE! THE REUNION CLASSES OF 2004 PRESENT DEAN STEPHENSON WITH A CHEQUE FOR \$1.7 MILLION IN WHAT HAS BECOME AN IVEY TRADITION.
6. DAVID MONTANERA, HBA '84, MBA '88, NADINE GILCHRIST, HBA '84, MBA '88, AND GEORGE COPE, HBA '84, SHARE A LAUGH AT THE IVEY SOCIETY RECEPTION.
7. MBA '89 CLASSMATES (FROM LEFT TO RIGHT) ANGELA OLSEN, TOM BIRCH AND LAURIE CAMPBELL RECONNECT AT THE IVEY SOCIETY RECEPTION.
8. "STARLIGHT DISCO DIVA" OPENS THE NOSTALGIC HOMECOMING FEVER DINNER DANCE, ATTENDED BY MORE THAN 525 ALUMNI AND GUESTS.
9. PROFESSOR JIM ERSKINE, MBA '67, AND PAMELA JEFFERY, HBA '84, MBA '88, ENJOY THE HOMECOMING FEVER DINNER DANCE, WHILE BODYGUARDS KEEP FANS AT BAY.
10. MEMBERS OF THE HBA CLASS OF '49 REUNITE FOR THE GOLDEN ALUMNI LUNCH, HOSTED BY DEAN STEPHENSON.
11. SARAH CULLEN AND KRISTA PETTIT, BOTH MBA '04, PARTICIPATE IN THE IVEY RING CEREMONY DURING HOMECOMING.



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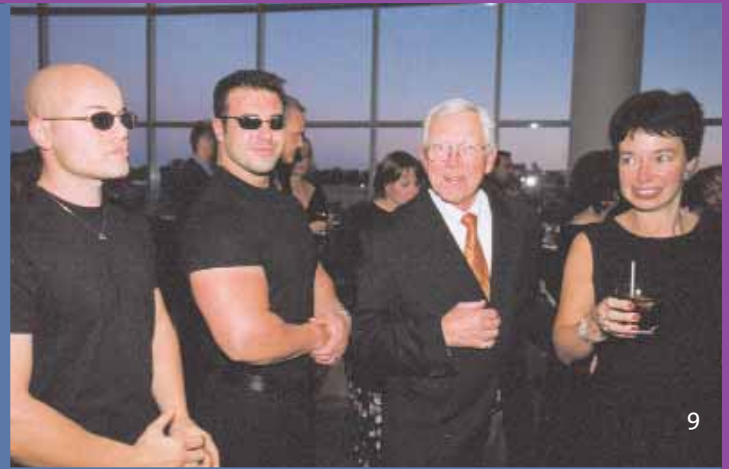
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YOU ARE WHAT YOU EAT

IT'S A COMPLEX NETWORK OF RELATIONSHIPS THAT STRETCHES FROM RAW MATERIAL SUPPLIERS RIGHT THROUGH TO CONSUMERS, AND IT REPRESENTS AN IMPORTANT OPPORTUNITY TO CREATE COMPETITIVE ADVANTAGE. IVEY WAS ONE OF THE FIRST BUSINESS SCHOOLS TO STUDY AND TEACH ABOUT SUPPLY SIDE

MANAGEMENT. READ ABOUT WHAT'S HAPPENING AT THE SCHOOL IN THIS RAPIDLY-GROWING FIELD, THEN MEET THREE IVEY ALUMS WHO HAVE MADE THEIR MARK IN IT.



CHAIN GANG

IVEY'S INTERNATIONAL REPUTATION IN SUPPLY SIDE MANAGEMENT HAS BEEN BUILT UP OVER DECADES, AND CONTINUES TO GROW

PROFESSOR EMERITUS MICHIEL LEENDERS



When Professor Emeritus Michiel Leenders, MBA '59, returned to Ivey from the Harvard Business School in 1963, he was a rarity – the holder of a doctorate specializing in purchasing. He was the first in Canada, and Ivey was the only school in the country that offered a course in supply as part of a regular degree program.

Since then, management of the supply side has become increasingly important as firms search for new ways to gain a competitive edge. Under Leenders' leadership, the School has developed an international reputation in this area, producing a number of PhDs and a growing output of scholarly publications and empirical research. Throughout, Leenders maintained close ties with the Purchasing Management Association of Canada, a relationship recognized in the Leen-

ders Purchasing Management Association of Canada Chair at Ivey. The partnership led to the recent launch of the Ivey Purchasing Managers Index, a valuable tool for managers and policymakers.

The term supply chain management came into vogue in the mid-80s. It is sometimes confused with "logistics," a function of supply management that has spawned a huge industry. Professor Fraser Johnson HBA, '82, MBA '92, PhD '95, teaches a course on logistics. He is also co-author with Leenders of *Purchasing and Supply Management*, the leading text in the world, now in its 13th edition. "Logistics is getting the right thing to the right place at the right time," Johnson says, "whereas supply management deals with the relationships that we have with our suppliers and business partners."

When Henry Ford first made cars, his company managed the entire supply chain from the extraction of rubber from rubber trees through to the sale of the car. Today businesses tend to focus on their core competencies, and rely on others to look after everything else. This often results in a complex supply network that swallows up a large percentage of a company's revenues.

There are many examples of firms that have made their mark through innovative management of the supply chain. Michael Dell's phenomenal success came not only from good products but also from eliminating the middleman and selling cus-

tomized products directly to the customer under a short lead time. The success of Dell's supply chain model has been made possible through its supply relationships. Wal-Mart is an example of a huge company that effectively manages inventory through the efficient exchange of information all the way along the supply chain.

The importance of supply management is not just confined to manufacturing industries, but also affects service organizations and the public sector. "In our health care system, as various layers of government look for opportunities to provide more effective and efficient services, supply management plays an important role in everything from pharmaceutical suppliers and outsourced services, to the flow of patients," says Johnson.

In a recent survey, Johnson and Leenders asked senior people in 284 Fortune 1000 companies in North America what major changes or innovations they expected to see over the next five years. The top three were process improvements in the supply chain area through technology, supply chain integration with customers and suppliers, and supply organization structure and teaming.

Supply management is undergoing dramatic change. In 1995, when Johnson was completing his PhD at Ivey, he became involved in the analysis of research by Leenders and Professor Harold Fearon, the Director of the Center for Advanced Purchasing

PROFESSOR FRASER JOHNSON



PROFESSOR CAROL PRAHINSKI



Studies (CAPS) in the United States. To their surprise, Johnson and Leenders found that 41 percent of the firms had undergone major organizational structure changes. Some were moving their supply organization from decentralized to centralized, and others were moving from centralized to decentralized.

This study raised important questions, which Leenders and Johnson followed up with a case-based study of 26 large international companies that had undergone major change. They focused on change in three areas: structure, responsibilities, and leadership. "Basically what we've found is that large companies are making major changes to their organizational structure, to the responsibilities of the supply function, and to its leadership and line of reporting," says Leenders. "The fact that these companies are making these changes is significant, and how they go about it has important implications to managerial practice."

Carol Prahinski joined Ivey as an Assistant Professor in 2001, after earning her PhD at Ohio State University. Her thesis focused on how buyers manage communication with suppliers to improve performance. She found that, regardless of the communication strategy, the performance of a supplier doesn't really change unless the supplier has some sense of commitment towards that buying firm. "That commitment is

influenced by communication," she says, "although it's not the only influencing factor in the supplier's commitment."

Prahinski is now looking at an area of growing interest: the recovery and re-use of products such as automotive parts and other machinery that are returned to the "reverse supply chain." Prahinski is looking at how firms decide to invest in the reverse supply chain, to assess how their level of risk adversity influences the amount of that investment. "I'm hoping to get some understanding of how their perceptions of the environment, such as competitiveness or hostility, influence their decisions on investment, and how that in turn influences their ability to have a decent performance."

"Green" supply side management is another area of interest for Prahinski. This is an area of increasing importance as firms, particularly in Europe, face growing environmental challenges. Under new laws that hold manufacturers responsible for the product throughout its life cycle, many companies are now setting up systems to collect their used products. "Many businesses are having difficulty managing their product returns, and in some cases may be going under because of it," she says. "This is an area where there is a huge opportunity for additional research."

Ivey has always taken an integrated, holistic approach to supply chain management. "We don't try to argue that supply is more important an area than marketing or financing or operations," says Leenders. "But we do think supply is still under appreciated in both academia and practice, and managers are not pursuing it as vigorously as we would like to see it pursued."

It's not simply a question of prices paid. A supplier along the chain might add innovation, faster delivery, better quality, or more reliability. Says Johnson, "Companies of all size, whether in manufacturing, services or the public sector, need to recognize that there are tremendous opportunities to gain competitive advantage through their supply function and their suppliers."

A LEADING INDICATOR FOR THE ECONOMY

Whether you're the governor of the Bank of Canada or the CEO of a large firm, you need to know how well the economy is performing before you can plan for the future. One of the economy's leading indicators is the Ivey Purchasing Managers Index (IPMI), released on the fourth workday of every month at 10:00 am.

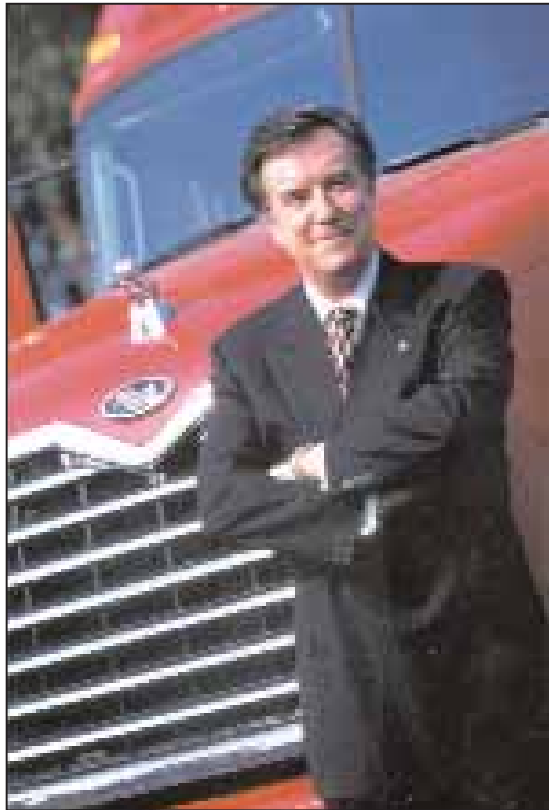
The Ivey PMI, a partnership of the Purchasing Management Association of Canada (PMAC) and the Ivey Business School, measures how much purchases have gone up or down in dollar value from the month before. Its effectiveness is in its simplicity. It asks 175 purchasing managers across Canada one question: "Are your purchases (in dollars) higher, the same, or lower than the previous month?" The Ivey PMI reflects month to month variations, rather than absolute levels. An index above 50 shows an increase over the previous month, below 50 a decrease. Similar calculations are done for employment, inventories, deliveries, and prices. There is no adjustment for seasonality or inflation.

The Ivey PMI, launched in December 2000, is the result of a long-standing collaboration between Michiel Leenders and PMAC. Leenders and a team of Ivey faculty members and staff assemble and publish the data every month. The significance of the Index is that it captures purchasing activity all the way down the supply chain.

As a leading indicator, the Ivey PMI provides valuable information for economists, investors, executives, and financial managers. It also helps to enhance Ivey's international reputation. "Month by month the Index reminds people that this is important information," says Leenders. "It's good for the supply field, and it's good for Ivey."

SUPPLY CHAIN EVANGELIST

DOUG LAMBERT'S BRILLIANT ACADEMIC CAREER BEGAN AT IVEY



Doug Lambert, HBA '69, MBA '71, begins his undergraduate class in supply chain management with a series of questions.

First, he asks the students what a supply chain is. After some discussion, they decide it is a network of companies.

Next, he asks them what it takes to manage one company. The students toss out the basic business functions – marketing, finance, operations, logistics, accounting, R&D, and so on.

Finally, Lambert asks them what it takes to manage a whole network of companies. The students, of course, reply that it takes all the basic functions. At this point, Lambert says, "You know, I'm going to love teaching this class, because you're already smarter than

those business professors who believe you can manage a network of companies with just purchasing, operations and logistics!"

Lambert is not simply an academic with an interest in supply chain management: he is an evangelist, passionate about his approach to one of the hottest topics in management research today. "I really think that what we're doing will change the way business is conducted. You don't get many times in your life to be part of something this big."

And it all started at Ivey. Lambert grew up in southern Ontario and attended high school in Oshawa. An unenthusiastic student, he saw himself

joining many of his classmates at General Motors when he graduated. But his father, a Zellers executive, insisted that he attend university. At Western Lambert's interest and grades perked up, and he was admitted to the HBA program. "I remember Dean Jack Wettlaufer, HBA '50, MBA '51, coming to our third year class and saying, 'What you do in the next two years will determine how your life develops.' And in my case, he was right. I learned how to work, how to put in long hours, and how to think on my feet."

When Lambert graduated, he was offered a job case writing with legendary Ivey professor Bud Johnston, HBA '54, MBA '57. Johnston taught him to write by drowning his draft cases in a

sea of red ink. "Thanks to Bud," says Lambert, "most of the articles I write now are accepted for publication on the first round!" Lambert's exuberant teaching style was also influenced by Johnston's own dynamic classroom persona.

As a case writer, Lambert was invited to the faculty meetings of the marketing area group. At one meeting, he heard Professor Nick Fry, MBA '60, talking about the new field of logistics, and recommending that Ivey hire somebody to teach it. That piqued his curiosity. He went on to complete his MBA at Ivey, then spent two years teaching Business 257 to test the idea of becoming an academic. He completed his PhD at Ohio State in two years, taught at Wilfrid Laurier University briefly, then moved to Michigan State, one of the leading logistics programs in the U.S. In 1985, he and his wife moved to Florida, returning to Ohio in 1996 when his mentor retired. Today, he is the Raymond E. Mason Chair in Transportation and Logistics and the Director of the Supply Chain Forum at Ohio State University – a tenured half-year appointment that allows him to live in Florida during the winter.

The Forum was created by Lambert while he was in Florida, then moved with him to Ohio. Fifteen major non-competing corporations contribute funds each year to support research in supply chain management. Among the partners: 3M, Cargill, Coca-Cola, Colgate-Palmolive, Hewlett-Packard, Lucent Technologies and Wendy's International. "The idea is that the Forum members drive the research agenda," Lambert explains. "I felt that if I picked the right companies and the right executives, and worked on things they be-

CONTINUED ON PAGE 23 >>

BUILDING ON TRADITION

ANNE (SCHNEIDER) FONTANA HELPED INTRODUCE SUPPLY CHAIN MANAGEMENT TO HER FAMILY FIRM



Television advertisements for Schneider Foods often feature a genial white-haired gentleman meant to represent John Metz Schneider, who started making pork sausage in his kitchen in 1890. The ads trade on a sense of traditional, Old World quality that consumers have come to know and trust.

Growing up as a member of the Schneider family, Anne Fontana, MBA '84, had no intention of becoming part of the venerable family business. But today, after 20 years with the company, she is proud of her role in modernizing management by building a supply chain management focus.

In high school, Fontana showed an

aptitude for science and math. A favorite physics teacher hired her to work in his lab after school and encouraged her to consider a career in science. A professor who lived across the street from her parents suggested engineering, which suited her practical bent.

She entered the program in Systems Design engineering at the University of Waterloo, one of a small group of women students who represented just 10 per cent of the class. "I didn't find gender an issue," she says. "I guess it never really struck me. I have more vivid memories of the academic demands, and especially the shock of first year." While at Waterloo, she did two co-op terms with

Schneider, as well as two terms with an engineering firm and one in Scotland. By the time she graduated in 1982, she was thinking of Schneider as a career option, but wasn't ready to make a long-term commitment. She decided to do an MBA to learn the business skills she would need, and at the same time, explore other opportunities.

Fontana was drawn to Ivey by the case method and the reputation of the School. Her best memories are of working with her study group. "We built a strong team over two years," she says. "It was a very good group of people—we had very different interests and abilities but we had a lot of fun. The experience taught me that you're not always going to have the right answer, so you have to listen to all the other opinions."

When Fontana graduated from Ivey in 1984, she took a job with Schneider Foods. The company that started in J.M. Schneider's kitchen now has more than 5,500 employees and sells its branded and private label products throughout Canada and the U.S. Fontana started as an assistant foreman on the pork operation night shift. The hours were tough, but the job gave her a good feeling for the company's frontline operations. Her next assignments were as a manufacturing process engineer and project engineer. She worked on many cost-saving initiatives, learned the art and science of meat purchasing, and became interested in least-cost formulations. It was the beginning of a new approach to business that Fontana played a key role in developing.

"As a company, we started to look at bringing some science and systems to the purchase of commodities," says Fontana. "We began to use fluctuations in pricing effectively, then moved into scheduling and production control, and forecasting." In 2000, Fontana became Vice President of Supply Chain, with corporate responsibility for purchasing, procurement, production planning, inventory control and distribution.

Why is the supply chain approach im-

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SHOPAHOLIC

THE SKILLS GAIL RODWELL-SIMON ACQUIRED AT IVEY HAVE HELPED HER SUCCEED IN THE FAST-MOVING WORLD OF RETAIL MANAGEMENT



When Gail Rodwell-Simon, MBA '96, was preparing to go to university, she considered two alternatives. One was following New York-based designer Donna Karan, a woman she admired, into the fashion design business. The other was pursuing a degree in math and computer science.

"I took the practical, I'm-going-to-be-able-to-get-a-job route," she says. She chose math at the University of Waterloo, but combined it with business administration. That combination, together with an MBA from Ivey, brought her analytical skills and fashion sense together and launched a career in retail. Today she is a Senior Manager with Hudson's Bay Company (HBC), a Canadian retail legend for more than 300 years.

Rodwell-Simon admits that Ivey didn't have a strong focus on retail management when she arrived in 1994, but says

the skills she acquired at the School were widely applicable. "I learned how to quickly analyze a complex situation, evaluated alternate courses of action, and develop recommendations," she says. "That's important in any industry. My Ivey training also helps me in interacting with people across the organization because I'm able to bring a different perspective depending on who I'm meeting with." Between first and second year, she worked as an intern with a retail consulting firm in New York, an experience that opened her eyes to new opportunities in the industry.

After Ivey, Rodwell-Simon did some independent retail consulting work, then moved to Holt Renfrew as Manager of Merchandise Administration. In that job, she became involved in supply chain management, working with the buying

teams to manage inventory levels, identify areas of concern, clear aged inventory and manage promotional markdowns, to ensure profitability. After two years, she moved to HBC as Supply Chain Manager for the new online store, hbc.com. "It was a great opportunity because we were building something from the ground up, and I was actually involved in defining what the supply chain processes would be, and how we would work with the various HBC banners – The Bay, Zellers, and Home Outfitters." She moved from that position to Senior Supply Chain Manager, with responsibility for HBC's online and Rewards businesses, eventually assuming responsibility for the entire supply chain from vendor to customer. In that position, one of the key challenges was keeping bestsellers in stock. By implementing changes to purchasing and identifying order points based on weeks of supply, she was able to improve service levels by 20 per cent while reducing the company's \$20 million inventory investment by 10 per cent. "I remembered sitting in Mike Leenders' operations class, the closest we came to supply chain management at Ivey," says Rodwell-Simon. "In my role at HBC, I ended up cracking open those textbooks a few times, and using them to improve and implement new processes."

Her new role, Senior Manager of Strategy Development, while much broader, makes good use of her supply chain expertise. Her job is to develop merchandising and marketing growth strategies for HBC's key business units. "We identify opportunities based on trends in the marketplace, the competitive environment and consumer trends," she explains. "I lead with cross-functional teams in the organization through the process of developing the detailed strategic drives." Ultimately the goal is to create a strategic plan that can be executed

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>> LAMBERT CONTINUED FROM PAGE 20

lieve are critical to the success of their businesses, then everyone would be interested in what we came up with." The Forum has provided Lambert with fodder for executive education, undergraduate, MBA and PhD teaching, and for numerous scholarly publications.

It has also led to **Supply Chain Management: Processes, Partnerships, Performance**, a new book that sums up more than a decade of research, consulting and teaching, and helps to redefine and broaden the field. "Our view," says Lambert, "is that supply chain management is the implementation of eight cross-functional business processes." The eight processes are customer relationship management, customer service management, demand management, order fulfillment, manufacturing flow, supplier relationship management, product development and commercialization, and returns management. The book also contains a chapter on developing effective partnerships in the supply chain.

Lambert says the approach presented in the book is informed by "the combined wisdom of 30 very sharp executives who represent 15 top companies." Not only are they supporting the research, they are implementing its findings in their own businesses. Recently, for example, Colgate's oral care business was looking for a way to meet stretch financial goals. The company decided that the only way they could achieve their goals was by implementing the partnership model. Says Lambert "We've been helping Colgate and six of their top suppliers go through partnership sessions to better structure their relationships so they can bring innovative new markets to product in a more timely fashion." (For more information on the partnership model, see "We're in this Together," Harvard Business Review, December '04)

Lambert credits Ivey with launching a career that has given him enormous pleasure and satisfaction. "My experience at Ivey was literally life-changing," he says. "There's no way I could repay the School for all the good things that have happened to me because of that experience."

>> FONTANA CONTINUED FROM PAGE 21

portant? "Because there are all these disparate pieces of information and flows of goods and different departments that have to work together to deliver a product to the customer," says Fontana. "Without supply chain management, there's no sense of the whole. It's all about smoothly delivering what your customer wants."

The challenge in supply chain management, Fontana says, is ensuring that information flows through and across functional areas. "You're constantly hopping from system to system to get the information you need." A key part of her job is ensuring that the right inputs are received from many parts of the organization, and from suppliers and customers.

Fontana says for young managers to appreciate the potential of supply chain management, they should start by becoming very familiar with one functional

area. "The big picture is important," she says, "but you also have to understand all the pieces. It's good to get some depth in a discipline, then use it as a springboard to the bigger piece." The other success factor, she says, is maintaining a customer focus. "You always have to be listening to the needs of the customers, both internal and external."

Fontana balances the demands of work, which now include helping to implement the recent merger with Maple Leaf Foods, with a busy family life with her husband and two children. Although it's been many years since she was a student at Ivey, she recently learned something from an Ivey professor that helps her achieve balance in her life. Her neighbour in Stratford, Ontario, Professor Charlene Zietsma, introduced her to the joys of listening to books on tape while exercising. Says Fontana: "When I just want to get out and clear my mind, I put on a book and go for a jog!"

>> RODWELL-SIMON CONTINUED FROM PAGE 22

by the business owners.

Knowing what's feasible from the perspective of vendor relationships, purchasing or logistics is an important consideration in developing any strategy, she says. "The supply chain components always link back to your ability to deliver on what you're recommending, and ultimately, to grow the business profitably."

Rodwell-Simon says the most significant challenge in her current role is getting stakeholders to think outside the box. "They're constantly looking at the world that exists today, but to establish a competitive advantage, we need to think beyond what's in the marketplace today. If we're talking about being different, we have to go beyond 'me too.'" In her supply chain management role, she was also faced with the complexity of managing across businesses, each with their own processes and cultures. Data integrity across the entire organization was a critical issue. "When you're looking at what your inventory investment is, how many units you have on hand, and where items are coming from or going to, you have to work with the right numbers."

The ability to look across functions

and see the big picture, and the knowledge that comes with 15 years experience in retail are important to Rodwell-Simon's success. She says that as her career progresses, she is also learning the critical importance of relationships. "Building alliances, both within your own area of focus and in other areas of the company, allows you to better navigate corporate waters."

Her advice to business students entering today's competitive marketplace? Whatever industry you choose, pay attention to supply chain issues. "There are levers throughout the supply chain that can affect your profitability significantly – there's an opportunity to reduce your cost structure, increase your capacity, and increase your revenue stream. Ultimately, the supply chain either helps or hinders your ability to serve your customer with the right product at the right time and the right place."

Rodwell-Simon's passion for the retail industry shows no sign of fading. Perhaps not surprisingly, one of her favorite recreational activities is shopping. "When I bought my condo, I got into home décor, but clothing and shoes still take priority in terms of allocating my budget!"

WHILE YOU WERE



IT'S NOT SURPRISING THAT IVEY STUDENTS COME UP WITH NEW BUSINESS IDEAS AND TALK THEM UP WITH CLASSMATES. WHAT HAPPENS WHEN THOSE IDEAS, BORN AT IVEY, BECOME REAL-WORLD ENTERPRISES, AND CLASSMATES MORPH INTO BUSINESS PARTNERS? SUCCESS, IVEY STYLE.

PRECIOUS METTLE

Suzie Orol and Jen Kluger, both HBA '02, are co-owners of Foxy Originals, one of the hottest young jewelry companies on the continent

Two young women sit in the back of a car. They don't know each other, but they're both getting a ride from their homes in Toronto to the University of Western Ontario with a mutual friend. One notices that the other is wearing an interesting ring and compliments her. The conversation turns to jewelry and they discover a mutual passion.

That chance meeting brought Suzie Orol and Jen Kluger together for the first time. Six years later, they're close friends and business associates, founders of Foxy Originals, a young company that is creating a big stir in fashion circles

Orol grew up in the jewelry business. Her grandfather, an immigrant from the Czech Republic, established a business that Orol's mother eventually took over. "I started off playing in my grandfather's warehouse and creating jewelry at a very early age."

Kluger was a "crafty kid" with an artistic bent. When she was in Grade 10, a boutique buyer noticed a necklace she had made for a friend, and

ordered several for the store. "I started selling to a few more stores in high school, but I was never satisfied because I was doing it alone. I always thought, wouldn't it be nice if I met someone to do this with."

When they met, both were in first year at Western. Orol was in the Academic Excellence Program, a pre-admission program for Ivey. The two women started designing together and selling their jewelry to stores in London. "They began by supporting us because it was a cute thing to do," says Kluger wryly, "but they re-ordered because sales were strong." In the summer months, they made the round of festivals like Lillith Fair

and Home County Folk Festival.

Inspired by the excitement of running their own business, Kluger applied to Ivey, too. The School provided them with practical knowledge, support and encouragement. In many classes, their business was used as an example to illustrate key lessons. A case on Foxy Originals is still part of the curriculum for Business 257.

"The case method was really effective for our learning," says Kluger, "because we'd see so many situations where big business owners faced very difficult problems. So when you encounter them in your own business, you don't have to be fearful – you know you can work through them." Adds Orol: "The big thing that Ivey teaches is that nothing is finite and everything is ambiguous. It teaches you how to structure ambiguity, which is what you have to do every day to be a good business owner and good leader."

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JEN KLUGER (LEFT),
SUZIE OROL



ON TRACK

Jake Burlet and EMBA classmate Michael Conlon are working together to build and market a product that helps keep the food supply safe

On February 4, 2000, Jake Burlet, EMBA '01, was sitting in a classroom in Edmonton participating in an Ivey Executive MBA class by videoconference, when he received an E-mail from one of his financial advisors. The advisor was writing to tell him that a Florida-based company had just gone public on the NASDAQ with a business idea that Burlet and his partner Jennifer Wood, had considered pursuing several years earlier.

"Jennifer and I quickly realized that we'd either have to forget about the idea," says Burlet, "or get off our behinds and do it." Viewtrak Technologies was founded within weeks.

Viewtrak brought together Burlet's

experience and entrepreneurial spirit. Raised on an Alberta cattle ranch and trained as a veterinarian, he had gradually focused his practice on nutrition, production and marketing systems for livestock. "For the last four or five years of my practice I probably spent as much time with bankers and accountants as I did with animals," he says. He and Wood, who is both his business partner and wife, were also large volume cattle producers.

They started a habit of going away for a couple of days once a year to think about their businesses and dream up new ideas. In one of these retreats for two, they identified a major emerging issue in cattle production – food source verification. "We were watching what was going on globally with Mad Cow and Foot and Mouth," says Burlet. "At the time, North America was still enjoying a best case scenario in terms of animal health, but we thought that might not continue, and food traceability might become very important." The idea lay fallow for four years.

Meanwhile, Burlet decided to expand his horizons with an MBA. He chose Ivey for its international reputation, and wasn't disappointed. "I got everything I expected from the program, by an order of 50! There wasn't one course that I didn't learn something very significant to running our companies.

As an entrepreneur you wear all the hats, so everything is applicable.

ble." Just as important, he and his classmates enjoyed a lively learning experience and formed close bonds that have continued after the program.

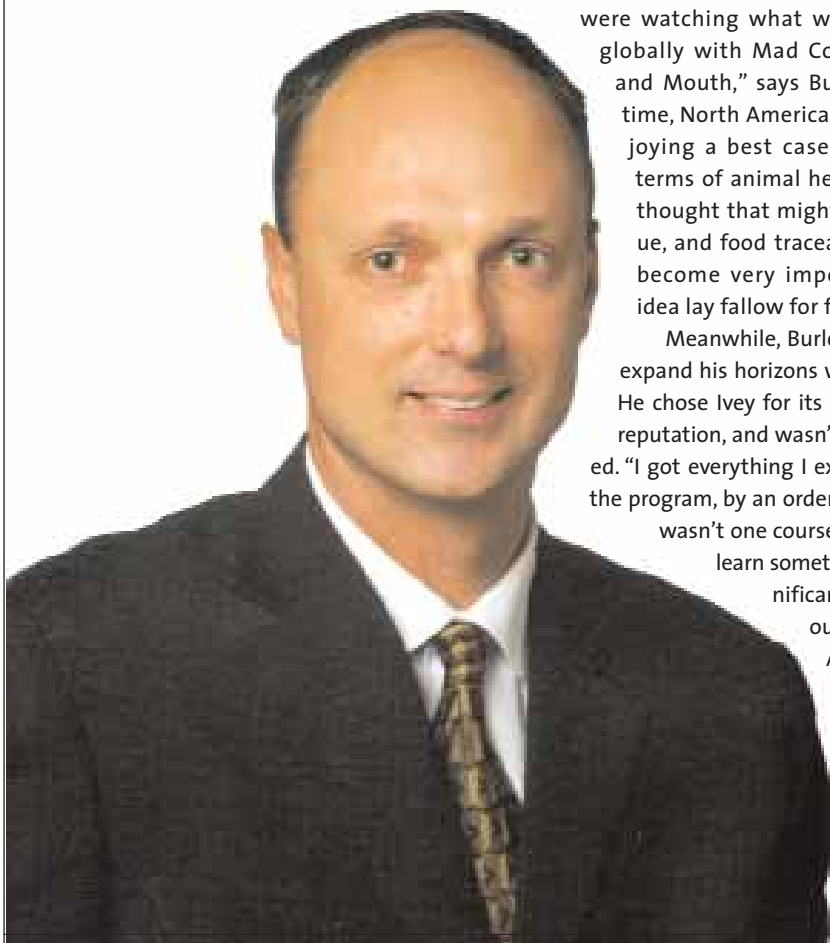
He also got something else out of the program – Michael Conlon, the Chief Technology Officer at Viewtrak. Conlon, who had more than 20 years experience with systems integration, was taking his Executive MBA from Ottawa, and the two met over beers during an on-site session at Spencer Hall. When Burlet explained his idea – an internet-based system to trace cattle and other products throughout their lifecycle – Conlon was immediately engaged. "He bought into my thought process that one day this was going to be a big, big business opportunity."

They both made a good call. The discovery of an animal infected with Mad Cow disease in 2003 has effectively shut the Canadian cattle industry out of international markets and caused enormous hardship among farmers. "Traceability is becoming the cost of doing business for market access," says Burlet.

Luckily, Conlon had some very useful experience. He had been involved in the development of Toronto's 407 toll highway, which electronically identifies cars as they enter and exit the highway and bills them according to use. "His background made sense to me," says Burlet. "After all, what's the difference between tracking cars, and tracking cows?"

Viewtrak is an Internet-based system that effectively collects and accesses information about livestock, or indeed any product, and makes it available to people at any point along the supply chain. In the cattle application, each animal is identified by an ear tag that remains in place from birth. "It means that a beef producer in Argentina can share information with a customer in Europe about timing, supply, delivery and production practices," explains Burlet. "The Internet is the tool that effectively bridges time and space across markets." Clients pay an annual subscription based on the number of

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TRIED AND TESTED

Deland Jessop, MBA '02, Kalpesh Rathod, MBA '02, and Adam Cooper, MBA '02, put their heads together and came up with PolicePrep

KALPESH RATHOD (L),
DELAND JESSOP AND
ADAM COOPER (R)
HAVE ALSO LAUNCHED
FIREFIGHTERPREP



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In the summer between first and second year, Deland Jessop and Adam Cooper got together in a pub with some of their Section Three classmates. Jessop, a former Toronto police

officer, liked to come up with ideas for start-ups and pitch them to the others. "I often thought that this class had some of the best future business minds in the country," he says. "I saw it

as a great opportunity to start working with some talented entrepreneurs."

On that night Jessop wanted Cooper's opinion on his newest idea: to produce training material to help potential police officers pass the entrance test. Like Jessop, many young people grow up with the dream of being a police officer. The testing procedure is rigorous and highly competitive. Many apply, but few are accepted.

Cooper had heard a number of Jessop's ideas before, but this one really caught his attention. Cooper's experience working for Kaplan, a U.S. based exam preparation company, had given him a background in standardized testing. "It was an idea that made a lot of sense," he said. "This was a market that hadn't been tapped."

A few weeks later Jessop was chatting with another classmate, Kalpesh Rathod, an engineer with experience in online technology. When Jessop told him what he and Cooper were thinking about, Rathod immediately saw the idea's potential as an online learning program. The three of them put their heads together and PolicePrep was born.

The police entrance test in Ontario requires skills in math, language, and logical reasoning. Applicants are asked questions that people don't normally think about, like matching visual patterns, or calculating the time to travel from point A to point B. "Those who have been out of school for a while often need a refresher course so they don't walk into the test completely unprepared," says Jessop.

PolicePrep.com was launched in the late summer of 2002, accepting registrants for less than \$200. The program consists of online tests and teaching materials, with lots of tips and how-to's. The practice exams are interactive, with scoring feedback. "We wanted to help people with the whole process of getting hired, including helping them put a resume together, conduct an interview, and prepare for the behavioural and psychological exams," says Jessop. They worked with a graduate kinesiologist from Western to develop

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>> FOXY CONTINUED FROM PAGE 25

As students, one of their most successful ventures was a booth at the One of a Kind craft show held in Toronto in December. It was their final year at Ivey and they were enrolled in a retail management course. "We didn't want to miss too many classes," says Orol, "so we hired neighbors to work our booth and we traveled back and forth to Toronto. It was ironic because we were getting a complete education in retail management at that show!"

The following year, the two were awarded the ACE (Advancing Canadian Entrepreneurship)/CIBC Student Entrepreneur of the Year Award, a great confidence-booster that helped them move into full-time production of metal jewelry. They had saved enough money to finance the company, which launched in September 2002.

The business is operated and the jewelry is handmade at a production site in Scarborough owned by Orol's parents. The two women handle every aspect of the business from accounts receivable and customer service, to operations, quality control and human resources. But they also continue to design their own spring and fall lines. "A lot of the value is created in the design," says Kluger.

>> VIEWTRAK CONTINUED FROM PAGE 26

animals they want to track. Although the immediate application relates to food safety, the system can also be used to track process or product quality improvements.

Viewtrak has struck a chord with cattle producers around the world. Revenues increased ten-fold from the first to the second year, and the exponential growth has continued. Today, the company is selling its product in New Zealand, South America, the U.S. and Canada. In August, Burlet inked a deal with Shineway Group, a CAD\$2 billion hog processor in China, and he's also working on a deal in Western Europe. In November, the Meat and Livestock Commission of the United Kingdom recommended

"R&D comes from our heads." To keep themselves fresh, they travel widely, and keep an eye on the trends in the world's fashion capitals.

Their jewelry has been worn by some fashion icons, including Nellie Furtado, Sex in the City's Kim Cattrall, and Leanne Marie Cecile, Miss Canada 2003. The necklace Cattrall wore was a unique design for the CIBC Run for the Cure. Glow Magazine, Fashion 18, Canadian Living, The Globe & Mail, and the Toronto Star are among the publications that have waxed lyrical about Foxy's innovative designs.

The next step for Foxy is to move into the U.S. market. Orol and Kluger already have a sales representative in Los Angeles, and plan to attend trade shows in Philadelphia, New York, Atlanta and Las Vegas. With the help of a group of Ivey HBA students working on an Ivey Client Field Project, they're also exploring the idea of a men's line.

Despite the hectic pace of success, the two business partners work hard to maintain balance. They both leave work by 6 p.m. and take most weekends off. "We can't be burned out when we're trying to be creative," says Kluger. "It's in our best interests to have a good night's sleep, because we never know what challenges we'll face the next day!"

that Viewtrak technology be employed in all the slaughterhouses in the U.K.

Many of the international business leads have come through the Internet. Burlet says it's often Chief Financial Officers who contact Viewtrak after being asked to 'go find a traceability solution.' "They do a search on the Internet, go through a process of due diligence with our international competitors, and the vast majority end up on our doorstep."

The shared Ivey experience helps Burlet work effectively with Conlon to manage a rapidly growing company. "We're different personalities with different skill sets. But one of the beauties of Ivey is learning from the diverse perspectives of your classmates."

>> POLICE-PREP CONTINUED FROM PAGE 27

a training program for the physical test.

At first Jessop ran the company full-time, with Rathod and Cooper helping out. The business made money from the outset, but not enough to pay a living wage. Jessop agreed to get a job, and the three of them continued to manage the business on a part-time basis.

PolicePrep continued to grow, and a pilot project to design a training program for Conestoga College resulted in a contract. With sales ramping up, and interest from other community colleges, Rathod agreed to leave his job to work for PolicePrep full-time. Since then the company has partnered with four other colleges, and versions of PolicePrep are now offered in parts of Canada, the United States, and Great Britain. With a successful model in place, the company has also launched FirefighterPrep, and is looking to expand into other industries, such as the electrical, plumbing, and automotive trades. The trio has also published a book, *The Comprehensive Guide to Police Exams*, which sells in Chapters across Canada.

All three founders believe that their shared experience at Ivey has helped them build a special bond. "We trust each other implicitly," says Jessop. "We all brought a different skill set to the company, but going through the Ivey program gave us absolute confidence in each other's decision-making abilities."

"We were three people who went to Ivey for the right reasons," says Rathod. "The learning experience we had here contributes to almost every strategy meeting we have."

The entrepreneurial environment at Ivey encourages like-minded people to come together and share ideas, says Cooper, a practice that continues after graduation. "Once a month our section goes out for a beer. A lot of it is just friendship, but it's also a great business network to have."

Adds Rathod: "Every time Ivey classmates get together, they like to throw around ideas for new businesses. Eventually one clicks and there's another good Ivey story."

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IVEY builds CONFERENCE

The Ivey MBA student body has partnered with Habitat for Humanity to build a wheelchair - accessible bungalow for a family in the London community. Ivey students will design, fund and construct the house. The construction will occur from April 1, 2005 through April 21, 2005.

A conference will follow at the Richard Ivey School of Business in London, Ontario on Friday, April 22, 2005. Speakers include:

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Profile

A conversation with Steve Foerster

Steve Foerster came to Western from Sudbury, and graduated with his HBA in 1981. He discovered his love for teaching as a lecturer in Western's famed Business 20, and then got hooked on research while doing his PhD at Wharton. He returned to Ivey in 1987, and has earned a reputation as a popular teacher and prolific researcher. He is a Professor of Finance with a specialty in capital and equity markets, and is the current Paul Desmarais/London Life Fellow in Finance. Recently he was appointed the new Director of the MBA Program, succeeding Murray Bryant.

Foerster and his wife Linda have four children, Melanie, Thomas, Christopher and Jennifer, ranging from ages 12 to 19. Recently they watched their 16-year old son Christopher, a first year student at Western, flawlessly perform his first jump as a member of the university's sky diving club. "I don't know where he gets his risk-seeking tendencies from," says Foerster.

InTouch talked with Steve Foerster about his teaching and research, and the challenges of his new job as Director of the MBA program.

How did your experience as an Ivey HBA student shape your career?

I found the case method environment a fabulous way to learn, and it piqued my interest in teaching, which I love. When you teach cases, every class is a new experience - even with a case that you've taught numerous times before. It's the dis-

cussion that really makes the difference. Knowing where you want to go but having it come naturally is the fun part of teaching with cases.

Tell me about your research

I study the capital markets, with a focus on the stock market and what makes it tick from a number of perspectives. I look at the pricing of stocks, initial public offerings, and the process of cross-listing from one exchange to another. Craig Dunbar and I have recently been studying firms that withdraw from the IPO process and then return successfully to market. There are very few firms

interview them all before admission. It's critical to the whole case experience to have a diverse background of cultures and industries.

My biggest impact is to make sure that the Ivey experience is the best possible - both in and out of the classroom. My major focus will be on program design, and the implementation of the new curriculum, which I refer to as the "enhanced program."

The final part of the Ivey experience is to make sure that when our students graduate, we provide them with the infrastructure to allow them to compete for the best possible jobs.

"My biggest impact is to make sure that the Ivey experience is the best possible - both in and out of the classroom."

that are "second time lucky," and we're looking at what distinguishes these firms. Stephen Sapp and I have conducted a number of projects in which we analyze the valuation of stock prices. We're now looking at the role of dividends in driving the value of stocks.

Why did you agree to take on the position of MBA Program Director?

The MBA is Ivey's flagship program. It's a challenging time for all MBA programs, ours included. I also view this as a service role - a very critical one, which gives me the opportunity to make a major contribution to the School.

How do you see your role?

I look after the Program and what we call the "whole Ivey experience." It starts right from the recruiting and admissions process, which is designed to attract the best and brightest students. Our candidates are very carefully screened, and we

How did you develop the enhanced program?

We wanted to make sure that we were providing the best possible product to suit the times and the needs of our students. We consulted at great length with our alumni, our students, and our faculty, and devised a "bottom-up" model that we could all buy into. This is the first full year of implementation, and we're off to a fabulous start. Our new innovations have been extremely well received.

How does the new program work?

We wanted to refine and strengthen the program, but at the same time carry forward the case-based traditions of the existing MBA. The enhanced program is founded on six clear principles: breadth, integration, global perspective, values, choice, and intensity. We've divided the two years into eight terms, which are structured around organizing themes. At each stage, students not only

learn the subject matter, but know why they are learning it, how it connects with other aspects of the program, and how to apply it to business decision-making.

Could you describe some of the innovations?

The first week of the program is an overview week, which is meant to be

a transition to the case method for our students. We focused this year on business leadership, with a number of guest speakers.

To complement our Career Management Services Department, we've introduced career management in an academic setting. We want to get students thinking about their career goals in the first month they're at Ivey.

We have a new segment called the Individual, Corporation, and Society, which introduces the area of corporate social responsibility over four components, culminating in responsible decision making in a corporate environment.

We have introduced a new internal case competition in association with the National Bank Financial, and a trading simulation sponsored by UBS Securities Canada. In another new initiative, Strategy in Action, McKinsey & Company will share best practices in decision-making.

We've also introduced entrepreneurship as part of the core program, and an entrepreneurship certificate. We have a new biotech stream, a global leadership program, and a certificate of management accounting that leads to a CMA designation.

How will you evaluate the enhanced program?

We're constantly looking for feedback. After the overview week, we did an online survey and got some excellent comments from our students. I've also been delighted that our students have offered to become more involved and help look for ways to enhance the experience. They really live and breathe this, so I want to tap into their ideas and do whatever I can to encourage their initiatives.

What do you feel distinguishes the Ivey brand?

The Ivey experience is about real people dealing with real issues and making real decisions. We supplement the case vehicle with simulations and guests and other forms of learning. But through the case method we focus on decision making and help our students look at what we call "total enterprise thinking" – breaking down silos to understand all aspects of business. At Ivey it's not just talking the talk like some other schools. It's what we do every day.





Ivey Lives Remembered

**Howard Teall, HBA '77, MBA '84, PhD '87
1954 to 2004**

job with Price Waterhouse while working toward his CA designation. He returned to Ivey to complete his MBA in 1984 and his PhD in 1987. He joined the School of Business & Economics at Wilfrid Laurier

University in 1985. During this time at Laurier, he served as Chair of Accounting, Associate Dean of Programs, and Acting Dean of Business, and was the driving force behind the creation of Laurier's MBA programs in Sarnia and Toronto, and the combined CMA/MBA and Math/MBA programs. "He really loved Laurier," says his wife Luanne Teall. "He was very proud of his contributions toward building the School's reputation."

Howard's gift for teaching was recognized by the L.S. Rosen Award for accounting education from the Canadian Academic Accounting Association in 2002, and the Wilfrid Laurier University Award for Teaching Excellence for full-time faculty in 2003. He was also an active researcher with numerous academic papers and three major accounting textbooks to his credit.

Howard enjoyed travel, and he and his family lived in Japan, France, Finland and Trinidad during short-term academic appointments. He was an enthusiastic golfer and a never-say-die hockey player who broke his leg three times. He savored good food, fine wines, and single malt whiskey.

Howard loved to be with his wife Luanne, his four children, Katrina, Tanya, Vanessa and Adam, and his siblings and nieces and nephews. Two days before he died, he attended Katrina's wedding, escorting

her down the aisle. "My dad loved wholeheartedly, without reservation, without passing judgment, seemingly without imperfection," said Katrina at his funeral service. "He loved what he did, and those he did it with."

"Howard loved to laugh," remembers friend, colleague and fellow Ivey alumnus Hugh Munro. "With his incredible sense of humour he could bring a smile to anyone's face, no matter how serious or grave the circumstance. He was an incredible gift to us all."

Adds Ivey professor Rick Robertson, "Howard filled every moment of his life with something of value and he always took the time to make others feel important. Even when he knew his odds for a long life were slim, he continued to focus on the positive in life and on the people around him. If only more of us faced each day with such optimism and caring."

They called him the "Seinfeld of Accounting," and the "Disney of Teaching."

Howard Teall believed in leavening learning with entertainment, and enlivened his lectures with jokes and funny stories. Wrote one former student: "After his first lecture, I frankly asked him which he wanted to be more – an accountant or a stand-up comedian!"

A Simcoe native, Howard lectured for two years at Ivey after completing his HBA, then took a

IN MEMORIAM

Harold Abray, DBA '33, MBA '34

Morris Wolf, HBA '36

John Edmund Victor Goodwill, DBA '39

William Harry Buggs, HBA '44

John Richard Welsh Kestle, HBA '45

Alexander Limin McLoughlin, HBA '46

Benjamin Anders, MBA '49

William Land Hawkins, HBA '50, Exec '61, Exec '98

Pierre Taschereau, Exec '52

Hugh Charles Douglas, DBA '54

Alvin Thornley Virene, HBA '54

Walter Andrew Karabin, HBA '55

Lorne Harold Scott, DBA '55

James Abercrombie Verner, MBA '55

Brian Paul Drummond, DBA '57, MBA '58

John Peloquin, MBA '59

Charles Vytautas Styga, HBA '63

Edward Francis Boswell, MBA '64

Donald Gordon Silverwood, MBA '65

Bruce Edward Garrison, MBA '66

Ian Stewart Spencer, HBA '67, MBA '73

Walter David Lyon, MBA '69

Pierre Yvan Bourdages, MBA '73

Wayne Joseph Coonan, MBA '73

Russell A. Randall, Exec '79

Earl Orser, LLD '91

John W. Adams, Exec '98

Richard M. Yeo, Exec '98

Wail Hamad El-Awad, MBA '02



Alumni Speak

Smooth Sailing

Nine Calgarians who met at Ivey's Management Training Course are still good friends 25 years later **By Eleanor Byers**

I'll never forget the tedious summer I spent culling the clutter of my first 19 years of marriage in preparation for a move. As luck would have it, my husband's company chose that same summer to enroll him in a business course miles from home.

The year was 1979, and Dick was attending the 32nd Management Training Course at the Ivey Business School. His phone calls home reported exhausting days of lectures and case studies woven between early morning jogs and regular intervals of other physical endeavors, leaving everyone spent by nightfall. At the conclusion of my husband's summer course, I arrived at the University with close to 100 other wives, for a weekend of sample classroom workshops, scrumptious meals, and beautifully organized social activities.

I remember Dick waving goodbye to fellow classmates as they headed off for the airport at the close of the weekend. Heads poked out of taxicabs everywhere yelling, "See you in Calgary. Don't forget to give me a call." I'm ashamed to admit I was not optimistic that they'd connect back home, once removed from the camaraderie of the school environment.

As it happened, the first phone call was made before the last bag was unpacked, and within weeks, the nine Calgary men had gathered for lunch, which immediately led to the establishment of a regular monthly schedule. Who would have believed that with the exception of summer breaks, this lunch schedule would be main-

tained for a record-breaking 25 years? Following three years of noontday brainstorming, someone proposed substituting December's lunch with a Christmas evening to include wives. So the annual Christmas Dinner for 18 was born.

The group includes five engineers, one of whom is also an economic planner, two landmen, one photolithographer, one lawyer and one all-round chief administrator. They are athletes, gardeners, hunters, fishermen, jokesters, singers, dancers (they like to think) and woodcrafters. Round that out with a champion of three lan-

men formed a sideline investment company they fittingly named MTC Resources Ltd., a challenging venture that brought inventive dialogue and debate to their lunch table. The company has maintained financial stability since its inception, but if Forbes were to measure wealth by the quality of friendships, the MTC nine would be grinning from its Top 400.

The summer of 2004 marked the 25th anniversary of the inception of this group, and to celebrate the occasion, seven of its nine couples boarded the ms Noordam in Copenhagen, Denmark for a ten-day Baltic Cruise,

Who would have believed that with the exception of summer breaks, this lunch schedule would be maintained for a record-breaking 25 years?

guages, a distance runner, a pilot/motorcyclist and a professed 'generalist' (one who knows a little about a lot), and they pretty much have all the bases covered.

In the summer of 1992, the nine

carrying in their hearts the two couples unable to share the journey. As they sailed the high seas, thoughts returned time and again to the Richard Ivey School of Business where it all began.

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