SITTING PRETTY

Sherry Chris, EMBA ’01, and other Ivey alumni are very comfortable in their roles as sales professionals.

Also in this issue
THE NEW RICHARD IVY BUILDING
and
WHY LOYALTY PROGRAMS MATTER
Intouch
Features

MATCH POINT | Page 14
All those points you earn doing everything from buying makeup to booking a flight? They’re part of a sophisticated system to understand consumers better.

SELL WELL | Page 20
No company makes money until somebody sells something! While sales may sometimes look easy, it takes a rare combination of skills to be successful.

Raza Akbar (left) and Justin Forgione, both HBA ’14 Candidates, get creative in one of the new study rooms in the new Richard Ivey Building.
The new Richard Ivey Building thrums with energy and bright ideas.
PASSIONS | Page 11
Erica Willick, HBA ’04, proves that strong is beautiful.

DUET | Page 4
Eric Morse taught Rob Mitchell his first course on entrepreneurship. Today, their collaboration is based on mutual respect and admiration.

IVEY BUZZ | Page 6
What’s happening around the School and around the world.

LEFT TURN | Page 12
John Dickey, MBA ’93, left the corporate world to find the perfect lifestyle.

YOUR IVEY NETWORK | Page 33
Read about Ivey alumni who are just like you—hard-working, creative, successful, and committed to giving back. This section—including your very own Class Notes—is dedicated to accelerating and amplifying the benefits of the Ivey network and connecting you to one another.
Dean’s Message

AS YOU KNOW, ON OCTOBER 1, I SUCCEEDED CAROL STEPHENSON AS DEAN OF THE IVEY Business School. It’s been a hectic few months, but I couldn’t be happier with the move to Ivey.

Ivey is a very special place. My experience—with students, faculty, staff, alumni, recruiters and other friends of the School—has been uniformly positive. While the business education sector is in transition, and many schools are struggling, Ivey is well positioned to thrive over the next few years. To succeed, a business school must be strong across at least three dimensions:

- Programs—to educate students and provide top-quality candidates for recruiters;
- Faculty, research, and knowledge creation—to attract world-class faculty and to enhance the School’s reputation for thought leadership; and,
- A strong community—that includes alumni, recruiters, corporate partners, and other friends of the School.

Dean Stephenson is retiring from a school that is strong across all three dimensions. And Ivey’s alumni network contributes significantly to each. You work with faculty to develop cases, visit classes, and engage our students throughout their time at Ivey. You help our faculty stay engaged with real world issues. And you contribute to the Ivey community by recruiting, organizing Chapter events, mentoring students, advising other alums, and providing financial support.

The alumni network is both a measure of Ivey’s success over the years, and an immeasurable competitive advantage. As former Ivey Advisory Board Chairperson Arkadi Kuhlmann told us at the dedication of the Leenders Lounge in honor of Professor Michiel Leenders, the relationship between faculty and students begins in the classroom. But when at its best, it lasts a lifetime. This is an inspiring vision. But more importantly, it is a fantastic foundation for the next chapter in Ivey’s growth and development.

In the coming months, I will be travelling extensively, listening, learning and gathering your input. I encourage you to get involved in local Chapter events or share your thoughts directly with me.

I look forward to working with you, and wish you all the best in your endeavors this winter.

ROBERT (BOB) KENNEDY
Dean, Ivey Business School
Lawrence G. Tapp Chair In Leadership
Eric Morse and Rob Mitchell are helping to make Ivey a powerhouse in entrepreneurship education and research.

How did you get interested in the field of entrepreneurship?
Morse: My father was involved in technology and that certainly influenced my career choice, which was originally engineering. Eventually I got involved in some start-ups and became curious about why businesses didn’t always go as well as I thought they could have.
Mitchell: My father was an entrepreneur. He had a great technology but for a variety of reasons the business failed. After high school, I spent two years in Ukraine. There was a lot of turmoil and economic hardship in the country. I saw well educated and trained people who had no idea how to actually create value for themselves. During university I attended a summer entrepreneurship program that my father and Eric taught at the University of Victoria, and I was hooked.

Why study entrepreneurship?
Mitchell: In university a lot of my friends felt the answer was to redistribute some finite level of wealth, taking from one group and giving to another. But redistribution of wealth didn’t seem sustainable to me. I got interested in the idea of people bringing their knowledge and expertise to bear to actually create value.
Morse: There are so many interesting questions you can ask in this field, at the individual, organizational and institutional levels. And I really enjoy working with entrepreneurs.

What’s unique about Ivey’s approach to teaching entrepreneurship?
Mitchell: At Ivey it’s not just about reading a case, learning a fact and repeating it back to the faculty member. Our courses are about deliberate practice designed to develop expertise. We give students lots of opportunity to practice, from starting a business on a very limited budget to quickly putting together an income statement for an existing small business.

What have you learned from one another?
Morse: Rob has stretched the way I think about both research and teaching. I really value his ideas about bringing learning to a practice point. He’s very clever about developing ways to do that.
Mitchell: Eric is the type of person I’d like to be in 10 or 15 years. He’s a great teaching mentor, very good at balancing multiple teaching styles, and a wonderful sounding board for research ideas. And he’s just a good person.

What’s next for entrepreneurship at Ivey?
Morse: We’re in the process of hiring for three faculty positions, which will make us one of the largest departments globally. I’m excited about the impact we can make going forward.
Mitchell: Universities didn’t change much for 1,200 years. Then in the last decade or so there have been some huge shifts in culture and technology. In entrepreneurship we talk a lot about adapting to opportunities. I’m hopeful that we’ll practice what we preach, and be proactive in shaping the future of business education.

This summer you led two new entrepreneurship programs for high school students at Ivey—Shad Plus and LEAD Global. Why was this an important initiative?
Mitchell: It’s important to inspire kids to think about entrepreneurial careers and whet their appetites for what that might mean. I’m a huge believer that we need more successful entrepreneurs—that’s what drives our economy.
Morse: From the School’s perspective, we were dealing with a lot of really bright, motivated students, so if we can influence some of them to consider Ivey, that’s great.
Professor Eric Morse
PRE-IVEY EXPERIENCE: Los Alamos National Laboratories, board member, adviser or investor in several start-ups, consulting, teaching
EDUCATION: BSc, MBA, PhD
AT IVEY: Associate Dean Programs, Academic Director, Quantum Shift Executive Program, KPMG Leadership Series

Professor Rob Mitchell
PRE-IVEY EXPERIENCE: Consulting, technology start-ups, teaching
EDUCATION: BA, MBA, PhD
AT IVEY: Teaching in HBA and MBA programs, KPMG Leadership Series
Editor’s Note

THIS IS MY LAST MESSAGE AS EDITOR IN CHIEF OF INTOUCH Magazine. On January 1 I will assume my new position as Vice President External at Western University. It’s an exciting challenge, and although I will miss Ivey, it’s really only across the street!

When I joined Ivey in 2005 the School was just about to launch its new strategy. It was an exciting place to be then, and it has continued to be exciting every day for nine years. I have been part of Ivey during an era of unprecedented growth and progress.

I was very lucky. We had powerful leadership within the School, a strong staff team, incredibly generous alumni and corporate partners, and wonderfully committed volunteers. Thanks to these people, I’ve had the opportunity to have an impact on current and future business leaders in Canada and beyond. I’ve seen the Ivey network grow in strength, and more Ivey alumni engage with one another, current students and the School. I’ve seen philanthropic support grow substantially. For me, it has been a privilege and a rich learning experience.

In this issue of Intouch, we explore a sometimes underrated business function—sales. As Daniel Pink’s new book, To Sell is Human, suggests, we’re all in sales, whether we’re selling products, ideas, investments, or in the case of my Advancement team, opportunities to make a difference for a new generation of business leaders.

Our second feature focuses on the growing sophistication of loyalty programs, which create and analyze huge data sets to help companies get closer to individual customers. In both areas, Ivey alumni are leading the way, and are happy to share their expertise.

Please continue to read, enjoy and support Intouch!

KELLY COLE
Intouch Editor in Chief

Ivey Buzz

Jim Prentice chairs Lawrence Centre Council

In June Dean Carol Stephenson announced that the Honourable Jim Prentice, Executive Vice-President and Vice-Chairman of CIBC, will chair the Advisory Council of the Lawrence National Centre for Policy and Management at Ivey.

Prentice, a lawyer, was first elected to the House of Commons in 2004. He served as Minister in three portfolios before retiring from politics in November 2010. Prentice takes the place of outgoing chair Thomas d’Aquino.

Other new members joining the Council are George Baran, EMBA ’02, Vice-Chairman, Trudell Medical Group; Giles Gherson, Deputy Minister of Consumer Services Ontario; The Honourable Anne McLellan, Counsel, Bennett-Jones LLP; and Stephen Poloz, Governor of the Bank of Canada.

Above, left to right: Thomas d’Aquino, Intercounsel Ltd; Blake Goldring, AGF Management Ltd; Donald Campbell, Davis LLP; Richard Dicerni, Ivey Business School; Giles Gherson, Ministry of Consumer Services; The Honourable Jim Prentice, CIBC; Robert Kennedy, Dean, Ivey Business School; Governor Poloz, Bank of Canada; Carol Stephenson, former Dean, Ivey Business School; Paul Boothe, Lawrence Centre; Jalynn Bennett, Teck Resources Ltd; Carolyn Lawrence, Women of Influence Inc (Council members not pictured: George Baran and The Honourable Anne McLellan)

Business Leader Dinner honours George Cope

“You exemplify the commitment, energy, creativity, integrity, authenticity and sheer hard work that marks a great business leader. You exemplify the qualities that Ivey seeks to instill in its students.”

With those words Jill Denham, HBA ’85, Chair of the 2013 Ivey Business Leader Award Dinner, presented the 2013 Award to George Cope, HBA ’84, President and CEO of BCE Inc. and Bell Canada. More than 500 of Canada’s top business leaders were on hand at the Ritz Carlton Hotel for the event on October 20.

A telecommunications executive for more than 25 years, Cope served as CEO of Clearnet Communications and Telus Mobility before taking the reins at Bell Canada in 2006. Under his leadership, Bell launched “Bell Let’s Talk,” a charitable initiative dedicated to promoting mental health.

The Dinner is a major fundraiser for Ivey. This year another record was set, with $510,000 in net proceeds to support student scholarships, a faculty professorship and the new Richard Ivey Building. Since it began in 1991, the Dinner has raised more than $3.6 million.
Ivey welcomes 11 new faculty members

Ivey’s faculty continues to grow with the addition of eleven innovative minds.

“I am attracted to the collegial and supportive work environment at Ivey, the school’s commitment to excellence in research and teaching, and the energy and professionalism. I believe Ivey is a great fit for me to advance my career as a researcher and an educator.”

— Professor Ann Peng

Ann Peng holds the new Troost Professorship in Leadership. She brings a wealth of expertise on issues such as justice, work stress, ethics, conflict management, negotiation and intercultural interactions.

Kersi Antia, Associate Professor of Marketing, joins Ivey from the University of Wisconsin-Madison. His research focuses on the management of interorganizational relations, particularly contractual relationships in franchising and alliances.

Lauren Cipriano, HBA ’05, Assistant Professor of Management Science, researches the application of statistics, economics, operations research, and systems analysis to health policy problems.

Ken Goh, Assistant Professor of Organizational Behaviour, is a former investment banker and co-founder of a for-profit social enterprise. He researches dynamic group processes.

Saurin Patel, Assistant Professor of Finance, researches empirical asset pricing, investments, behavioural and forensic finance.

Davin Raiha, Assistant Professor, Business, Economics and Public Policy, researches corporate strategy and public policy-making.

Caroline Flammer, Assistant Professor, General Management, was a postdoctoral researcher at MIT Sloan School of Management before joining Ivey. She is an expert on corporate social responsibility, social entrepreneurship, and international business and her research focuses on whether and how companies’ social engagement can create value and improve competitiveness.

Amos Nadler, Assistant Professor of Finance, is a former senior researcher at the Center for Neuroeconomics Studies at Claremont Graduate University and founder of a health-care marketing and strategy company. His research focuses on hormones and economic decision-making and he is an expert on behavioural economics and behavioural finance.

Brian Pinkham, Assistant Professor, General Management, joins Ivey from Neeley School of Business at Texas Christian University. With a background in both business and law, he specializes in international business, emerging markets, contracts and cross-border transactions, and legal institutions.

Binny Samuel, Assistant Professor of Information Systems, researches human factor issues that affect the way individuals collaborate to build and use information systems.

Andreas Schotter, EMBA ’04, PhD ’09, Assistant Professor, General Management Education, joins Ivey from Thunderbird School of Global Management. Schotter specializes in issues around international business, strategy, leadership, innovation, and headquarters-subsidiary management.
That was one of the lessons in leadership shared by Commander Chris Hadfield, retired Canadian astronaut, with more than 800 Ivey students, staff, faculty and alumni, in person and via live webcast, on September 9. Hadfield was on hand to help celebrate the School’s 90th anniversary and the opening of the new building.

Hadfield, who joined the space program in 1992, led the International Space Station between December 2012 and May 2013. Millions followed his tweets and posts as he chronicled life aboard the space station and posted pictures of Earth. More than 17 million viewed a video of Hadfield performing David Bowie’s song Space Oddity while on the station. Much in demand as a speaker, Hadfield agreed to come to Ivey in part due to a video put together by four MBA students.

Hadfield treated the audience to a visual feast of photos he had taken while in space and told compelling stories about his experiences. Following Hadfield’s remarks, the audience members paraded across Western Road to the new building, wearing special Ivey T-shirts and waving purple and green flags.

During the formal opening ceremony, Amit Chakma, President and Vice-Chancellor of Western University, said the new building was “essential to the School’s growth, the University’s growth, and more importantly, the growth of business in Ontario, across Canada and globally.” Jon Love, HBA ’76, Managing Partner, Kingsett Capital Inc, and chair of the New Building Task Force, spoke of Dean Stephenson’s first visit to him six years earlier. “She had no site, no team, and no money,” he said. “When I pointed out these shortcomings, she asked if I would lead the task force and get it done!” And of course he did.

During the ceremony special tribute was paid to the generous contributions and strong support of the Ivey family across three generations, and the new structure was officially named the Richard Ivey Building. A portion of the Ivey family donation was used to ensure the building achieved gold LEED certification. The next day, students came together to participate in a unique learning experience. Ivey alumni in top leadership positions worked with the School to develop special cases based on their personal experiences. Groups of students discussed the cases, which were presented with disguised names.

At the end of each discussion, the
grad who was at the centre of the real case revealed him or herself and explained the outcome. One HBA II student tweeted, “Hands down best classroom session I’ve had.”

After the individual discussions, students gathered in the auditorium for a panel discussion on leadership. The all-star panel included Daniel Akerson, Chairman and CEO of General Motors; Antoni Cimolino, Artistic Director, Stratford Festival; Arkadi Kuhlmann, HBA ’71, MBA ’72, CEO of ZenBanx and former President and CEO of ING DIRECT; Jody Wilson-Raybould, Regional Chief British Columbia Assembly of First Nations; and Sukhinder Singh Cassidy, HBA ’92, Founder and CEO of Joyus.com and former President of Asia Pacific and Latin America Operations for Google.

Carol Stephenson captured the mood of the two-day celebration in her comments at the official opening. “Four years almost to this day, we stood on a green field and dreamed of building an inspirational centre of discovery and innovation from which would emerge the next generation of business leaders,” she said. “That dream is now a reality, and the future is ours!”

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**Richard Ivey Building / By the Numbers**

<table>
<thead>
<tr>
<th>2.5 football fields</th>
<th>10 basketball courts</th>
<th>1,570 tons</th>
<th>38,000 kegs</th>
<th>274,000</th>
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<tr>
<td>The area that could be covered by the 12,600 square metres of carpet used in the building</td>
<td>The area that could be covered by the glass used in exterior-facing windows (including the quadrangle)</td>
<td>The amount of stone used throughout the building</td>
<td>The volume of space in the Grand Hall</td>
<td>The square footage of the complete building, compared to 150,000 in the old building</td>
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For more, visit: [www.ivey.ca/newbuilding](http://www.ivey.ca/newbuilding)
Gift honors Dean’s leadership

“The world is in dire need of leadership today. Everything in society is very quick. Leadership builds things of lasting value. Carol exemplifies that.”
—Mitch Baran, HBA ’59

A prominent business leader known for his faith in the “virtuous cycle” has put that belief into action by donating $1 million to the Ivey Business School to support public policy and leadership education.

The Mitchell and Kathryn Baran Family Foundation and Trudell Medical Limited, both led by Mitch Baran, HBA ’59, made the donation to recognize retiring Ivey Dean Carol Stephenson’s decade of leadership, to be used by the School at her discretion. Stephenson, who retired at the end of September, directed the funds toward Ivey’s Lawrence National Centre for Policy and Management. The gift will support a Scholars Fund for recruiting academic visitors to the Centre as well as high-priority needs such as student scholarships, faculty awards and research. The Lawrence Centre is dedicated to bridging communications between the public and private sector and increasing collaboration through research, teaching and facilitating public discussion of key policy issues facing Canadian business and government.

High school students learn to lead at Ivey

In early August Ivey welcomed 23 high school students from Canada and the U.S. to its inaugural LEAD Global Canada program. In the intensive two-week program, the students experienced learning with cases as they worked in teams and tackled topics such as marketing, finance, and corporate and social responsibility. Their experience also included learning in the new Ivey building and living on campus in residence.

One of the major projects involved a visit to Salthaven Wildlife Rehabilitation and Education Centre in Mount Brydges, followed by creation of a YouTube video and social media campaign to raise awareness of the organization. Matt Bu, an attendee from Toronto, described the program as “the best two weeks of [his] summer, hands down.”

Ivey’s LEAD Global Canada program is only the second international program developed by The Leadership Education and Development (LEAD) Program. LEAD has been operating since 1980 in a number of prestigious U.S. universities with a goal to expose students of diverse backgrounds to a variety of career options in business.

History book updated

“The history of the Ivey Business School is marked by both significant milestones and by the people whose vision and leadership made them happen.”

With those words, Maura Paré, EMBA ’04, Ivey’s Director of Communications and Public Affairs, opens the new edition of Learning to Lead, a history of the Ivey Business School. First published in 1993, the book now has four new chapters, covering the eras of Deans Larry Tapp and Carol Stephenson, the contributions of the Ivey family, and a celebration of the new building. The lavishly illustrated volume is available through the Ivey Trading Company, iverytrading.ivey.uwo.ca
I first came to Ivey through a scholarship program for a summer position when I was 15. I worked at Ivey every summer after that. A couple of months before I started the HBA program, my mother was killed in a car accident. My two years at Ivey were the hardest in my life. Professor Mary Heisz took me under her wing and helped me get through it. After Ivey I went into accounting. I met my husband through my Ivey roommate, so that's yet another wonderful thing Ivey brought into my life.

After I had my son in 2010, I had trouble dealing with the changes in my body. But I knew that my beautiful little boy needed me to be happy and healthy and to love myself. I decided that if I was really going to get into shape, I needed a deadline, so I decided to do a fitness competition six months later. And I did!

I have really good nutrition and I work out with weights for 30 to 40 minutes, five times a week. I love the discipline and structure, and I love how I feel. I live a really packed life, and this is the only way I can keep up with it all.

Walking on stage in a bikini and heels pushes you to develop a new level of confidence. Last year I won a professional North American championship—I was the only mother and the only woman over 30 in the competition. I've modelled in every issue of Oxygen magazine this year, and in August I was on the cover of a fitness magazine in the U.K.

But the thing that gives me the most pleasure is talking to women through my blog, making friends across North America. I have 10,000 followers. GORGO, the fitness magazine I launched with a partner in November, is named for the Queen of Sparta, because Spartan women were encouraged to exercise and train alongside the men. The magazine is for the everyday warrior who is building a strong self and a healthy world. After all, women really are the link to the health of the world.

gorgomag.com
THE FIRST TIME I MADE A QUALITY OF LIFE decision, I was 14. I left my $2.35 an hour job at McDonald’s, moved to the family cottage, and worked for $2.15 at the marina. That set the pattern!

When I came to Ivey for my MBA, I didn’t have much practical or academic business experience, so being immersed in three cases a day for two years was great. I made some lifelong friends. And my Ivey MBA helped me get a job at P&G, which in turn set me up for Boston Consulting Group. It’s the combination of Ivey plus experience at two world-class companies that is the foundation I now draw on.

When we were expecting our first child, I left BCG and we moved to Ottawa. I didn’t have a job. It was a quality of life move. I had no doubt that I would find something interesting to do. That’s the beauty of the education and experience I had.

I went from multi-billion dollar multinational M&A work to working with a pre-revenue start-up looking for funding. It didn’t pay very well, but it was a gas! Over the next few years I was involved in either financing or operating a variety of small companies in a broad range of industries. The common element was fantastic people. I’m a relatively analytical Ivey MBA, but I’ve learned to go 100% on intuition. Whatever the industry, I know that if the people are great, the work is going to be fun and good things will come of it.

Four years ago, I bought into Pensivo, a company founded by my partner Daniel Larocque about 30 years ago. Originally focused on producing one-off online courses for clients, Pensivo now offers comprehensive training and compliance solutions that manage and track all corporate training initiatives, for a range of folks, including retail, medical and financial services customers. It’s simple enough for my mum to use—I know, I tested it on her!

Pensivo is really a lifestyle business—we work with clients we enjoy. We would happily bring on a couple more, but we have no big growth plans. We have some clients in South Africa, and eventually we’d like to do something that combines business and humanitarian work.
Manpreet Hora, PhD '08, MBA '89. Recently he and Technology Professor Georgia Institute of Technology Professor Rob Klassen, but pay less attention to the success of other firms, Managers have always focused on how to replicate the success of other firms, to see what factors made them most likely to learn from other firms’ problems. The researchers found that having virtually identical operational processes was the most significant factor, with market leadership having less, but still important influence. “Managers don’t pay much attention to the problems experienced by others when they have even slightly different processes,” Klassen says. “It’s going to require some major educational efforts to reshape risk managers’ perceptions.”

There are two important lessons for managers, he says. First, firms should develop an explicit strategy about how they gather information on operational failures at other firms. Second, firms might be able to make better use of industry associations to gather information about failures and facilitate learning.

**Dawar book makes a splash**

Professor Niral Dawar’s new book, *TILT: Shifting Your Strategy from Products to Consumers*, was released on November 5 and by the next day was the second (Kindle) and third (hardcover) best-selling marketing book in the world.

In the book, Dawar shows why customer-led activities will dominate the competitive landscape of the future and provides a guide for executives to reorient their strategies. Arkadi Kuhlmann, HBA ’71, MBA ’72, calls the book a “must-read,” noting that “TILT challenges us to place customers at the heart of strategy. With product cycles shortening and product costs shrinking, a deeper understanding of how strategy can be made more powerful is brought to life.”

**Building systems from the bottom up**

When the Canadian government wanted to create a nationwide electronic medical record, it established Canada Health Info Way, which developed a plan, built a massive infrastructure, and began implementation. Although progress is being made, there are many who claim that the progress is too slow.

Professor Debbie Compeau, HBA ’87, PhD ’92, sees a national health network as an ecosystem—a collection of large and small organizations with disparate goals, all interacting in one dynamic entity. She argues that an ecosystem can’t be planned and built from the top down. Instead, policy-makers need to think about how to cultivate it, so that it emerges through a more iterative and evolutionary process. She likens the process to the development of the Internet.

“Nobody set out to build a global communications network,” she says. “The Internet is a lot of little pieces that somehow connect together. If you look at it from a top-down mindset, you would say it won’t work—but it does.”

**Accounting alone didn’t reform corporations**

In the early years of the 20th century, many people in the U.S. began calling for corporate reform. Known as the “progressive era,” it was a time when political leaders joined efforts to rein in the abuses of large corporations and trusts. Their solution was to publicize the financial dealings of these corporations through the technology of accounting. In a recent paper, Ivey Professors Vaughan Badcliffe and Mitchell Stein, show that the work of these early corporate reformers largely failed. “There was a sense that accounting in and of itself would change things,” says Badcliffe. “Our argument is no, you need to take more direct action. Accounting simply yielded more and better information, but whether people actually acted on that was a different matter.”

Managers always focused on how to replicate the success of other firms, but pay less attention to avoiding failures, says Professor Rob Klassen, MBA ’89. Recently he and Georgia Institute of Technology Professor Manpreet Hora, PhD ’08, MBA ’89, conducted an experiment involving experienced risk managers from the chemical and financial services industries, to see what

**Behavioural Economics: the comic book!**

“This little book starts from the premise that while adults do grow up a little we all remain big kids. The actions that we see our children doing can help to explain our own behaviour. Of course we could do a dense tome with lots of footnotes, pompous words and caveats but we figure that like kids most of us prefer it when pictures explain the world.”

So Professor Neil Bendle opens his unique e-book, *Behavioural Ecomonics for Kids*, a light-hearted approach to a weighty topic illustrated by his father-in-law Philip Chen. Available for free on the Internet, the book was recommended in a recent issue of marketing guru Daniel Pink’s newsletter.

**You give me two of those notes and I’ll give you this shiny coin.**

Resource Centre

New knowledge, information and perspectives from Ivey to help you manage better.
Match Point
Why loyalty programs really matter

Several years ago, Shell Canada decided to reduce its network of gas stations by 20 per cent, and to renovate some of the remaining locations. But there was a risk—Shell stood to lose customers during the disruption. The company used data from the Air Miles loyalty program to determine which locations should be closed permanently and which should be renovated. They reached out to Air Miles collectors who used locations slated for closure, telling them where the next nearest stations were, and offering double reward points for using them. After the renovations were complete, customers were lured back with double and triple reward miles offers. It worked.
Dave Burns, EMBA ’98, Senior Vice President and COO, LoyaltyOne Inc., knows that drivers will go out of their way to fill up at a station that gives out AIR MILES.
Shell retained about 75% of its customer volume during the renovations, up from the industry standard of 25%. The renovated locations regained their former volumes in half the projected time and customers actually increased their overall spending by an average of 7%. “We know that customers will drive right past three gas stations in their neighbourhood to get to a Shell station and collect their air miles,” says Dave Burns, EMBA ’98, Senior Vice President and COO, LoyaltyOne Inc. “This shows that loyalty programs really do change behavior.”

Loyalty programs trace their roots back to the stamps that were handed out in grocery stores in the 1950s and 1960s to reward regular shoppers. Canadian Tire money was introduced in the same era.

But the real starting point came in 1981 when American Airlines and United Airlines established frequent flyer programs. Before long, every airline had one.

Frequent flyer programs were simply that—a way of encouraging frequent travelers to choose one airline over another in return for free travel. But as Professor Mark Vandenbosch, HBA ’84, points out, it’s now clear that the real value for companies lies elsewhere. “The advantage of loyalty programs is the data,” he says. “Loyalty programs help retailers understand who their customers are and what they want. They can then offer a better shopping experience and more relevant offers, so that in turn customers consolidate their shopping.” Vince Timpano, EMBA ’08, President and CEO of Aimia Inc., agrees, adding, “We believe that loyalty is the one true path to being able to increase share of wallet, tenure and advocacy.”

Customers seem to feel that the exchange—points for data—is a fair one.

“Today customers have so much information at their fingertips and buying power that competing on price alone is difficult.”

—Carolyn Hynds, MBA ’10, Director, Shoppers Optimum Program (pictured above)
have even more plastic cards and key fobs, Air Miles and Shoppers Optimum each have more than 10 million accounts. In the month of May 2015, 61% of Canadians used Air Miles cards, 40% used Shoppers Optimum, 24% Canadian Tire rewards, 21% Aeroplan, and 20% HBC Rewards.

Loyalty programs take many forms, from stand-alone programs operated by a single company like Optimum, to coalition programs that bring together several retailers in different categories, like Aeroplan and Air Miles. Among the diverse loyalty offerings now on the Canadian market is Scene, an innovative partnership between Scotiabank and Cineplex with rewards in the form of movie passes.

Loyalty programs are clearly here to stay. “If you do them effectively,” says Vandenbosch, “they totally re-organize your business. Historically, marketing was about building and selling a brand. Now the goal is to build, grow and ‘farm’ a customer base.”

Carolyn Hynds, MBA ’10, Director of the Shoppers Optimum Program, agrees, adding that the very successful program has become a key competitive advantage. “Optimum allows us to better understand our customers and offer them value that keeps them coming back to the stores,” she says. “We know that Optimum cardholders spend almost 60% more than non-members per basket, and that 2/5 of our non-prescription sales are generated by cardholders.”

So what makes the best loyalty programs work? Intouch asked some Ivey alumni for their insights.

Carolyn Hynds, MBA ’10
Director, Shoppers Optimum Program
“Free feels good.” That’s the simple but powerful tagline for Canada’s most successful stand-alone loyalty program, introduced by drugstore chain Shoppers Drug Mart in 2000. Says Carolyn Hynds, “It’s very powerful—the first time a customer redeems points, it drives engagement with the program and Shoppers.”

Shoppers customers earn points on virtually all purchases, and total points are tallied on each receipt. In addition to regular point accumulation, the company offers accelerated programs, including popular “20X points” events, special offers around specific brands and a branded credit card. “The program is easy to understand and has mass appeal,” says Hynds. “We have such a broad assortment of products within our stores that people can earn on everyday needs and then redeem for something that pampers.”

The data derived from Optimum were initially used to shape promotions and to understand shopping behavior. Over the years the analytics behind the program have been enhanced. Last year customers began receiving personalized emails with offers.
tailored to their shopping habits. During the pilot, Shoppers saw a clear uptick in redemption rates, trip frequency and basket size. The next step, recently launched in some Ontario markets, is the Mobile Optimum card. An alternative to carrying yet another physical loyalty card, the mobile card allows Optimum members to receive special offers on their Smartphone devices.

Hynds says a successful loyalty program can help companies compete in the new retail environment. “Today customers have so much information at their fingertips and buying power that competing on price alone is difficult. The Optimum program is so successful because it builds and maintains relationships with our customers and provides them with value that goes beyond discounting.”

Dave Burns, EMBA ’98
Senior Vice President and COO
LoyaltyOne Inc.

LoyaltyOne grew out of AIR MILES, one of the first “coalition” loyalty programs in the world. Over time, the organization expanded to provide a full suite of “customer-centric” solutions including analytics, tools to optimize marketing and merchandising decisions, loyalty strategy consulting and custom loyalty program development, and marketing strategy. “We’ve been doing this for more than 20 years,” says Dave Burns. “The goal for our business partners is simple—to help companies build their brands and increase sales and profitability. The value proposition from the consumer’s perspective is that we will use information about your buying behavior and preferences to provide you with a more relevant experience, including offers that are valuable to you.”

Burns says coalition programs offer consumers a wider range of earning and redeeming options. Sponsoring companies like the fact that marketing costs are shared and the data derived is broader. “At the end of the day, sponsors are looking for sales growth,” says Burns. “That comes in three ways—by increasing frequency and basket size, and by identifying and targeting new customers.”

The loyalty industry is becoming highly competitive, Burns says. The retail landscape has changed dramatically with the advent of social media. Loyalty programs can help companies compete in the new world but only if they practice the “Three Rs”—relevance, recognition and rewards. “There is no doubt that customers love loyalty programs and they can be a significant competitive advantage, if they are run well.”

Vince Timpano, EMBA ’08
President and CEO, Aimia Inc.

The average company loses between 10 and 50% of its customers every year, and it costs seven times more to acquire a new customer than to keep an existing one. “There are tangible benefits that can be realized by focusing on your existing core customers,” says Vince Timpano. “They
purchase more than the average customer, they visit your store more frequently, and they are advocates of your brand.”

Aimia had its genesis in 1984, when Air Canada established Aeroplan as its frequent flyer program. Aeroplan was spun off as a separate company in 2002, and went public in 2005. It acquired Loyal Management Group, which included Nectar, the largest coalition loyalty program in the U.K., in 2007 and Carlson Marketing, a loyalty pioneer, in 2009. The company was renamed Aimia in 2011.

Timpano believes the ultimate goal is to create a “customer-centric” approach to doing business—one that puts the customer first to drive competitive advantage. Loyalty is the way to do that. “Marrying everything you know about your customers—the data science—with everything you can offer them—the essence of your brand—enables you to offer a truly distinct value proposition,” he says. “Empowering your people to bring this proposition to life and react to your customers’ needs in real time, enables you to connect in a more personal and relevant way.”

T.J. Flood, HBA ’95, MBA ‘98
Senior Vice President Marketing,
Canadian Tire

Canadian Tire money was introduced in 1958, inspired by Muriel Billes, the wife of the company’s co-founder and first president, as a response to the promotional giveaways offered by many gas companies. Extended to retail stores in 1961, the “funny money” quickly became a beloved Canadian icon. “As a kid I used to try and put it in the collection plate, and I got my hand slapped a few times,” says T.J. Flood with a grin. Today Canadian Tire money is still handed out when customers pay cash or debit and the program has evolved to provide Canadian Tire “money” when they use a Canadian Tire MasterCard. “It’s been an interesting way to differentiate us and keep people coming back to our stores,” Flood says. “Now we need to evolve the program to be able to understand a lot more about our customers.”

A pilot project under way in Nova Scotia replaces Canadian Tire money with a more conventional loyalty card. Flood says the data collected has already provided some valuable insights into customer needs and behaviors. The data derived from the program will drive everything from more targeted weekly flyers to better organized stores always stocked with the items customers buy most. Says Flood, “We’re also learning about the value of a loyal customer and what the return on investment is for keeping and growing them. It’s all part of evolving to become a truly customer-centric retailer.”

Building relationships > Loyalty programs are using sophisticated analytics to get closer to consumers. Practitioners say it’s a win-win for retailers and customers alike. Below, leveraging its loyalty expertise and knowledge, AIR MILES develops loyalty marketing programs for other brands through its internal agency, Square Knot.
Don Johnson, MBA ’90, Vice President, Chevrolet Sales and Service, admires a Chevrolet Spark at GM’s Renaissance Center in Detroit, Michigan.
Sell Well

A sometimes underrated business function, sales has offered many Ivey grads meaningful and rewarding careers.

The David Mamet play *Glengarry Glen Ross* depicts a group of despairing real estate salesmen who are willing to do virtually anything to make a sale. The manager, memorably played by Alec Baldwin in the 1992 movie, browbeats and abuses the men. “A-B-C,” he snarls. “A-Always, B-Be, C-Closing. Always be closing. ALWAYS BE CLOSING!”

The play taps into our worst suspicions about sales. But of course, the reality is quite different. Tim Fowler, MBA ’95, formerly Sales Vice President at Tropicana for PepsiCo, sees successful selling as a critical business function and a proud career choice. “At the end of the day, everybody else’s work doesn’t translate into profits until somebody sells something,” he says. “Sales are a foundation of every business, and salespeople are the face of the company for customers.”

Don Johnson, MBA ’90, Vice President Chevrolet Sales and Service, puts it more simply: “If you don’t sell anything, you don’t get to put anything on that revenue line!”
Many Ivey alumni have made successful careers in sales and continue to rejoice in its challenges and rewards. Sherry Chris, EMBA ’01, is President and CEO of Better Homes and Gardens Real Estate. She spent the first two years of her career in banking, but after buying her first home became fascinated by the sales process and decided to make a change. After two years in consumer sales, she has spent the rest of her career supporting other people to sell real estate. “What I enjoy about sales,” she says, “is that you’re providing a service to someone you truly believe needs that service and will be better off for having purchased it. When our agents help consumers buy a house, they’re really helping that family begin the next phase of their lives.”

— Sherry Chris, EMBA ’01, President and CEO, Better Homes and Gardens Real Estate (pictured above)

Sebastian Choquette, MBA ’02, Sales Director, Continental Europe for Helly Hansen, has a similar view of his role. Choquette joined the European division of the company when sales were declining and losses were piling up. He helped turn the company around, and it was recently sold to prestigious institutional investor Ontario Teachers’ Pension Plan. At Helly Hansen, sales is respected as a key function, and the sales team has input on everything from pricing strategy and marketing to product development and distribution. “The type of product we are selling is very high quality and the industry that we’re in is a very positive one,” says Choquette. “We’re promoting activity, getting outdoors, doing sports. When my sales teams go out, we feel that we’re doing a great service to consumers.”

Fowler says he chose his career path because “I wanted to do something a computer couldn’t replace!” After Ivey he spent
three years in consulting and then joined PepsiCo in finance. When two Canadian PepsiCo companies merged, he happily stepped out of his CFO role and into sales management. “To me sales is about solving problems, listening to customers and working collaboratively with them to develop and buy into the solutions you’ve created together.”

Linda Cecchin-Ronan, HBA ’01, first experienced the allure of sales when as an Ivey student she was required to shadow a salesperson. “It was great to be hands-on with something,” she remembers. “I really liked the autonomy, the variety and the ability to use creative problem-solving skills.” Today, Cecchin-Ronan is a Regional Sales Manager with Ferrero Canada. She too sees sales as a core strategic activity. “It’s all about engaging with the right customer, collaborating with that customer to develop a solution that works for them, defending against competitors, evaluating your results, and modifying your tactics to do it all over again.”

Don Johnson trained as a mechanical engineer and started his career with GM in engineering. A few years in, he was given the opportunity to try sales as preparation for a more senior role in engineering, and he has never looked back. “I found that I really enjoyed being out talking to dealers and customers and learning about their needs,” he says. “Sales is not about golfing and having dinners—it’s about building trusting relationships, and driving business results for your customer and your company.”

So what makes a salesperson successful? A combination of innate personality and acquired skills, says Fowler. Good listening,
the ability to define the problem, analytical skills and presentation skills are all critical, he says. “I look for people who can solve problems and get things done,” Johnson says. “A good salesperson has the insight and empathy to really dig in and understand what the customer’s needs are, even when it’s a need the customer doesn’t see.” Adding value by solving problems helps move the focus from price, he adds. “You can’t forget that salespeople today are very important guardians of margin.”

Chris says that real estate agents must be self-starters with good time management and communication skills and lots of drive. “We look for people who want to make money. After all, sales really is an unlimited income opportunity.” She recalls a top salesperson she knew well in Mississauga who had a simple approach: each morning he put 50 business cards in his pocket and then he handed them out during the day wherever he happened to be until they were gone. “Sales doesn’t have to be complicated,” says Chris. “You just find a way to interact with people and sell them something that they really want to buy.”

Choquette adds that salespeople have to be able to handle rejection. “It’s like hitting in baseball—you’re doing well when you’re unsuccessful seven out of 10 times. On the other hand, every salesperson will tell you about the rush when you close the deal.” Cecchin-Ronan adds, “People who do well in sales are able to check their ego at the door, put their heads down and do what it takes to get the job done.”

When Choquette is hiring, he looks for people with innate ability, but more importantly, with the willingness to learn and grow. He sees sales as a “craft”—one that is learned through experience and dedication. Sales also requires a strategic perspective, says Johnson. “You have to be able to see the long-term value of a relationship, and understand where the company is going, so that what you’re doing today supports what the company is trying to do.”

Are the skills of sales outdated in the era of e-commerce? Chris maintains that internet shopping has only changed the point at which the salesperson becomes relevant. “People start looking and dreaming by themselves, because they have access to information online,” she says. “But they reach a point where they need to have an interaction with a human being to take it to the next level.”

At PepsiCo, that moment is when all the data is collected and somebody has to make sense of it. “It’s important to be very focused and simple,” says Fowler. “You have to take the data and turn it into real insights that show why the solution you’re proposing is the right one.”

Fowler urges recent graduates to let go of any negative impressions of sales and if they think they have the right stuff, to go for it. “Be proud of choosing sales as a career and don’t let anybody tell you it’s not impor-
Choquette agrees, adding that sales skills are applicable beyond the professional arena. “You’re always selling something—an idea, a suggestion, yourself.”

Cecchin-Ronan sees sales as a training ground for broader leadership roles. “You touch so many parts of the business that you’re really like a general manager. I think the skill set translates itself into leadership down the road.” Sherry Chris’s career path certainly supports that view. She looks back on more than 30 years in sales and says simply, “I’ve loved every minute of it.”

**Sell Well Tip Sheet**

- Listen. Then listen some more.
- Believe in what you’re selling.
- Add value by solving problems and providing exceptional service.
- Find a way to interact with people, and then build trusting relationships.
- Solve the customer’s problem, not your own.
- Turn data into insights. Keep it simple.
- Know your company’s strategy and make sure that your activities support it.
- Grow a thick skin. Be prepared for “No.”
- Check your ego at the door.
- Celebrate your successes.
- Get in front of customers early and often.
- Spend time with successful salespeople and learn from them.
- Be prepared to accept help.
- Know who your best customers are and focus on them.
- Take charge of your own career development.
The early morning light glints on vast expanses of glass. Rough-cut limestone gradually warms from grey to gold as the sun strengthens. A new day is beginning. Inside the Grand Hall, students greet one another, grab coffees at Starbucks, and head to class. “The new building is full of life,” says Professor Vaughan Radcliffe, “You come in the door and right away there’s a sense of things happening.”
In the large tiered classrooms on the main floor, morning classes are under way. On this morning, Professor Ken Hardy has invited Doug Murphy, HBA ’85, Chief Operating Officer, Corus Entertainment, to speak to his HBA Learning from Leaders class. Afterwards, Murphy stops to chat in the sunny Love Family Quadrangle. He compares the impact of the new building to that of Corus Quay, his company’s stunning Toronto facility. “We use Corus Quay as a marketing tool,” he says. “Our partners—Disney, Warner Brothers or whomever—invariably leave seeing us differently. My sense is that this building will change people’s perceptions of Ivey in a similar way.”

Elsewhere in the building, corporate recruiters are interviewing and holding information sessions with hopeful students.
Jonathan Minsky, HBA ’96, MBA ’00, is looking to hire consultants for Kaihen, his boutique consulting firm focused on the energy sector. He too is impressed by what he sees. “I notice a lot of open space, wide corridors, and areas for collaboration,” he says. He notes that the architecture, while uncompromisingly contemporary, honors Ivey’s 90 years of history. “It’s very modern but you get a feeling of tradition through the wood and the natural beauty.” Sally Dong, MBA ’14 Candidate, who is sitting in a lounge waiting for her interview to begin, agrees. “The stone represents traditional elegance and the glass is really modern. When they’re combined together, it’s very creative.”

At lunchtime the Grand Hall is buzzing again—it’s HBA Clubs Week at the School. One student comments that after Ivey being spread across three or four locations, “we can actually call this building our own.” Another adds that the new building is both part of the Western campus and set apart from it. The classrooms, each with two projectors and a document camera, also get a thumbs up. “The quadrangle is beautiful,” says another. “It’s a nice building to take your mind off your studies occasionally!”

Just off the Grand Hall, the glass-walled Brock Pavilion offers freshly-cooked breakfasts, lunches and dinners. Showers and lockers in the basement are handy when attending a recruiting event after a long day of classes. “We have everything we need here,” says Harman Atwal, HBA ’14 Candidate and HBAA President. In the afternoon, learning teams gather in light-filled breakout rooms, equipped with TV screens and whiteboard walls and tables. Says Atwal: “It’s so much easier to do group work and convey your ideas to your peers.”

Over in the program offices, Greg Yantz, Director of MBA and MSc Admissions, is in the midst of recruiting season. He’s convinced that the new building is stunning. “Architecturally the new building is stunning. It’s very different from the old building and much more transformational than many of us expected.”

— Professor Roger More, MBA ’70, PhD ’74
the new building will be a magnet for top students. “We’re in a highly competitive environment and first impressions matter. For students to walk in and get the impression that we’re serious about our programs and our commitment to innovation and leadership is a real benefit.” During a recent open house, he heard words like “phenomenal” and “magnificent”—music to his ears.

On the second and third floors, the faculty offices wind their way around the quadrangle. “The biggest thing is having us all back in the same building again,” says Professor Debbie Compeau sitting in her sunny office. “What’s so special about Ivey is the culture of working together across disciplines and this building supports community and collaboration.” Professor Chris Higgins emphatically agrees. “I’ve seen more faculty members in two weeks in this building than I’ve seen in two years in the old building! This is the most excited I’ve seen us in 30 years.”

Professor Roger More says the new building sends a very clear message about Ivey. “It imparts a vision of huge success and scale,” he says. “It says we’re big in terms of faculty, students and global reach. It’s definitely going to impress anyone who walks through the door for the first time.”

The day is coming to an end, but the study rooms and Brock Pavilion are still busy. Back in the Grand Hall, Drew Rankin, MBA’14 Candidate, MBAA President, recounts a comment he heard during an interview earlier in the day. “The recruiter told me he had interviewed candidates across Canada and in a number of the top business schools in the U.S., and no buildings compared to this.”
“The circulation of people in the new building is much better—you see people, and you engage.”
—Associate Professor Vaughan Radcliffe
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Bill Hull, HBA ’51
writes, “I wanted to report the death of Robert S. Rawlings in Picton, Ontario in April 2013. He was very active in both Business and University activities. The 1951 Occidentalia (which he edited) (p.50) will give you a listing of his activities. As for me, I enjoyed the 2011 Homecoming and look forward to the event in 2016. My wife and I travel a great deal, two months in Portugal each winter and we travel around the Mediterranean and North Africa following our diplomat son who, in happier times, had postings in Syria, Egypt and Ethiopia. Unhappily, he is now back in Ottawa! I keep myself out of mischief here in St. Catharines through involvement in the Probus Club of St. Catharines, the Royal Niagara Military Institute and the Royal St. Catharines Croquet Club!”

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Robert Neff, DBA ’53, MBA ’56
See Note under Keith Ham, MBA ’56

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CLASS LIAISON
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Class Liaisons are alumni volunteers who act as the central point of contact between the School and their classmates with the goal of keeping their class connected, especially in preparation for class reunions. To become a Class Liaison, please contact Jennifer Wyant at jwyant@ivey.ca

Class Agents are alumni who are committed to the development of the Business School through annual fund support and personally reach out to their classmates to encourage financial support and participation. To become a Class Agent, please contact Holly Gati at hgati@ivey.ca
I've been to Homecoming several times before, but 2015 was my first year attending as Chair of the Ivey Alumni Association Board of Directors. What a blast! I had some official duties, but I spent a good deal of my time simply meeting and talking to Ivey alumni of all ages—something I always enjoy.

Homecoming is a time to reconnect with old friends, to reflect on how far we've all come since the last reunion, and to be thankful for what the Ivey experience has done for us. And of course, it's amazing that events are hosted by local chapters and run by alumni volunteers (close to 120 grew in number and diversity of events with 54 events in at least 33 cities worldwide. It's a form of alumni engagement that can't really be quantified, but I know it's happening. Please keep it up—a few minutes out of your day makes a world of difference to a fellow or future graduate.

Next on the agenda was Global Ivey Day. Once again this unique Ivey event grew in number and diversity of events with 54 events in at least 33 cities worldwide. What I love about Global Ivey Day is that it is truly “for alumni, by alumni.” Many of the events are hosted by local chapters and run by alumni volunteers (close to 120 people and counting at press time). Like Homecoming it's a clear indication that our alumni community is strong, healthy and engaged.

That health is also reflected in the support young alumni receive from the Ivey network. As Chair, I spend a lot of time engaging with recent graduates and Ivey students. They tell me that they find Ivey alumni are always ready to offer their time, advice and support. It's a form of alumni engagement that can’t really be quantified, but I know it’s happening. Please keep it up—a few minutes out of your day makes a world of difference to a fellow or future graduate.

1954
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HBA ’56 class update submitted by Class Liaison
Robert (Bob) Taylor:
This is my sixth report since I replaced Gene Farley as class liaison. I have tried to report on all living HBA ’56 graduates, mostly in alphabetical order, and graduates who have died since I took over. I am sorry to report that Douglas Richardson died on May 13, 2023 to become our 31st deceased classmate bringing our deceased total to over 40% of our class of 77. Doug’s entire career was spent with IBM in various executive positions, ultimately retiring as director of the Caribbean in 1992. He married Mary Lou on July 25, 1957. They had three children, Michael, Susan and David, and five grandchildren who are between 17 and 20. Summers were spent at their cottage in the Kawarthas and some winter time in Florida. In 2006, Doug wrote that he continued to travel in Europe, USA and the Caribbean. Doug had a beautiful smile and personality and he will be missed. Donald Paterson joined Wood Gundy after graduating. He left W.G. upon CIBC takeover in 1988. He formed Cavandale Corporation to pursue advisory/consulting for emerging growth companies, particularly technology and communications companies. He married Roberta in 1952. She died in 1992, one of very few wives to die before their husbands. They had three children and four grandchildren. He met Terry in 1956 and they married in 2000. He noted that they are blessed with reasonably good health and happiness and are fortunate to have good friends and an education that has provided a satisfying business career.

John Priddle decided to travel after graduating in 1956. After working as a bookkeeper in Sault Ste Marie for a year and “flush with cash,” he traveled throughout Europe for a year. He then decided he wanted to teach. For the next 30 years, he taught a variety of subjects in three different high schools in Ottawa. In 1965 he married a “pretty, young English girl,” Diana Stevenson. They had three children, Alison, Rhys, and Steven who live nearby and spend time in a large cottage 50 miles north of Hull, Quebec that John and his wife cleared land for and built. Diana died 10/21 from breast cancer. She was “incredibly creative.” She was known in Ottawa as the “boating suit lady.” John wrote, in 2006, that their bedrooms were filled with “naked ladies.” Since his wife’s death, John has spent a lot of time with his grandchildren and playing tennis, golfing, skiing and curling. George Tiflik went to Osgoode Hall Law School, graduating in 1960. He noted that after Accounting 250, doing a C.A. was not a practical alternative for him. He was married on 9/6/58 to Beryl Hartwell. On the same day I married my wife Marian. We are both celebrating our 55th wedding anniversaries, as I write this update today, 9/6/2023. George had a very successful career in law. He was co-managing partner of a 250-lawyer firm when he retired. One of his specialties was hotel law which meant, he noted, that he was fortunate to travel to some very interesting places and meet some real characters. Since retiring, George and Beryl have spent their summers at their cottage on Georgian Bay near Parry Sound which they bought in 1960. It was one of the best decisions he ever made. Another good decision was the purchase of a condo just outside of Naples, Florida in 1989 where they now spend three months of the year. I talked to George yesterday and it appears that, when they are not at their cottage or condo, they have traveled to a large number of countries and continents including Australia, New Zealand, South America and many others. They just returned from India and Bangkok in April of this year. Hugh John Cook was recently awarded the 2023 Community Service Award, an Alumni Award of Merit. It was noted that he spent 36 years as a member of the boards of general hospitals. He also volunteered with library boards, health units, colleges, universities, and the United Church. Since retirement, he has been heavily involved with Meals on Wheels and the United Church of Canada. He has been president or chair in almost all of his activities. As for me, after 30 years as president of Associated Accounting Firms International, I
In 2000, my wife Marian and I moved to Anna Maria, Florida, one of three small cities on a barrier island called Anna Maria. We live one block from Tampa Bay and four blocks from the Gulf of Mexico. We love it!

**1994**

In 2000, my wife Marian and I moved to Anna Maria, Florida, one of three small cities on a barrier island from Tampa Bay and four blocks from the Gulf of Mexico. We love it!

**Keith Ham:**

Keith Ham, years in law, 45 years teaching university in business and law and all Ivey MBAs, and four grandchildren (too young for Ivey). I spend our time between our homes in Florida and Napa Valley - golfing, tennis three times a week, occasionally jogging, traveling and wine tasting.

**Robert Neff:**

Robert Neff, also MBA ’53, lives in St. Catharines. His wife Gail teaches Chemistry at nearby Brock University. He has four children: Bobby, Mark, Robert’s academic background George Williams University. Accommodation of an aerospace company in San Francisco following the Vietnam War; Robert’s hobbies: continue operating small multi-national corporation, play tennis three times a week, occasionally golf, jog, and garden. Bill Preshing (now retired) is a Professor Emeritus at the University of Alberta School of Business. He has written four business books and over 300 articles on business and related topics. An avid jogger, he has organized over 75 fun runs over the past 30 years and written, “Re: 55th Reunion of MBA 58: At the time of this submission, about 10 of us old guys (no surviving girls in our year) and spouses are returning for this great occasion - mostly healthy and all happy, 55 years after graduating with a Western MBA (now Ivey). It was certainly my proudest academic achievement and I suspect I am not alone. Those planning to show up at the time of submitting this note in early September are: Don Badke, Don Murphy, Jim Lindores, Gord Boisese, Dave Adams, Ed Kemp, Vic Stiroshka, Bill Edwards, Bruce Pearson, and Dave Walker. War stories will abound. Thanks, Dave Walker” 1959

**CLASS LIASONS**

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1960

**CLASS LIASONS**

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**MBA ’60 class update submitted by Class Liaison Ron McCullough**

Greg Stone still chairs a Detroit company. He has been a long-term board member. As its founder was nearing the end of his life, he designated Greg to take charge of the company as its chair and oversee its transition on his passing. Greg has now successfully overseen this and plans to continue in this pursuit, at least until he reaches octogenarian status in a few more years! Len Pakulak worked for Imperial Oil Ltd (BPL) for 32 years before retiring at 55 in 1991, and is one of the few classmates who worked for the...
same employer for his entire career. Starting in the refining division, his work took him from Sarnia to Florham Park, New Jersey and New York City (Exxon headquarters at the time). In 1975, he moved to the Oil Sands Division, where he was IOL’s technical representative to the Syncrude joint venture during both the construction phase and early operation phase. In 1977, he moved to the Oil Sands Division, where he was Syncrude joint venture during both the construction phase and early operation phase. In 1977, he moved to Calgary to work on the IOLOmega project. In 1981, when the project investment escalated from $4 billion to $14 billion, the project was cancelled! In an effort to capitalize on the rich oil sand lease, Len and four others were given 12 months to devise a process design for a staged, in-situ, bitumen extraction project. Within six months, an optimal two-stage process design was completed, and shortly thereafter approved for construction. In July 1985, Premier Peter Lougheed formally pushed the “start-up” button for the first two stages of bitumen production. Ever since, Cold Lake production has been a home run in business—certainly, compared to success was lint. Possibly a “bunt” to avoid the risk of a corporate takeover again spoiling his plans, started three and also fired 12 other managers—so I had company.” Paul, not being a gambler and not wanting to run the risk of a corporate takeover again spoiling his plans, started three companies from his own and bank resources—a franchise badge business (22 offices across Canada), a chain of insta-print shops (11 locations), and an office furnishings dealership, hoping at least one would “catch.” 23 years later, while all are still in business, the only one that really survived was the office furnishings company—Heritage Office Furnishings, and with 250 employees and 5 locations and by far the largest in its field in BC at $75 million sales, it was the most successful. Heritage Office furnishings was recently named second only to Staples (by number of employees) working as suppliers to businesses in British Columbia. But it was his diverse exposure to, and involvement in many businesses, that, over time, strengthened Paul’s confidence to create his present diverse group of companies. Of equal importance to him were the credibility and skills he feels his Ivey MBA gave him in his meetings with his bank that enabled him to successfully finance them all. Paul’s greatest satisfaction was not the money, nor even the many employees, but standing at the sidelines of his company’s picnic and watching all the children playing, and reflecting that their Moms’ or Dads’ jobs were helped made possible by an Ivey MBA. Keeping his companies thriving and healthy was a huge responsibility—and his ultimate satisfaction. David Scott and his wife Cathy continue to divide time between Vancouver and their getaway on Galiano Island. David was chair until 2005 of Anormed, a Canadian developer of U.S. FDA-approved Moxebil drug, bought by Boston-based Genzyme and now selling upwards of $200 million annually. From 2007 until earlier this year, he was chair of the external board of all the Fidelity mutual funds in Canada with assets of over $60 billion. Cathy, a retired social worker, spends quite a lot of time playing bridge rather well, while David plays tennis rather badly.

Sarah Morgenstern MBA ’93

“For me, giving back to Ivey is important because I think it’s the best way that we as alumni can grow and sustain the reputation and capabilities of the School. My experience of being an involved alumna is that the more you put into it, the more you get out of it.”

Sarah Morgenstern has plenty on her plate. After 13 years as a management consultant, she and a partner founded SavvyMom Media, which has blossomed into a highly successful digital publishing company. She is also a mother of three and has volunteered with Sick Kids Foundation and Toronto’s Children’s Own Museum. Yet Morgenstern makes Ivey her top volunteer priority. “I chose to get involved with Ivey because I’m really appreciative of all the opportunities Ivey afforded me in my career.”

Morgenstern has been a Class Agent since 1999 and was a member of the Ivey Annual Fund Council from 2001 to 2009. An active Ivey Advisory Board member since 2011, she also participated in the Ivey Brand Task Force, has been a frequent speaker at the School and supports many alumni events. Her goal as Chair of the Ivey Annual Fund, a job she recently took on, is simple. “I want to encourage other alumni to support the School, and to understand the benefits of being engaged with the Ivey community.”

Sarah Morgenstern MBA ’93

“For me, giving back to Ivey is important because I think it’s the best way that we as alumni can grow and sustain the reputation and capabilities of the School. My experience of being an involved alumna is that the more you put into it, the more you get out of it.”

Sarah Morgenstern has plenty on her plate. After 13 years as a management consultant, she and a partner founded SavvyMom Media, which has blossomed into a highly successful digital publishing company. She is also a mother of three and has volunteered with Sick Kids Foundation and Toronto’s Children’s Own Museum. Yet Morgenstern makes Ivey her top volunteer priority. “I chose to get involved with Ivey because I’m really appreciative of all the opportunities Ivey afforded me in my career.”

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On a sunny late September Saturday, the Richard Ivey Building was buzzing. A record 1,200 Ivey alumni returned for Homecoming—an opportunity to meet Dean Bob Kennedy, admire the new building, cheer on the Stangs, meet the many student volunteers, and above all, reconnect with classmates and others. Returning alumni expressed their passion for Ivey and their hopes for its future by contributing $1.7 million through reunion fundraising campaigns. For more photos, visit ivey.ca/homecoming
“I look back on Ivey as the most important time of my academic life. The friendships I made and the experiences I had really shape who I am today.”
Gary Svoboda, MBA ’83

“I was a learning experience, but it was also a relationship-building and networking experience, and our class really prided ourselves in that element of it. Homecoming was a wonderful opportunity to get everyone back together.”
Elissa Beckett, EMBA ’08

“Since my time here, I’ve lived in the U.S., Russia and Germany. Without Ivey, I might not have taken advantage of these opportunities to go outside my comfort zone and reinvent myself.”
Sophia Lee, MBA ’98
The idea for Alfons Futterer’s business took root the day he just missed being arrested.

Futterer, who grew up and was educated in Germany, had always been fascinated by Asian culture. He learned Japanese and Mandarin and moved to Singapore as a sales manager for a German dental equipment company. He met Jacqueline Gan, a Singapore native, at a party at the U.S. embassy in 1999, and was intrigued to discover that she had a special interest in European culture and language. In 2001 they married and relocated to Hong Kong.

In 2005 Futterer was working for a U.S. company that made chemical processing equipment used in the production of optical disks. He did a sales call on a plant near New Delhi. The next day he read in the newspaper that the plant had just been raided by the police because it was producing pirated CDs. Says Futterer, “Jacqueline and I decided that we should do something that would make life difficult for companies that steal other people’s intellectual property.”

Futterer was in the midst of his Ivey Executive MBA program, and Gan, a telecom executive, had just started hers. The following year, they launched their company, NanoMatrix International Limited, in Hong Kong. NanoMatrix provides its clients, which include central banks and security printers, with consulting, security products and authentication systems designed to protect them against counterfeiting and forgery.

Earlier this year, NanoMatrix took on the task of cleaning up ticketing for the Hong Kong Rugby Sevens, a premier sporting event held annually in March. In 2012, five per cent of tickets for the event, which attracts more than 120,000 spectators from around the world over three days, were counterfeit. Many people had to be turned away at the gates. Thanks to the work of NanoMatrix, the 2013 event went off without a hitch and no counterfeit tickets turned up. When Futterer attended a meeting of organizers and police two weeks later, his report was greeted with sustained applause. “We’ve concluded many very complex projects,” says Futterer, “but this is the most high-profile project in Hong Kong. When you have a case like this to talk about, it opens doors.”

Working together to foil counterfeiters: Alfons Futterer and Jacqueline Gan
Gail Golden, EMBA ’03, writes, “To celebrate the 10th anniversary of our graduation, In attendance were Claudio De Vincenzo, Gail Golden, Dave Ledger, and Hazim Zulic, all EMBA ’03. We drank a toast to our successes of the past 10 years and agreed that the most valuable lessons we learned at Ivey were “Cash is King” and “The cost of capital is 10%.” Many thanks to Murray Bryant for his memorable teaching.”

Joanna Lipfeld, HBA ’99, MBA’03, See Note under 1999

Anna Mao, EMBA ’03, has been appointed to the Board of Directors of Tigray Resources Inc.

Don Patterson, EMBA ’03, Management project, for Professor Nick Fry, was a study of the benefits of healthy, active kids. The findings were Active Kids > Higher Academics > Skilled Jobs > Stronger Economy (a very short paper, lol). Over the past 10 years, we have developed various programs in the Mississauga area. My belief is that every kid should have the same opportunity to be healthy and active, irrespective of their physical abilities or financial resources. Yet opportunities for kids to be active are being reduced or eliminated. Obesity rates have soared and a recent study showed that teenagers, for the first time ever, have a lower life expectancy than their parents. In 2012, I hopped on my bike and cycled from Vancouver to St. John’s. As nobody wanted to be subject to my conversation for hours on end, it was a solo, self-supported ride of 7,200 km. I was able to pedal every day and completed the trip in 28 days, which meant an average daily ride of more than 250 km. I’m not fast but somehow I’ve got this unique talent to cycle after hour, day after day. The objectives were to increase awareness of the serious obesity epidemic facing our youth and raising funds for the local YMCAs across Canada so more kids can participate in their great programs. My daily stories (most of which are true), pics of our beautiful country and media articles are posted at www.ykids.blogspot.com. On completing the ride, one my friends at the Y said, “It took you 58 years, but you finally found something you’re good at.” This year, I’ve been working in Alberta with CBC freelance writer and producer, Janice Ryan. It’s very exciting as we’ve just gone live with our Aboriginal Activity app, Spirit Runner. Our media launch was in Edmonton on September 20. For more information on the features and how to download this free app, go to www.spitrunnerapp.com. Our goal is to roll it out across Alberta next year and then eventually across Canada. To promote the importance of getting our Aboriginal youth to be active and healthy, I’ll be hopping on my bike again next year. This time, I’ll be going North/South starting in Inuvik on the Arctic Ocean and finishing at Point Pelee near Windsor which is the southern tip of Canada. Hoping some Ivey grads can ride with me on those final days in Ontario Cheers, Don”

Kevin O’Brien
HBA ’93

“Ivey is a leading business school and that’s important for Canada. There are a lot of trickle-down benefits that come from having a leading business school in Canada. For that reason alone, it’s important for me to put Ivey on my list of places to volunteer my time and give my money.”

After graduating from Ivey, Kevin O’Brien became a management consultant and then joined Aeroplan, where he is currently Chief Commercial Officer. Despite a demanding career, O’Brien has continued to serve Ivey. An Annual Fund Class Agent since graduation, he has also helped raise money through reunion campaigns and by helping organize the Business Leader Dinner. He served as Chair of the Ivey LEADER Project advisory board. From 2005 to 2008 he was a member of the Ivey Alumni Association Board of Directors, most of that time as Chair. He provided leadership and vision at a critical point in the Association’s development. Among his countless other contributions, he is a frequent speaker at the School, has been involved in many Ring Tradition Ceremonies, and currently serves on the Ivey Advisory Board. “Ivey is a very, very special community,” he says. “Being involved with the School has plugged me into that community, and that’s a great place to be.”

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Sara McCormick, HBA ’00, MBA ’04 (Direct)
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All Kaech, MBA ’04, writes, “I am living on the west coast and working in the technology corridor splitting my time between San Fran and Vancouver. I am doing Salesforce.com implementation consulting for a San Francisco-based consultancy for firms across the U.S. and Canada. I have several entrepre-
neural ventures on the side including a holistic naturopathic pharmacy and an e-commerce business called Gaia Global Wellness. I am also pursuing aspirations in aviation and fractional aircraft ownership."

2005

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Steve Kenning, MBA '05
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Murray Bryant
Professor of Managerial Accounting and Control

“Our alumni are partners in the Ivey brand, partners in the Ivy experience, and a critical element in making Ivey successful.”

New Zealand native Murray Bryant has been a popular professor of Managerial Accounting and Control at Ivey since 1998. A perennial favorite among Ivey’s Executive MBA classes, his nomination notes, “Through Murray’s thoughtful and entertaining method of teaching, he is able to teach the subject matter in a clear and understandable way. He is a truly inspirational instructor.”

Bryant believes that his role as teacher, coach and mentor extends beyond the Ivey years. He stays in touch with graduates on a regular basis, helps connect alumni to alumni with mutual interests, and visits graduates when he travels to other parts of the world. He also invites alumni to his classes on a regular basis, saying “it’s not about feeling good about contributing—it’s about enjoying yourself, learning from it, and helping others.”

Bryant is President of Western’s men’s rugby team, which he sees as another important opportunity to coach and mentor. He and his wife have established two HBA scholarships for team members attending Ivey who demonstrate leadership on and off the field. “Ivey is about lifelong learning,” he says. “Our role as professors is to encourage students to challenge themselves and to be accountable to themselves and their peers to be the best they can be. We’re helping leaders develop their leadership abilities so that they’re truly able to make a worthwhile and meaningful contribution.”
Kristen Cornell, HBA ‘06, MBA ‘11, writes, “With our closest friends and family present, Blair Abercromby and I were married in the Distillery District near our home in Toronto. After the wedding we spent an incredible honeymoon in Kenya, on Diani beach. We loved every minute of the wedding & honeymoon and are now enjoying life as newlyweds. (In the wedding party was classmate Charron, HBA ‘06.)”

Andrew Michalik, HBA ‘06, MBA ‘12, and his wife Jessica welcomed their first daughter Leah.

2007

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Four Ivey grads saw their fledgling business shut down, but now they’re up and running... fast!

It was an entrepreneur’s worst nightmare. Bitmaker Labs, the coding boot camp created by four HBA grads, was closed down by the Ontario government in early June, three weeks into its second session. It was considered an unlicensed private college. The partners put on a full court press to change the government’s mind. After overwhelming support from around the world, an exception was granted and the operation was back up.

Bitmaker Labs is the brainchild of Matt Gray, Andrew Mawer, Tory Jarmain and Will Richman, all HBA ’11. It got started after Richman and Jarmain attended a similar program in Chicago. “Basically the Chicago program was great,” says Gray, “but there were a couple of things it was lacking. We have a passion for fixing education. We wanted to bring something like it to Toronto, but we weren’t going to build another program that put people through without getting them jobs.” Bitmaker is an intensive nine-week, hands-on training program, followed by one week of recruiting by partner Internet companies across Canada.

There is little formal lecturing in the program: students learn primarily by working through projects in teams of two. Each student is matched with two mentors—developers or entrepreneurs who provide guidance and inspiration. The first cohort graduated on May 5, and by the end of June more than 85% of them had jobs or were starting businesses of their own.

“Bitmaker has found an incredibly important niche,” said Brad Duguid, Ontario’s Minister of Training, Colleges and Universities, during a visit in July. “It’s going to be an incredibly important tool in growing our high-tech economy.” Gray and his partners are counting on that. They have plans to expand nationally and even internationally over the next five years. “More than two billion people use the Internet,” says Gray. “Most of them are just users of that technology. We want to encourage more of them to become creators of technology and then use it to disrupt conventional industries.”
Saul Simonavicius, HBA ’07, Class Liaison Extraordinaire

“My classmates reach out to me because they now know I can help them connect the dots. For me, it’s interesting to know where people are at, and cool to see a conversation spark between classmates. And it’s a way to give back to something I care about.”

That’s Saul Simonavicius talking about his role as a Class Liaison. Jennifer Wyant, Alumni Relations Associate at Ivey, says Simonavicius truly goes above and beyond. “Saul’s attitude is what sets him apart,” she says. “He approaches the job with gusto and enthusiasm. In fact, he doesn’t see it as a job—he genuinely loves to do it!”

Simonavicius loved sports and science, and planned to become an orthopedic surgeon. But after three years in Western’s Medical Sciences program, he changed direction and applied to Ivey. “It really fit nicely with my personality and my preferred way of learning,” he says. He loved the collaborative, team-based approach to problem solving, the high calibre of the other students, and the opportunities to practice leadership. He was one of the first HBAs to participate in the LEADER Project, teaching in Moldavia in 2006 and central Russia in 2007. After graduation he worked with the World Health Organization in Venezuela, and then with Scotiabank’s international banking division. In 2012 he joined SalesForce.com, a major supplier of cloud-based enterprise systems.

Simonavicius was recruited as a Class Liaison before he graduated and has served energetically ever since. “I see myself as a conduit between the School and my classmates, ensuring that information flows back and forth. I organize a key role in planning and promoting the five-year reunion in 2012. Simonavicius says his role is a way to support the School as it continues to build its reputation. “I’m proud to be an Ivey graduate, and I expect to always be involved with the School. The Ivey brand is part of my brand for life, and I want to help it be as awesome as possible.”

PhD

Kendra Hart, PhD ’13, successfully defended her thesis entitled “The Role of Self-Brand Overlap in Consumer Evaluations of Brand Portfolio Management Decisions” on August 29, 2013 and received her diploma at the Fall Convocation held in November. Kendra accepted a position as assistant professor of Marketing at the Bissett School of Business, Mount Royal University.

Pouya Sefidzadeh, PhD ’13, successfully defended his thesis entitled “The Role of Corporate Controls, Size, and Corporate Headquarters in the Effect of Corporate-Level Strategy on Business-Level Strategy and Business-Level Performance” on July 10, 2013 and received his diploma at the Fall Convocation held in November. Pouya accepted a position as assistant professor at Concordia University.

In Memoriam

Walter Brandie, HBA ’39
George Bissett, HBA ’42
Hugh Lorrimer, HBA ’42
Charles Brekelmans, DBA ’56
Donald McKillop, HBA ’58
Glenn Rui, DBA ’54
Ronald Ray, HBA ’54
Gerald Clarke, MBA ’55
Douglas Duncem, HBA ’55
Bill Wadland, HBA ’55
Marion Moffitt, MBA ’58
John Mills, HBA ’60
Robert Anderson, MBA ’61
David Nichol, MBA ’62
Courtney Foster, MBA ’63
Gordon MacDuffee, HBA ’65
Jock Tooley, MBA ’65
Ira Abraham, MBA ’71
James Hanlie, HBA ’71
Gordon Richards, HBA ’72
Jim Simpson, MBA ’75
David Simmer, MBA ’96
Chris Lounds, MBA ’01
Jim Nantau, EMBA ’01
Steve Kerr, MBA ’04
Tom Rannelli, EMBA ’07

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We shared the experience.
We share the network.
We share the pride.
Let’s celebrate our own... again!

Global Ivey Day
November 13, 2014

#GID2013
View photos from the 2013 celebrations at iveyday.com