

# ualberta *business*



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Commerce before and after the loonie

The University of Alberta celebrates the outstanding international reach of Alberta School of Business alumni near and far.

We invite you to connect with us to share and engage in global networks and opportunities.

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ON THE COVER  
 Illustration by Loveis Wise

## ualbertabusiness

FALL 2017 ISSUE

A magazine for alumni and friends of the Alberta School of Business

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*UAlberta Business* magazine is published twice a year and is mailed to more than 20,000 alumni and friends. The views and opinions expressed in the magazine do not necessarily represent the views of the University of Alberta or the Alberta School of Business. All material copyright © 2017.

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If undeliverable in Canada, return to:  
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Publications Mail Agreement  
 No. 40065531



UNIVERSITY OF ALBERTA  
 ALBERTA SCHOOL OF BUSINESS

## MESSAGE FROM THE DEAN

**THE ALBERTA SCHOOL** of Business's vision is to develop leaders for an interconnected world in which students, staff and alumni are active participants. This is essentially a vision of *movement*.

When we think about movement in business, we probably conjure images of shipping tankers brimming with goods, or tradespeople flying to modular camps for weeks at a time. But, to me, movement is also about transporting ideas, and in today's world, ideas are arguably the most powerful currency.

For an idea of the School's role in developing bright minds, read our cover story, "In the Cradle of Humankind" ([PAGE 20](#)), about professor Emily Block's students bringing business solutions to pressing humanitarian problems. This year, nine of them made a real-world business case for a cancer centre in Addis Ababa, Ethiopia, that would serve patients in seven of the poorest nations on Earth—business knowledge with impact!

It's one of many study tours in 2017 that have taken our students to Iceland, the Netherlands, Germany, Thailand, China and Korea, where they've been exposed to business practices that might not come naturally to North Americans. Read about a few of them on [PAGE 25](#).

This issue tackles the theme of movement in literal and abstract ways. In Mike Ganley's article "Realty vs. Reality," he speaks to the Stan Melton Chair in Real Estate and other experts about protecting yourself against contradictory or confusing real estate information when you're deciding to sell a home ([PAGE 9](#)). On [PAGE 12](#), you'll read about murky interprovincial liquor trade rules proving that even when you whittle it down to its barest definition, "movement" in business is still complex and challenging. In a fun infographic on [PAGE 17](#), we also look at 150 years of economic trade in Canada—from beaver pelt currencies to 21-day mail deliveries.

As for me, over the last six months I've kept busy with a fair bit of movement myself, in order to nourish our alumni relations in Beijing, Houston, New York, Toronto and Vancouver. Along the way, I met alumni in such positions as chief operating officer of Deloitte China, VP of business development at BP Energy, co-founder of EG Capital Group and CEO of Canadian Western Financial Group. We traded ideas on politics and private equity, biotech and banking, as well as our university's need to improve students' soft skills, such as communications, and teach industry skills to non-business students.

The School of Business did a fair bit of recruiting, too, hiring new professors like Angelique Slade Shantz from York University, an expert on the intersection of entrepreneurship and poverty alleviation; Ilbin Lee from Georgia Tech, who has vast knowledge of data analytics; accounting expert Jack Stecher from Carnegie Mellon; and finance professor Sheng-Jun Xu from the University of British Columbia. With these bright minds in our faculty, we're certainly moving forward. 🌐



**Joseph Doucet**

*Stanley A. Milner Professor and Dean, Alberta School of Business*



“

**Movement is also about transporting ideas, and in today's world, ideas are arguably the most powerful currency.**

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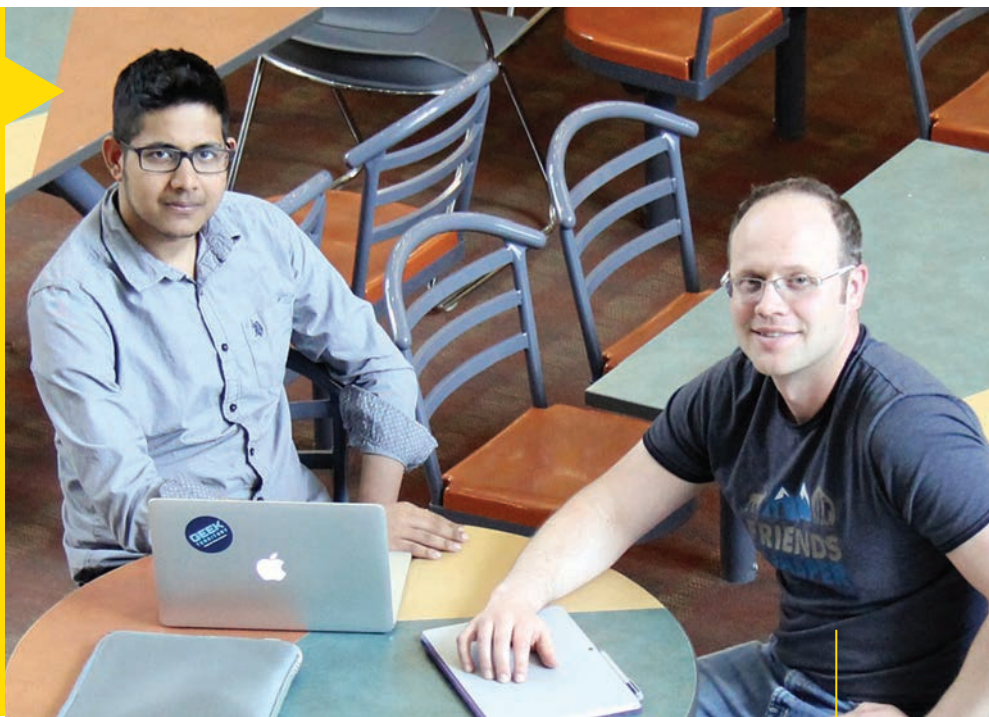


**ON THE WEB**



[TECHNOLOGY]  
**The Invisible Food Inspector**

If you've ever worked in restaurants, then you might know the spine-stiffening feeling of entering a walk-in fridge. Every few hours, someone has to go inside, check the temperature and record it, which isn't so much uncomfortable as it is annoying and hard to remember—especially if it's a banquet hall with as many as 20 units. But two students have hatched a solution in eHUB, UAlberta's on-campus start-up incubator. Preza Technologies simple-to-install Wi-Fi thermometer is specially designed for restaurants, recording fridge temperatures and alerting cooks of irregularities in any units. And for this, Preza Technologies won the \$30,000 TELUS ICT Winner from TEC Edmonton VenturePrize. Read more at [tinyurl.com/PrezaTechnologies](http://tinyurl.com/PrezaTechnologies)



“From a restaurant manager’s position this is helpful because ... it gives you a record and you know the monitoring is being done.”

Zachary Storms, CEO Preza Technologies



[PROFILE]  
**Never Waste a Good Crisis**

“Cancer opens your eyes to what’s important, and it’s not financial gain,” says Tim Buckland, a budding scientist who enrolled in the MBA program to improve public policy management after his third bout with cancer. [tinyurl.com/TimBuckland](http://tinyurl.com/TimBuckland)



[IN MEMORIAM]  
**‘Be curious. Be bold. Be kind.’**

Those were the eternal words of UAlberta alumna Ruth Kelly, best known for turning *Alberta Venture* into a beloved magazine, and her endless volunteerism. Kelly, who served on the Alberta School of Business’ Advisory Council, died in June at age 60. [tinyurl.com/BeBoldBeKind](http://tinyurl.com/BeBoldBeKind)



[LETTERS]

“The Spring 2017 *UAlberta Business* magazine was excellent and I look forward to the next issue. The publication inspires support for the Alberta School of Business and I’m very pleased to be one of the supporting alumni.”  
**Kenneth G. Hanna, BCom ’59,**  
former Commissioner at the B.C. Securities Commission

“The *UAlberta Business* magazine is well done. I read the Spring 2017 issue this morning and really enjoyed it.”  
**Shannon Marchand, BA ’95, MA ’00,**  
Deputy Minister, Seniors and Housing at Government of Alberta



[TWITTER]

**@brenncalm** [C. Marie B.]:  
#RuthKelly spoke so passionately, with great eloquence. She was a force of nature. Her beautiful light shone like diamonds in the sky #RIPRuth

Send us your letters and comments. Email us at [bizmag@ualberta.ca](mailto:bizmag@ualberta.ca).

**DESIGN**

# THE ULTIMATE OFFICE

KPMG's new digs are making tech nerds giddy

WRITER

*Mike Kendrick*

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*Paul Swanson*



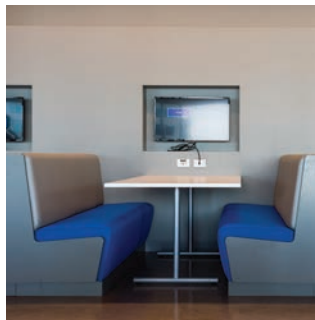




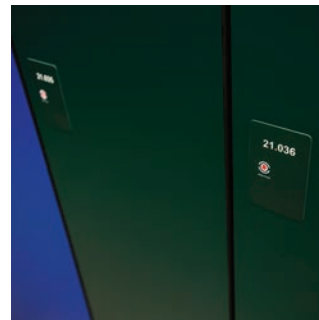
01

**NEW OFFICE TOWERS** have always excited architecture and interior design buffs, but now there's plenty for gadget geeks to gush over. As touch-sensitive technology and the so-called "Internet of things" leaps from phones into walls and windows, the way we work, collaborate and brainstorm is being reimaged. Case in point: the souped-up 21st and 22nd-floor offices of global auditing firm KPMG inside Enbridge Centre, the latest tower on Edmonton's skyline. Behind the plate-glass facades are some of Canada's most modern takes on the traditional office environment. Just have a look inside.

01 The LEED-certified space has clean, white surfaces accented by alpine-inspired timber, which, along with exclusively Canadian art, echoes our northern culture. But there's also privacy with a switch; glass walls convert to private meeting rooms with frosted windows using Smart Film switchable glass technology.



02



03

02 Booth, lounge or boardroom: Screens throughout the office let staff easily share their presentations and ideas, while also sharing memos and reminders to keep inboxes leaner.

03 One key to rule them all: Employees' access cards provide individualized access to elevators, lockers, and workstations.



04

04 Sit or stand, but don't phone: Height-adjustable desks with no phones to prevent staff from tethering to one space. Instead they use Skype for Business for calls and conferencing.



# DECONSTRUCTING BREW GREEN

Student group's "cosm-ethical" product is proudly trashy

WRITER

*Kalya Hennig*

PHOTOGRAPHER

*Adrien Veczan*

**FROM POP-BOTTLE** solar geysers to recycled-vinyl fashion, the international student organization Enactus has produced thousands of products with one common theme: sustainability. Fully fledged companies have sprouted from the 42-year-old group, including Spring Back Mattress Recycling, and now UAlberta's chapter, led by current BCom student Connor Palindat, is trying to do the same—using trash. Its two "cosm-ethical" skincare products called Brew Green put garbage—wet, sludgy coffee grounds collected from campus cafes—on your face. By exfoliating with body scrubs and soap bars that help keep landfills from filling, Brew Green may be the closest thing to a caffeine-fueled fantasy.

## 1. GLYCERIN:

Glycerin, rather than coconut oil, is the binding ingredient for Brew Green soap, which requires more than a simple "stir-and-bottle" process. Melted glycerin—an organic byproduct of vegetable fat that acts as a natural moisturizer and anti-irritant—is mixed with grounds and essential oils, poured into molds and frozen into shape.

## 2. COFFEE GROUNDS:

Campus cafes like Daily Grind donate used grounds, a natural skin exfoliant. Before mixing with other ingredients, grounds are dried to decrease methane emissions upon decomposition.

## 3. COCONUT OIL:

Acting as the binding agent for grounds and essential oils, coconut oil is also water-resistant. So when you wash off the grounds, it sticks to your skin as an all-natural moisturizer. It hydrates even better at night, soaking into your flesh while you sleep.

## 4. ESSENTIAL OILS:

Vanilla or hazelnut oils are added to enhance the moisturizing process and make your body smell like flavoured coffee.

**"Cosm-ethical" Beauty's Lesser-Known Recycled Ingredients:** HyrdaFacial anti-aging eye-cream's magic ingredient is **baby foreskin**, applied at spas for \$150–\$300 per treatment or sold online in 50ml bottles for up to \$300 a pop and 15ml vials for \$100. || Plazan Cosmetics uses **human placenta** to promote tissue growth and remove wrinkles, selling 50ml jars of aftershave for \$50 or a jar of night cream for \$90. || Recycled human organs too off-putting? Caudalie Paris extracts **grapeseed and grapevine stalk** oils from vineyards for antioxidants that reduce dark spots and circles, combat acne, tighten skin, and sell for \$180 per 50ml.



---

**HOME**

# REALTY VS. REALITY

Navigating the hype and hysteria of real estate news

WRITER

*Michael Ganley*

ILLUSTRATOR

*Mike Kendrick*



**LIKE MANY CANADIANS**, the most money I've ever borrowed or spent has been for a home. Most of my family's wealth is tied up in it, and with a mortgage renewal in the near future, I wonder about its value. Turning to the media, I find breathless accounts of housing bubbles in Vancouver and Toronto, and conflicting information about which way markets may be heading. The country's economic fundamentals seem sound, but will the Bank of Canada raise interest rates any higher than it did in July? Would it send markets into a tailspin? Will new taxes on foreign buyers cause bubbles to burst, unleashing a contagion across the country?

The first thing to understand about housing markets is that they're rife with dubious news. "Everything that's sold gets marketed and there is the potential for misleading advertising or incomplete information," says David Dale-Johnson, the Stan Melton Executive Professor in Real Estate at the Alberta School of Business. "I don't believe that most real estate developers or investors intentionally mislead their customers, but the question is: who is in charge of providing the information?"

People must engage their critical faculties if they're to understand real estate markets, says Lai Sing Louie, an economist with the Canadian Mortgage and Housing Corporation. He cautions against confusing correlation with causation. "People should ask themselves if the data is telling us what's causing the outcome, or if it's just correlating information," he says. So, if oil prices were at \$27 a couple of years ago, and are now at \$45, does that mean the value of my

“

People argue there's a bubble, but there may not be a bubble, and if you're waiting for one to burst, you may be disappointed.”

”

home has risen similarly, or might there be other factors at play?

Sing Louie also warns against using data that's not seasonally adjusted, for example, or of using an average price estimate at all because, well, it's an average of *everything out there*, while I'm trying to sell a single-family detached. “Down the road, if more condos are being sold, then that could bring the average price down. That doesn't mean the price for detached homes is coming down.”

And then there are those misleading indicators—stats that may not mean what you think. For example, real estate commentators often point to rising price-to-income or rising price-to-rental rate ratios as evidence of a housing bubble. But Guozhong Zhu, Assistant Professor of Marketing, Business Economics and Law at the Alberta School of Business, says any such simplistic analysis can be misleading. “Cities can have extremely high price-to-income ratios but there's no asset bubble,” he says. “If people expect rising incomes, price-to-income ratio may look high, but as income rises, the ratio will return to normal.”

Zhu says rising incomes are just one factor that could throw off the calculation. Immigration can also drive up the price-to-income ratio. “Immigrants bring assets and that drives up house prices,” he says. “People argue there's a bubble, but there may not be a bubble, and if you're waiting for one to burst, you may be disappointed.”

But even after researching and trying to account for spin, I still find an avalanche of real estate news to consider, much of it conflicting.

Between April 2016 and April 2017, for instance, the Teranet–National Bank National Composite House Price Index says house prices in Edmonton *fell* 2.53 per cent. But that's all homes. Break them into categories and you'll see that, for the same period, the Edmonton Real Estate Board (EREB) reported that the price *rose* by 1.6 per cent for single-family homes, 2.2 per cent for condominiums and 7.45 per cent for duplexes and row houses. So who's right?

Both, says Dale-Johnson. “The problem is that every house is different,” he says, pointing out that if a lot of

duplexes and rowhouses sold, it would skew the average increase higher for all units. But I'm borrowing against a single-family detached, not a duplex, so it wouldn't help me.

To combat sampling bias, the EREB reports for different submarkets, like condos and single family homes. The Teranet index tries to solve the problem by using a “repeat sale” methodology. It focuses on houses that sell more than once during the stated period, but it doesn't entirely get rid of the sampling bias because, again, if there are more repeat sales of duplexes and row-houses compared to single-family homes, then the Teranet Index will skew higher for the past year, from my single-family-detached point of view.

Clearly, there is no single, magic bullet for understanding the market I'm borrowing against, which is why I'm planning to get a professional appraisal done before renegotiating. 📌

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MICHAEL GANLEY is a writer and the former editor of *Alberta Venture* magazine.



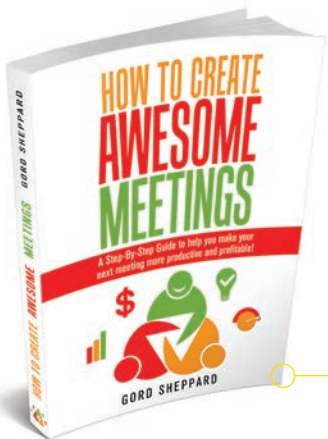
## TEAM BUILDING

# ABOVE BORED

One man's war on the ultimate productivity killer

WRITER

*Angela Johnston*



Gord Sheppard's book, *How to Create Awesome Meetings*.



Meetings can either be a useful tool to motivate your team—or a total time suck. Knowing that way too many are the latter, alumnus Gord Sheppard, MBA '13, founded Create Awesome Meetings, a consultancy helping people avoid boredom in the boardroom.

It all comes down to predicting human behaviour, and Sheppard attributes his keen people-reading skills to his first degree in drama and first career in broadcast media. "When I'm facilitating with people, it's like directing," says Sheppard, who's expanding his consultancy into a mini empire of podcasts, webinars and books, including *How to Create Awesome Meetings*. He spared a moment to share tips with *UAlberta Business*.

1

#### PREPARE THE ROOM:

Arrive five minutes early to make sure the projector is working and get the PowerPoint up. "It sounds so obvious, but most people don't," he says. This small effort will ensure that everyone's time is used efficiently and frustrations don't mount while you repeatedly reboot the projector.

2

#### SPICE UP YOUR AGENDA:

Rather than writing "a dry laundry list of tasks," rethink the agenda, says Sheppard. Inspire your team with a motivational quote or a story about a recent success in your organization, or put a reminder for good meeting practices, like "one person speaks at a time."


3

#### SKIP THE DETAILED MEETING MINUTES:

"They can't be absorbed because no one's going to bother reading them," he says. Instead of detailing every moment of the meeting, ask the scribe to focus on two or three action items. "That's what your retention rate's going to be."

4

#### SET AN EXAMPLE FOR YOUR COLLEAGUES:

If you're sitting in an awful meeting, don't just cross your arms and fiddle with your phone. You can be the first to create positive change by trying to improve the situation rather than giving into negativity. "Choose how you act in a meeting," he says. "That's a powerful life lesson: choosing how you act." 

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**TRADE**

# A PINT FOR YOUR MIND

Alberta's burgeoning breweries and distilleries try to navigate Canada's convoluted booze trade

WRITER

*Jeremy Klaszus*

PHOTOGRAPHER

*Adrien Veczan*

**BEER LOVERS IN** Alberta could be forgiven for thinking that alcohol moves freely throughout Canada. Alberta has the most open alcohol market in Canada, and its liquor stores, which are privately owned, generally contain a cross-country variety. British Columbia IPAs sit alongside Montreal oatmeal stout and local lagers. And why not—it's all one country, right?





Wrong, so far as liquor goes. Different provinces might as well be different countries. Canada's craft beer scene has changed drastically in recent years, but interprovincial trade barriers have not. Between 2010 and 2015, the number of breweries in Canada more than doubled from 310 to 644. But when these new outfits look to sell their brews outside their home provinces, they encounter myriad obstacles—a labyrinthine system that has been entrenched for decades.

Onerous application processes. Convoluted bureaucracies. Protectionist tax markups. A market dominated by foreign multinationals such as Molson Coors and Anheuser-Busch InBev. "You don't get a letter that says, 'You're not allowed to sell here — go away,'" says Edmonton entrepreneur Jim Gibbon, MBA '06, who ran Amber's Brewing Company in Edmonton until 2012. "But you have to jump through a whole bunch of hoops that are designed to keep microbreweries out."

A 1995 deal, the Agreement on Internal Trade, was supposed to make it easier to move goods within Canada. But its liquor-related ambitions fell short, and a handful of large companies continued to dominate the market. "All of a sudden, with these craft breweries and distilleries starting up, there's not a streamlined system for all these little guys to do the things that the big companies have done for decades," says Geoff Stewart, a former School of Business student and head distiller of Rig Hand Craft Distillery in Nisku, Alberta.

A new deal, the Canadian Free Trade Agreement (CFTA), came into effect July 1. It aims to liberalize interprovincial trade—but excludes alcohol. The CFTA established a working group to report back in a year with recommendations on streamlining Canada's liquor trade, which could benefit brewers and beer drinkers alike. For now, the same controversial, convoluted system remains in place.

Still, that doesn't mean a fledgling liquor producer can't sell out-of-province. For some, those sales can be the difference between breaking even or not. "Just be aware that other Canadian provinces will go out of their way to block you from taking part in the industry," says Gibbon, pointing to requirements that small out-of-province brewers guarantee a certain number of sales at a certain number of stores. "As long as you're aware of that, you can adapt in advance." [Here's what industry newcomers can expect.](#)



Geoff Stewart, head distiller,  
Rig Hand Craft Distillery

### → Slow out-of-province expansion.

Don't expect to sell across Canada right away, because it's nearly impossible. Getting into other provinces takes time and persistence. Prepare to be turned down. "Take baby steps," says Stewart of Rig Hand Craft Distillery. "We tried to do it very quickly and very widespread, and have had to take a step back and slow down. You can't speed up the pace of government."

### No two provinces handle alcohol the same way.

There's no one-size-fits-all approach to selling liquor across provincial borders. Because consumption and distribution of alcohol is provincially regulated, each region has its own laws, procedures and requirements, resulting in uneven standards on where, how and for how much liquor is sold. Expect to spend plenty of time on the phone with provincial liquor control boards figuring it all out. "When you finally do get to the right person, then you have a pile of paperwork you've got to work your way through," says Stewart.

### Tax markups are the norm.

Tax markups on out-of-province alcohol are a common way of promoting and protecting local industry. While these markups can benefit local liquor producers, they make life difficult for companies selling alcohol across borders. Alberta, which applies a \$1.25/L tax on all beer, has faced several legal challenges from outside the province, partly because it protects its own brewers from the tax through a new grant program for small producers. Critics argue that interprovincial barriers like these violate the Constitution, which says Canadian products are to "be admitted free" across provincial borders.

### Change is coming... maybe.

After the CFTA working group reports back in 2018, reform could follow. For companies looking to reach other markets in the country, the sooner the better. "All of us little guys are trying to grow as quickly as we can to try and not go out of business, basically," says Stewart. "So the more widely we can get distributed, and faster, the better for our chances." 🍷

## THE FRANK FILES

# HELP, PLZ

Customer support is moving from phone to social media

**IN 2015, MY** consultancy, Frank Reactions, tweeted 104 companies with Twitter accounts saying we had a question about shipping. The goal was to test their responsiveness. A third of them didn't respond within two weeks. Even after a follow-up, most ignored us, including big brands like Tim Hortons and Hudson's Bay. The public's use of social media for customer service has only grown since, but nobody's going to tolerate a two-week wait. Companies that don't serve today's customers where they are—on Twitter, Facebook and Instagram—run the risk of small problems exploding online. They also miss the opportunity to save money on customer service and build customer loyalty.

When Chris Lerohl, MBA '11, and Ray Ma, LL.M '09, started frozen foods company Honest Dumplings three years ago, they discovered a Facebook community could give them valuable insight about how to improve. "Sometimes," says Lerohl, "we get more honest feedback in social media than we would face-to-face."

Answering customer comments quickly and thoughtfully can even turn complainers into supporters. One furious customer who'd found a chicken bone in a dumpling blasted them on Facebook and other review sites. The company promptly apologized—publicly—and offered a refund, but also earnestly asked more questions so they could work with their supplier to ensure it wouldn't happen again. Sure enough, the woman removed her hostile post and replaced it with a minor comment about quality control issues that the company handled well.



COLUMNIST  
*Tema Frank*

Jobber, a scheduling and invoicing software for home service businesses, also finds social media to be a great way to get support messages out to a large audience quickly. "If there's a problem with Jobber, then their business can't run," says marketing director Nick Keyko, BCom '09. "They literally don't know where to go to their next appointment." So on the rare occasions when there's a problem, Jobber uses social media to communicate quickly with its users. "It cuts down on the chatter right away," says Keyko.

Getting social customer care right can also save money and bring in business. For simple requests, it can be faster for a staff member to send an answer in a social media message than to chat on the phone. Staff can handle multiple queries at once. Also, once you've got an answer in writing, you can repurpose it for other identical queries and add it to your website's frequently asked questions section. Having answers to relevant questions on your website will also boost your search engine ranking, because useful content rises.

If your business targets youth, serving them through social media or text messaging is even more important, because they hate making calls. A UK study by Deloitte found the percentage of smartphone users who make voice calls at least once a week dropped from 96 percent in 2012 to 69 percent last year. That's users of all ages, not just youth.

When you start using social media to communicate with customers, you must have systems in place to deal with what you hear quickly and effectively. As rude as the customer's original complaint

## Social Media Customer Care Done Right

- 1 **Always Be Prepared.** Ensure that one person has a clear responsibility for monitoring and responding to social media posts during every time period. Don't ignore evenings and weekends; staff members can alternate who keeps their phone notifications on so you know whenever your company is mentioned or messaged.
- 2 **Train Your Staff.** Develop procedures for handling social media requests and comments in a friendly, professional manner. Give your staff lots of practice. Have standard responses for common queries, but train staff to personalize them.
- 3 **Don't Insult Customers' Intelligence.** Never just point people back to your website. They have probably already looked there. If you get a help request through a non-customer-care social media account, don't redirect the customer—forward the request yourself.
- 4 **Don't Force Customers to Speak.** It's often easier to problem solve through conversation, but people who query via social media may not want to talk on the phone. Offer phone support as an alternative only.
- 5 **Be Humble.** Apologize promptly for mistakes and oversights. Then discuss how to fix them. Regularly audit your social media accounts to ensure comments are handled well. That's part of building a happy community.

might've been, your reputation will suffer even more if customers feel ignored or disparaged. Cherish customer input, serve customers when and how they want, and you'll have fans eager to sing your praises. 🎧

TEMA FRANK, BCOM '82, is the author of *PeopleShock: The Path to Profits When Customers Rule*. She writes, consults, teaches and podcasts about customer experience in the digital era.



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**BUSINESS CASE**

# DATA DIVERS

Can a small analytics company convince its clients—and their customers—that it's a good steward of their private information?

WRITER

*Taylor Lambert*

PHOTOGRAPHER

*Colin Way*

Troglo cofounders  
Barbara Soriano-Moe, MBA '07,  
and Henning Moe, MBA '07

Technology's rapid march is such that, just a decade after Apple revolutionized the smartphone, it feels like an old cliché to remark they've become extensions of ourselves.

But if we've readily incorporated smartphones into our lives, we're still grappling with the effects of surrendering so much personal data inside a fragile-yet-powerful container connected to the world. Governments collect demographic and personal information to inform legislation, operate public services, and for security, but the reasons are more obscure with private companies. We know they're motivated by sales and profit to gather as much about us as possible, but what we don't always know is what those who possess our personal information will or won't do with it.

It's not just Google and Facebook tracking your digital footprint. Calgary's two-person company Troglo is also built around data analytics. Launched in 2013, it collects customer data whenever patrons use the free Troglo Wi-Fi in its clients' restaurants, salons and offices as a demographic snapshot of the clientele. Crunching that data with powerful algorithms, Troglo can determine a customer's profile, everything from gender and income to how regularly they visit. "That allows us to estimate customer loyalty based on advanced scientific data," says Henning Moe, MBA '07, who co-founded Troglo with his wife Barbara Soriano-Moe, MBA '07 (they met at the Alberta School of Business). Henning describes the idea as "Google Analytics for your restaurant business."

Troglo currently has about 150 clients, mostly in Alberta, and that data is a potential gold mine. Understanding customers' habits, preferences and demographics can help you tweak your business model and advertise more precisely, and, in theory, offer better services. It's not a new concept; from loyalty programs to simply counting the number of people in a store at a given time of day, businesses have long understood the value of knowing consumer data. But online data collection has the potential for far deeper insight, espe-

cially when combined with advanced analytics that use powerful algorithms and computer modelling.

Henning says loyalty cards can be highly unreliable, as they depend on customers to make a decision to use that card. Troglo avoids that by remembering the unique identifiers of phones connecting to their Wi-Fi, detecting it upon future visits. With this information, they can tell their clients how loyal their repeat customers are. "If you just track people's movements based on their mobile devices, then you have a much different, unbiased data set."

Of course, that aforementioned unreliability is really a form of customer empowerment because we can choose to participate in a program, and if we decline, we can't be tracked through it. Troglo's approach follows the same principle: only those who connect to the network are tracked, and only after agreeing to the Terms and Conditions. Though on the shorter end of these familiar contracts (at 533 words, it's comparable to a typical news article), Troglo's contract isn't likely to be read carefully by an ordinary user who just wants a quick connection with their coffee.

"It's a little unrealistic to expect consumers logging on to free Wi-Fi to read through the terms of service and really give truly informed consent to their data being used that way," says Kyle Murray, Marketing Professor and Vice Dean at the School. Murray regularly polls his undergraduate and MBA classes to see how many students have actually read Google's simplified privacy policy, which sets terms for one of the world's largest data gatherers. It's rare for a hand to be raised. If they aren't closely watching Google, they're likely not thinking twice about the practices of minor players like Troglo. "I'm fairly confident that those customers don't realize your free Wi-Fi is actually a lure to try and gather some personal information on you," says Murray.

There are some regulations around data collection, largely to protect against shady practices where personal data is harvested without consent, though in practice these are hard to enforce. The larger pitfall for companies engaging in these activities—either first-hand or through services like Troglo—is how their customers feel about being watched. "The bigger concern is that it's just creepy to consumers," says Murray. "I don't think

consumers are as on board with that type of data collection."

"Creepy" is an understatement in one of the most high-profile cases involving We-Vibe, a Canadian manufacturer of app-connected sex toys that collected intimate usage data about the habits of its customers. Standard Innovation paid \$5 million in March to settle a US lawsuit, deleted much of the collected data, and faced an enormous public relations crisis. The potential for a backlash only grows as the general public becomes better informed about privacy concerns. But it remains to be seen whether there is enough pushback to change corporate habits.

Troglo is upfront with its request for consent, but not all companies are above board, warns Henning, himself admitting he avoids some of the types of free Wi-Fi services his company provides, especially if they ask for his email address. "I don't trust that they're good stewards of that information," he says. "Sometimes it's not transparent who you're giving that information to." Companies must ask themselves: What information is worth the potential damage to our brand?

Another relevant question is whether most businesses are even in a position to benefit from analytics. Though fields as diverse as retail and professional sports have found ways to utilize big data, the hospitality industry has not been as quick to pick it up. Troglo fell short of its original vision as a company when clients shied away from data-collection, says Henning. They didn't fear customer backlash; they were just more interested in using the Wi-Fi logins to collect newsletter signups and Facebook page likes, or to serve advertisements to their customers' devices through the Wi-Fi portal. Troglo provides those services as well, but it's a far less ambitious business plan than Henning and Barbara had envisioned.

"They don't see the business case to invest in the next step, which is to do something more intelligent like, say, cross-reference people from location to location and maybe try to understand how loyal people are to your brand overall," says Henning. "The food and drink business is still very much about the product, the interaction, the people side of the business." 🍷

TAYLOR LAMBERT is an Alberta journalist and the author of *Darwin's Moving and Roots: Extracted Tales from a Century of Dentistry at the University of Alberta*.



## FEATURE

# ECONOMY

## 150

How Canada's economy has matured and diversified since the first Confederation Day

ILLUSTRATOR

*Vikki Wiercinski*

**ONE HUNDRED AND** fifty years ago, on what we now call Canada Day, four provinces—Ontario, Quebec, New Brunswick and Nova Scotia—formed the Dominion of Canada. Nearly 3.5 million Canadians, including about 135,000 First Nations, Métis and Inuit people, lived on this land and navigated an economy that looked dramatically different than the one we know today. In 1867, the British North America Act ushered in enormous changes, from the expansion of railways in the four provinces to further colonial control over Indigenous people, treaties and lands. It's important to acknowledge that “economy” as we know it was a European construct and that contact and trading with settlers drastically changed the way Indigenous communities lived and laboured. Groups moved from subsistence living to working within a European economic model, which continued to expand its influence and—we mustn't forget—exploitation. Nevertheless, these systems form the foundation of everything that followed and still have enormous influence today. —*Staff*

From the Glenbow Archive:  
“Trading with Blood” (c. 1886,  
by FL Russell, Lethbridge, Alta.)







TRADE GOODS CONVERSION RATE OF 1 MB (MADE BEAVER) ACCORDING TO THE NORTH WEST COMPANY

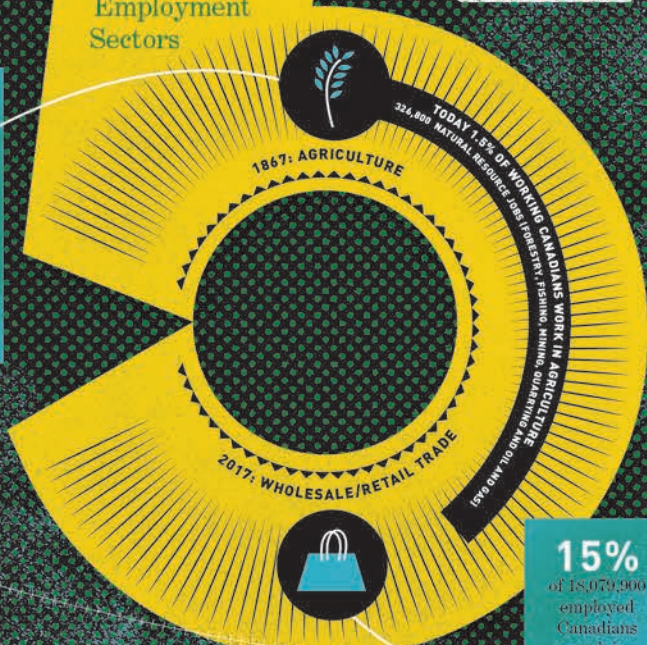


# ECONOMY

## WHERE WE WORK

Top Employment Sectors

**41%**  
of 342,649  
labourers were  
farmers  
Major  
commodities:  
Wheat,  
potatoes, oats  
**90,000**  
jobs in  
fisheries



**15%**  
of 18,079,900  
employed  
Canadians  
work in  
wholesale and  
retail

### EXPORTS Then and Now

**LARGEST THEN**  
LUMBER  
**\$13 MILLION**  
1864/65

**LARGEST NOW**  
MINERAL FUELS  
INCLUDING OIL  
**\$94.1 BILLION** 2015  
VEHICLES  
**\$45.3 BILLION** 2012

**THEN** 1865  
572 SHIPS WERE BUILT AND SOLD FOR ~\$3.5 MILLION TO EUROPE FOR NEARLY 60 PER CENT OF THE COST OF U.S. SHIPS

**NOW** 2013  
~2.5 MILLION CARS PRODUCED CONTRIBUTING TO \$23.7 BILLION ANNUAL INDUSTRY

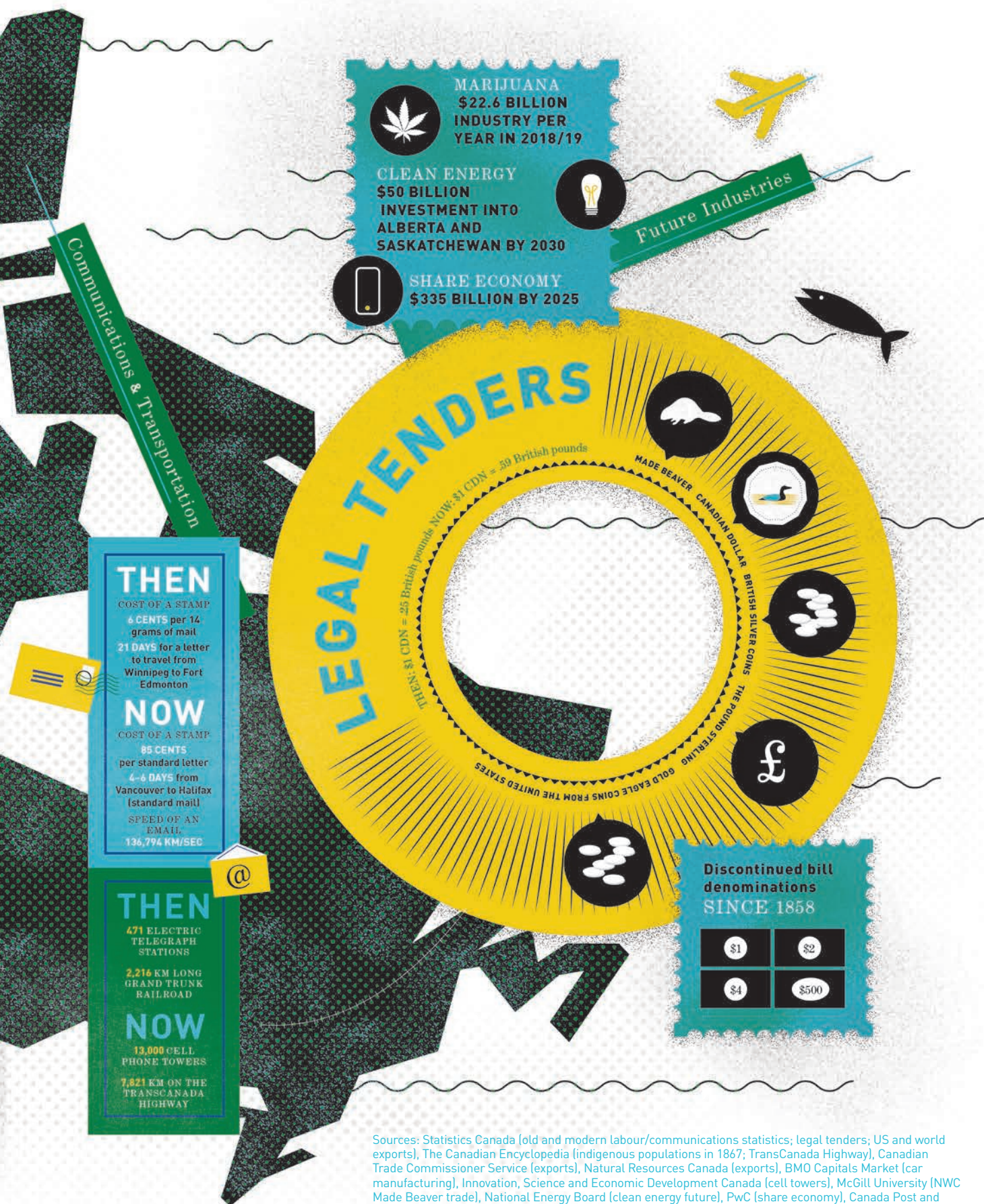
**THEN** 1866  
METAL EXPORTS  
**\$350,000**

**NOW** 2015  
METAL EXPORTS  
**\$72.7 BILLION**

**THEN** 1866  
EXPORTS TO THE US  
**\$24.8 MILLION**  
TOTAL WORLD EXPORTS  
**\$50.3 MILLION**

**NOW** 2016  
EXPORTS TO THE US  
**\$294 BILLION**  
TOTAL WORLD EXPORTS  
**\$5.2 TRILLION**





**MARIJUANA**  
**\$22.6 BILLION**  
**INDUSTRY PER**  
**YEAR IN 2018/19**

**CLEAN ENERGY**  
**\$50 BILLION**  
**INVESTMENT INTO**  
**ALBERTA AND**  
**SASKATCHEWAN BY 2030**

**SHARE ECONOMY**  
**\$335 BILLION BY 2025**

**Future Industries**

**Communications & Transportation**

**THEN**  
 COST OF A STAMP  
 6 CENTS per 14 grams of mail  
 21 DAYS for a letter to travel from Winnipeg to Fort Edmonton

**NOW**  
 COST OF A STAMP  
 85 CENTS per standard letter  
 4-6 DAYS from Vancouver to Halifax (standard mail)  
 SPEED OF AN EMAIL  
 136,794 KM/SEC

**THEN**  
 471 ELECTRIC TELEGRAPH STATIONS

**2,216 KM LONG GRAND TRUNK RAILROAD**

**NOW**  
 13,000 CELL PHONE TOWERS

**7,821 KM ON THE TRANSCANADA HIGHWAY**

**LEGAL TENDERS**

THEN: £3 CDN = 25 British pounds NOW: \$1 CDN = 50 British pounds

MADE BEAVER CANADIAN DOLLAR BRITISH SILVER COINS

GOLD EAGLE COINS FROM THE UNITED STATES

THE POUND STERLING

**Discontinued bill denominations SINCE 1858**

\$1	\$2
\$4	\$500

Sources: Statistics Canada (old and modern labour/communications statistics; legal tenders; US and world exports), The Canadian Encyclopedia (indigenous populations in 1867; TransCanada Highway), Canadian Trade Commissioner Service (exports), Natural Resources Canada (exports), BMO Capitals Market (car manufacturing), Innovation, Science and Economic Development Canada (cell towers), McGill University (NWC Made Beaver trade), National Energy Board (clean energy future), PwC (share economy), Canada Post and Canadian Museum of History (postage), Wonderopolis.org (email speeds), Deloitte (marijuana).





Hickimatu Braimah,  
BCom '13, MBA '17



# IN THE CRADLE OF HUMANKIND

MBA students head to Ethiopia to make a business case that could help countless Africans

WRITER

*Caitlin Crawshaw*

PHOTOGRAPHER

*Aaron Pedersen*

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Hickimatu Braimah was stunned by the call. In just a few hours, she and eight Alberta School of Business classmates would sit with Ethiopia's health minister, Yifru Berhan Mitke, to discuss a business plan for a new cancer hospital in the region.

As the logistics manager for the class project for an elective course called Frontiers of Business, Braimah had been calling government officials, medical professionals and business leaders since landing in the capital Addis Ababa in early January. She'd hoped to set up meetings with as many project stakeholders as possible during their 10-day research trip, but certainly hadn't expected a high-ranking government leader to clear his schedule for a group of Canadian students without a day of diplomacy between them.

Somewhat unprepared, Braimah (BCom '13, MBA '17) gathered her team, hastily put together a presentation worthy of a high-ranking politician until the early morning hours and strode nervously into Mitke's tastefully decorated office a few hours later. At 45 years old, the minister wasn't much older than the MBA students. He listened warmly as they described their strategies for financing the construction and long-term operation of the Regional Cancer Center of Excellence, a new for-profit cancer hospital being considered for the eight African countries of the Intergovernmental Authority on Development (IGAD) trade bloc. UAlberta was the only university approached to

help with the business plan for the new facility, which, if realized, would serve not only Ethiopia's 100 million citizens, but hundreds of millions more in Sudan, Somalia and other neighbouring countries lacking health-care resources.

"In that region of the world," explains Braimah, "if you get cancer, it's a death sentence." Although the project was desperately needed, it was also prohibitively expensive. The costs for medical equipment and drugs would be astronomical for the eight countries—all but one (Kenya) are listed amongst the world's 50 poorest by the United Nations. Even so, the minister promised to support the plan if it proved feasible.

"After we met him, it went from being a class project to being real life," Braimah says. With dreams of working for the UN or World Bank, this was just the real-world experience she hoped for when she'd applied for the project-based course months earlier. "It seemed like an opportunity to learn while helping," says Braimah, who was born in Ghana and lived in several other African countries as a child, before moving to Alberta in 2009 for university. But she also knew that, given the enormity of their task, there



Dorian Walker,  
MBA '17

“They have seven oncologists for 100 million people. We have far more than that for Alberta alone.”

was no guarantee that stakeholders would find their ideas useful. Making a business case for a new medical centre—which financially strained governments would have to build, equip and staff, let alone sustain over time—was like trying to sell Gucci at Walmart.

“They have seven oncologists for 100 million people,” explains fellow student Doran Walker, MBA '17, a registered nurse and manager with Alberta Health Services. “We have far more than that for Alberta alone.” As they toured Black Lion Hospital, Ethiopia’s only existing cancer facility, Walker was struck by how different it was from Canadian hospitals. He was impressed by the health-care workers’ ability to care for large numbers of patients with so few resources, but he couldn’t ignore the patients in the open-air concrete building, lying on dirty, dishevelled beds, beneath hand-sanitizing bottles hung from wires, while some of their wounds and tumours remained untreated. “It put a lot into perspective,” he says.

## Learning from Frustration

**PERSPECTIVE. THAT’S PRECISELY** what Emily Block had in mind when she created the capstone course last year, shortly after becoming an Associate Professor of Strategic Management and Organization at the School of Business. “I don’t want my students to walk away with the perception that the world’s problems are easily solvable,” says Block, who launched a similar course at University of Notre Dame before assuming her current post. In fact, she’s quite happy if they experience “a healthy level of frustration” in the Frontiers of Business class because, as much as she wants students to make a difference, it’s more important they comprehend the complexities of humanitarian problems related to health care, agriculture, human trafficking and other issues facing developing regions. “The most brilliant people in the world have spent trillions on economic development, and yet there are a billion people living in poverty.” To that end, Block assumed the role of coach during the class, encouraging students to treat the project like a real-world problem and not a course requirement. On the ground in Ethiopia, the team forged their own relationships with both IGAD and prospective partners. “This isn’t a situation where students are consumers of knowledge—they’re creators of knowledge,” she says.

Business has been an underused tool in tackling humanitarian problems for a variety of reasons, argues Block, but often it’s because of the riskiness of relying upon goodwill. “If you’re relying on someone’s charity versus their self-interest, self-interest will win—every time,” she says. There are countless examples of well-meaning aid organizations implementing solutions that communities in Africa don’t have the resources to sustain over the long haul, or that don’t meet their needs in the first place. Take, for example, Kenya’s Lake Turkana fish processing plant, a \$22 million project funded with Norwegian development in 1971. Meant to provide many jobs to Turkana residents, it ignored the fact that they were a nomadic culture with no history of fishing or eating fish. Moreover, high electricity fees meant operating the plant had exorbitant costs. Ten years later it finally opened; a few days later it closed forever.



Block says for-profit solutions can be more economically sustainable than non-profit projects, and they can create jobs offering people “human dignity in a hard day’s work.” This is especially important in politically unstable regions where extremist groups like East African Islamists Al-Shabaab are “the only game in town” for civilians desperate to feed their families. In this sense, job creation is downright revolutionary. “If you give people real alternatives, you give them a stake in peace,” says Block.

Further, you give them unconventional ways of thinking about challenges in the first place. “If you’re looking for creative solutions to the world’s problems, business is likely the creative engine that can provide that,” she says. “At least in my lifetime, business has been the source of the majority of the world’s revolutionary concepts.” For instance, after the 2015 earthquake in Nepal left agencies scrambling to transport food and medical supplies, international shipping company DHL used its own extensive logistics systems to help distribute supplies wherever they were needed. Here, business collaborated with government and aid groups to help solve a humanitarian crisis, setting an example for other corporations in future scenarios.

In the case of the Regional Cancer Center of Excellence, Braimah and the team explored many ways for businesses to get involved: restaurants and for-profit clinics renting space in the facility to help with long-term operating costs, or securing sponsorship from medical equipment companies to help with the high cost of technology.

Braimah admits she’s still trying to figure out where business and humanitarian efforts merge. On one hand, businesses have access to resources that governments and aid organizations don’t. On the other, unfettered corporate interest has the potential to pull the focus from meeting the needs of people to making profit. Most see humanitarian organizations and businesses at two opposite ends, “but I don’t think it has to be that way. You can learn from each other and actually work together.”

## A Delicate Balance

**BADEIA JAWHARI** (BCom ’09, MSc ’16) knows humanitarian efforts work best when different sectors come to the table.

As one of the directors of ICChange, a global non-profit created by UAlberta students in 2007, Jawhari liaises between community groups, government leaders, NGOs, businesses, and other stakeholders working on a handful of humanitarian projects based in Kenya. Current projects include an initiative to bring electronic health records to one of the largest slums in East Africa, and a social enterprise called the CeraMaji project, which manufactures and sells affordable water filters to poor families.

While business plays an important role, the organization is careful not to let profit override a community’s best interests.

“  
If you give  
people real  
alternatives,  
you give them  
a stake in  
peace.”

Jawhari points to the CeraMaji project, in which increased demand for an affordable point-of-use filter across East Africa motivated ICChange to move its operations from a rural community to a large factory near Nairobi, where a larger volume of products could be manufactured and distributed beyond the country’s borders. “We could, if we wanted to, increase the sale of our filters and sell them for double the amount,” she says, “but then it will reduce access for people who actually need it.” Instead, CeraMaji makes enough money to cover its operating expenses and pay local employees.

At the same time, the organization applies business concepts from the for-profit sector to its projects. The Kibera Medical Record Initiative (KMRI), for instance, came about when members of the Kibera community approached ICChange for

assistance opening a new medical clinic. Instead of going ahead with the project, the organization did a full feasibility and baseline assessment that determined it already had a high number of clinics. “The problem was that they don’t communicate,” says Jawhari. Clinics in Kibera are “siloeed,” she says, and won’t refer patients to one another for fear of losing business; as a result, many patients struggle to find a clinic for their particular health concern. But ICChange wanted to prove to clinics that they might actually gain business through mutual referrals. The solution, they argued, was a cloud-based, open-source medical record system that shares patient information between clinics.

The system also includes location-specific mapping in order to provide targeted public health interventions, such as cholera outbreaks requiring emergency water advisories. KMRI is also working with insurance companies to get more people health care, which is strictly a for-profit industry in Kenya, and generally leery about servicing people without steady sources of income, fixed addresses or medical records proving they’re in good health and low-risk. “The intent was to give urban slum populations access to health insurance they wouldn’t normally have,” says Jawhari.

It’s taken years to get KMRI off the ground, partly because of differences in Kenya’s business culture, where deals are personal—not transactional (see P. 25). “Building trust and relationships is a very key part of doing work in this environment,” she says. But this is also part of ICChange’s belief that projects should be driven by the needs of a community, even if they require help identifying those needs.

Running a non-profit like a business can help projects succeed, but it also helps stretch resources, says Dev Jennings of the Canadian Centre for Corporate Social Responsibility at the School. “Non-profits run very hard,” he says. “And because they usually have fewer people and less money, they’re very focused on the day-to-day ‘trees’ of operating. Seeing the ‘forest,’ or even having time to look at what’s in the future, is a bit tough.” The centre he heads works with non-profits to share business knowledge and skills—everything from HR and contracts, to markets and finance—in order to make non-profits more effective. On a fundamental level, there is no difference in the management of a business

and non-profit, Jennings argues. “It’s just a different emphasis, not different ingredients.”

Business graduates have a lot to offer the non-profit world, whether they choose to work for NGOs, start their own organizations or volunteer their expertise on boards. “But our business students are more than just business skills,” he says. “They’re caring, committed individuals.” Combined with their business knowledge, graduates should come out “as a complete package.”

## The Many Faces of Change

**THE INTERGOVERNMENTAL AUTHORITY** on Development is currently reviewing the UAlberta MBA student group’s business plan, and if it’s implemented, it could take several years for the project to be realized. In the meantime, students like Hickimatu Braimah are opening the next chapter of their careers.


It was a revelation for Braimah to discover the level of demand for her business skills while working on the cancer hospital project. After returning home from Ethiopia, she worked with her team to finalize a draft of the plan before her course and degree program officially ended in spring. With her academics squared away, Braimah landed her dream gig: a six-month internship via the United Nations Association of Canada, working as a junior professional consultant for the United Nations Population Fund in Rwanda. She will be working on a five-year plan that supports the UN Strategic Development Goals and helps to “deliver a world where every pregnancy is wanted, every childbirth is safe and every young person’s potential is fulfilled,” according to the Fund’s mandate. “They were very interested in my business background,” notes Braimah of her employer. The Ethiopia project taught her stakeholder relations, project management, logistics planning, and human resources, on top of a deeper understanding of what it takes to make a difference in the world.

Block points out that Braimah is an outlier—most of the students who take her class won’t go on to careers in the development sector. And that’s more than okay with her. “My goal isn’t to create a bunch of MBA students working for the UN or the Bill and Melinda Gates Foundation, wanting to save the

world,” she says. “I want them to join mining companies and think about the costs of doing business in entry markets, or to work in banks and ensure people’s savings are protected from tsunamis.” The better goal, in her view, is to create a new generation of business leaders passionate about humanitarian causes and aware of the incredible complexity of the world’s problems. “If we can populate our globally-minded MBAs across Canada, we position Canada to be a global leader.”

After a successful pilot year, Block is now hashing out the details for the next instalment of the *Frontiers of Business* course this fall. Finding a challenge worthy of her students won’t be easy, but

she’s following up on a number of leads, including an opportunity to help an NGO fighting sex trafficking in the Philippines. Many humanitarian groups focus on rescue efforts, but Block envisions a project that makes it tougher for criminals to smuggle women and girls out of the country in the first place. The challenge for MBA students might be finding pain points in the “supply chain.”

“Sometimes business isn’t the solution,” she says, “but it leads to the solution.” 

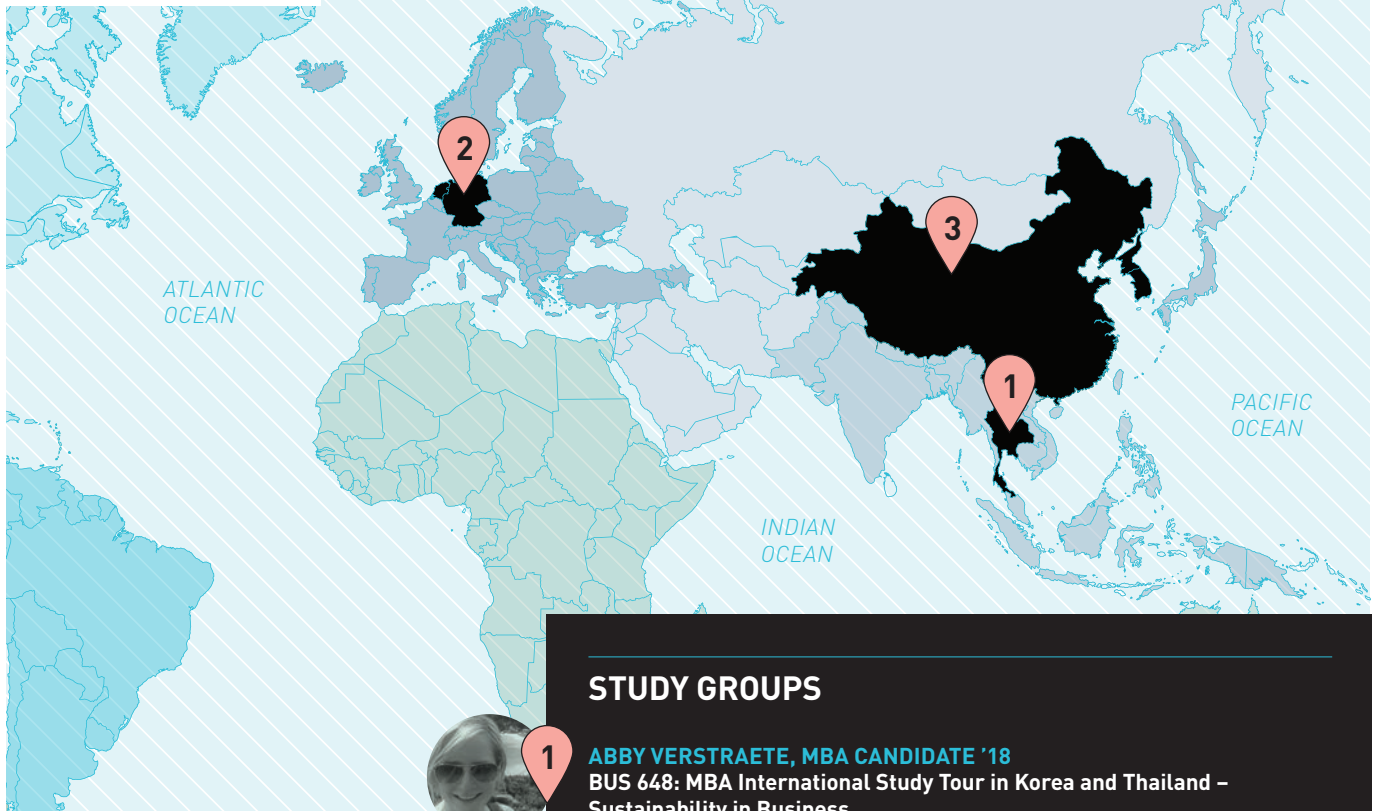


Emily Block, PhD, Associate Professor  
Alberta School of Business

CAITLIN CRAWSHAW, BA '05, is an Edmonton-based journalist, essayist and copywriter. She has contributed to *Globe and Mail*, *Maclean's* and *Reader's Digest*.



## INTERNATIONAL VIEW



# WHERE IN THE WORLD

Going abroad is key to a well-rounded education, but it can give business students an extra edge in globalized job markets too. The benefits of a study tour go beyond building curriculum vitae—students learn business practices that can vary greatly from our own. This year, Alberta School of Business study groups have taken students to Scandinavia, East Africa, Western Europe and East Asia. We asked three recently returned MBA students about their one big takeaway.

—As told to Angela Johnston

## STUDY GROUPS



1

**ABBY VERSTRAETE, MBA CANDIDATE '18**

**BUS 648: MBA International Study Tour in Korea and Thailand – Sustainability in Business**

“Generally, getting a good position in a company is based on your education, so they’re very intense about it and often leave the country for schooling, but return out of loyalty to Korea. Then, once you have a position out of school, everyone is driven to get better positions and titles. If you meet somebody, your business card is their way of knowing how to interact with you—if you’re their senior or their junior.”



2

**KEVIN SIPILA, MBA CANDIDATE '19**

**SMO 648: European Study Tour: Competitive Dynamics and Cultural Differences – Family Business and Entrepreneurship in European Governance Systems**

“In a lot of the places we visited [Berlin and Koblenz, Germany, and Rotterdam, Netherlands], it seems like the workplaces are very structured and formal. For the most part, people were quite dressed up to meet us and everything ran very much on time. I think that’s a stereotype about Germans, but it seems to be true.”



3

**MICHAEL HO, MBA '17**

**BUEC 648: China Study Tour – Doing Business with China**

“The pace of how they do business out there is different than in North America. Lots of times in North American business meetings, you’re sitting down to a meal, you might have short banter, and then you’re down to business and talking about contracts right away. What we learned in China is those types of deals take days, weeks, even months—multiple meetings, and sometimes you won’t even talk about the actual deal until the third or fourth visit. You’re building a relationship—but it’s a relationship for a lifetime, so you can come to that person years down the road for other business opportunities.”

*Subjects’ quotes were edited for brevity and clarity.*

## QUICK STUDIES

# I AM, THEREFORE I RECYCLE?

WRITER

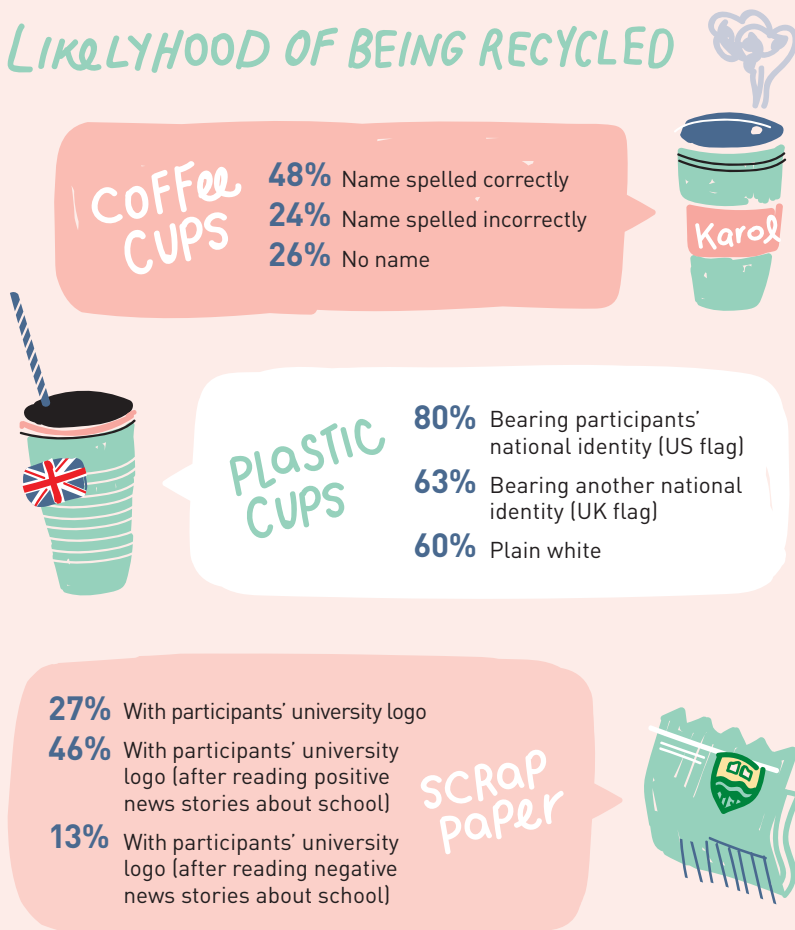
Angela Johnston

PHOTOGRAPHER

Aaron Pedersen

**RECENT ALBERTA SCHOOL** of Business research published in the *Journal of Consumer Research* indicates that we're more likely to recycle items linked to our identities. Could branding products with our names, flags or favourite logos be the secret to reducing waste? We discuss "The Recycled Self: Consumers' Disposal Decisions of Identity-Linked Products" with co-author Jennifer Argo, the Carthy Professor in Marketing.

## LIKELIHOOD OF BEING RECYCLED



Professor  
Jennifer Argo

## Q&A

**Why do you think this identity bias exists when it comes to recycling?**

**JA:** If you take something linked to your identity—and you recognize that—it's the equivalent of throwing yourself in the garbage can and nobody wants to do that because that's a horrible thought. It actually lowers how you feel about that particular identity, so I'd feel like a crummy citizen if the identity that was linked to the product was Canadian.

**What does this mean for manufacturers and retailers?**

**JA:** For coffee companies using recyclable or compostable cups, writing people's names on them is the first step—but it has to be written correctly. We find that if you misspell a person's name, it's going in the trash because that's not who I am. If something is made in Canada, make that more salient. Put the flag on it or the packaging, because the recyclable packaging is what tends to go in the trash.

**What about when it comes to brand identity?**

**JA:** People will link themselves to brands too. Looking at the importance of the Coke brand, some people identify strongly with it and that can be a part of their identity. In that case, they're more likely to recycle those pop cans because, to them, 'Coke is me and I am Coke.' They don't want to trash anything related to it. 🍷

*This interview has been edited for length and clarity.*



## ON CAMPUS

ECONOMIC  
CLOUT

WRITER

*Mike Kendrick*

**PROFESSOR ALICE NAKAMURA** was named a fellow of the Canadian Economics Association (CEA) this summer, marking another accolade for her 40-year academic career, all spent with the University of Alberta.

Created in 2010, the CEA is akin to a Royal Society for economists. Specifically, it recognizes the contributions of those who've spent a significant portion of their career in Canada. With this prestigious appointment, Nakamura joins 17 other CEA fellows representing some of the brightest minds in Canada's economic landscape.

Since 1976, Nakamura's research has spanned a gamut of economic theories, focusing on labour economics, government safety-net programs, and most recently, the economics behind the rise of big data in genomic statistics. Throughout her career, she's championed improving labour markets, both in her research (which includes 82 articles published in 14 books and journals) and her work with organizations such as Career Owl, a non-commercial, volunteer-driven resource for Canadian job-seekers.

"This award," says Nakamura, "speaks to the fact that the University of Alberta and our School of Business inspire and enable our faculty members to carry out programs of research that require long-run planning and which cross disciplinary lines."



## NEW APPOINTMENTS

Visitors to the Alberta School of Business will notice some familiar faces in new roles this year. This summer, a trio of veteran administrators wrapped up their terms, while three well-known professors have assumed new leadership duties.




Former School of Retailing Director **Kyle Murray** joins Dean Joseph Doucet's leadership team as the School's new Vice Dean. He's taken the reins from **Lloyd Steier**, who is returning to the classroom and research as a professor of Strategic Management and Organization (SMO). Murray's research and regular op-eds on behavioural marketing have made him a sought-after authority on Canada's retail industries—a sterling reputation that's bound to be an asset in the Dean's office.



After serving as the Associate Dean, Undergraduate Programs for 24 years, **Elaine Geddes** passed the torch this summer to **András Marosi**. Recognized as an outstanding teacher with a strong commitment to students, Marosi is also the co-author of the *Fundamentals of Corporate Finance* textbook. The finance expert plans on carrying on Geddes' quarter-century legacy at the helm of the undergrad program.



**Marvin Washington** is filling **Yonatan "Yoni" Reshef's** well-worn sneakers as the new SMO department chair. While Reshef returns to a teaching and research role, Washington is sure to bring his trademark energy to the chair's office. An expert on organizational and institutional change, and a favourite on the local lecture circuit—thanks to this year's inspiring Last Lecture and Executive Education "Finding Your Passion" talks—Washington will guide SMO to continue its success. 

## SOCIAL TIES



01 JUL12: Robert Engelhardt, MBA '05 (left), Brent Collingwood, Director, MBA Alumni & Corporate Relations (centre), Gurpreet Othee, MBA '15 (right) along with 100 alumni at the 11<sup>th</sup> annual Stampede Breakfast in Calgary.

02 APR13: Professor Marvin Washington was voted by the UAlberta community to deliver 2017's Last Lecture, reserved for the most inspiring instructors to share their wisdom and passions with students across campus.

03 JUN7: ATB President and CEO Dave Mowat (left), receiving an honorary Doctor of Laws from the School of Business at this year's Spring Convocation ceremony, with ATB "spokes-bot" Pepper (right).

04 MAR14: GE Canada President and CEO Elyse Allan is presented the 2017 Canadian Business Leader award.



## EVENTS CALENDAR

OCT 17/17

**CONNECT Luncheon**  
*Shaw Conference Centre (Edmonton):* The School's premiere networking event features trade and investment experts Kristina Williams, MBA '05, CEO of Alberta Enterprise Corporation, and Professor Emily Block for a discussion on Alberta's role in the global economy.

OCT 24/17

**Eric Geddes Lecture: The Changing Face of Responsible Investment**  
*Fairmont Hotel Macdonald (Edmonton):* Join Alison Schneider, MBA '11, director of responsible investment for AIMCo, and Stan Magidson, Chair and CEO of Alberta Securities Commission, at the famed lecture series for an expert panel discussion on savvy investing.

OCT 30 & NOV 1/17

**Alberta Business Family Institute Signature Event**  
*Westin Calgary/Sutton Place Edmonton:* This cross-province event duo has become a must for family businesses and their advisors. The 15th Annual ABFI Signature celebrates the Gupta Family of Rohit Group of Companies, a real estate opportunity company that's made huge strides since its 1986 founding.

NOV 2/17

**Leadership Edge Summit**  
*Telus Spark Science Centre (Calgary):* Executive Education's summit hosts innovators in fields of neuroscience, globalization and indigenous community relations, while multidisciplinary workshops hope to offer creative problem-solving lessons for the business community.

DEC 7/17

**UAlberta MBA: Connect with Alumni Information Session**  
*BUS 4-06:* Students considering the MBA degree can get to know graduates of the UAlberta MBA program and hear about their experiences first hand.

MAR 8/18

**Women and the MBA**  
*BUS 5-13:* Hear from female business leaders and alumni about their career journey so far and their experiences with the MBA.



## CLASS NOTES

### 1960s

**JOHN FERGUSON, BCOM '64**, of Edmonton, founder and chairman of Princeton Ventures Ltd., was appointed chair of the board at the global investment firm Jarislowsky Fraser Limited. He was formerly chairman of the board of Suncor, vice-chair of AIMCo and a director of the Royal Bank of Canada and TransAlta Corporation. In 2011, he was appointed a Member of the Order of Canada. Ferguson lent his expertise to UAlberta, serving as chair of the board of governors (1994–97) and as chancellor (2000–04). He also served on the School of Business Advisory Council and received an honorary Doctorate of Laws from the University.

### 1970s



**RALPH BARCLAY YOUNG, MBA '73** (ABOVE), of Edmonton, University of Alberta chancellor emeritus, received the Meritorious Service Medal (Civil Division) on Dec. 8, 2016 from the Governor General for exceptional leadership serving as chair of Edmonton's Centennial Celebration Committee in 2004. In that position, he ensured Edmontonians could participate in legacy projects, including an awards ceremony and a school program. His efforts culminated in the unveiling of a revitalized Sir Winston Churchill Square, an outdoor venue for the Alberta capital's festivals, concerts, activism and more.



**ANDREW MELTON, BCOM '78**, of Calgary, was appointed president and CEO of Melcor Development's commercial real estate management arm REIT. Melton is also a member of the School of Business Advisory Council.

### 1980s

**BRIAN FERGUSON, BCOM '80**, of Calgary, president and CEO of Cenovus, is retiring as an officer and director of the company on Oct. 31. "My time at Cenovus has been an amazing experience and now I am ready for the next adventures in my life," writes Ferguson. "Cenovus has a bright future ahead and I am confident in the abilities of the leaders and staff to rise to any challenges and continue to evolve the company."

**STEVE MACDONALD, BCOM '80**, of Edmonton, was appointed CEO of Emissions Reduction Alberta (ERA). MacDonald was ERA's Interim CEO for over a year and accepted the permanent role following the organization's national search. Previously, he had an extensive career in public service, holding executive positions in various Alberta ministries, including Treasury Board; Energy, Innovation and Advanced Education; and Executive Council. He also played a central role in the development of the province's climate change policy frame-

work, which established a comprehensive vision along with strategies and outcomes to support environmental sustainability and economic growth for Alberta.

**DOUG GOSS, BCOM '81**, of Edmonton, counsel at Bryan & Company LLP and former chair of the University of Alberta Board of Governors, received an honorary Doctor of Laws degree from UAlberta at spring convocation. As board chair from 2012 to 2015, Goss became a public champion for government investment in the post-secondary sector during a time of budget constraint. During his tenure, the university's endowment grew from \$800 million to \$1.2 billion. For his contributions as a lawyer and business leader, and his community service to a wide variety of causes, he received an Alumni Honour Award in 2002 and was inducted into the Alberta Order of Excellence in 2013.

**VIVIAN MANASC, MBA '82** (ABOVE, CENTRE), of Edmonton, principal architect of Manasc Isaac Architects, was appointed chair of the board of governors at Athabasca University.

**COLETTE MILLER, BCOM '82**, of Vegreville, Alta., partner in Wilde & Company Chartered Professional Accountants, was inducted into the Order of Athabasca University in recognition of her outstanding dedication to the distance learning university. During her term as a

public member of the board of governors (2013–16), Miller served as chair of the audit committee. She also served as member of the finance and property committee; the executive committee; and the advisory search committee for president in 2016.

**JANET WOOD, BCOM '82**, of Vancouver, B.C., global head of talent and leadership at research and development company SAP, was one of the featured speakers at the Eric Geddes luncheon lecture titled, “Are We Leading on Women’s Leadership? Taking Stock & Looking Ahead.” It was held at Edmonton’s Matrix Hotel on April 21, 2017, with over 200 attendees. Wood is also a member of the University of Alberta School of Business Advisory Council.

**BEVERLEY HANES, BCOM '83**, of Red Deer, Alta., received the Sovereign’s Medal for Volunteers from the Governor General of Canada. The award recognizes Canadians’ exceptional volunteer achievements and that Hanes exemplifies the values of the Royal Canadian Legion through her efforts to support veterans and promote remembrance. She has a long history of volunteerism, including work with the Christmas Bureau, the Central Alberta Regional Trail Society and various seniors’ care initiatives.

**DENNIS DECHAMPLAIN, BCOM '85**, of Edmonton, was appointed vice-president and CEO of ATCO. He joined the company in 1992 and has held various positions, including financial, regulatory and business planning for the group’s global operations in electricity generation, transmission and distribution. As a senior financial officer from 2015–17, he provided financial leadership and management for ATCO’s Electricity Global Business Unit.

## 1990s

**PAT KIERNAN, BCOM '90**, of Brooklyn, New York, morning anchor of Time Warner NY1 News, published his first children’s book *Good Morning, City* about his early morning commute to work. “Kiernan knows a lot about how a city shakes off sleep,” reads a *Publishers Weekly* review. Kiernan, who has been featured in publications including *New York* and *The New Yorker*, has made cameos as himself in such movies as *Iron Man 3* and *The*

*Amazing Spider-Man 2* and hit TV shows *30 Rock* and *Doctor Strange*.

**KEVIN MCKEE, BCOM '91**, of Edmonton, president of Pangman Development Corporation, was recognized as one of the 2017 *Business in Edmonton* Leaders Award Winners. These awards celebrate leadership, innovation, and commitment to community and are awarded to individuals from across the business community who contribute to Edmonton’s reputation and quality of life.

**CHRIS MENARD, MBA '92**, of Kelowna, B.C., recently celebrated 20 years with the Bank of Montreal, where he has worked in many roles. While most of his roles were based in Edmonton, he and his family relocated to Kelowna five years ago, and he is now the vice-president of mortgage specialists for the B.C. interior, Yukon and the North.



**VY CATHERINE VU, BCOM '94** (ABOVE), of Edmonton, “chief uptime officer” of Pro-Active IT Management, was recognized as one of the 2017 *Business in Edmonton* Leaders Award Winners. These awards celebrate leadership, innovation and commitment to community and are awarded to individuals from across the business community who contribute to Edmonton’s reputation and quality of life.

**PETER KONIDAS, BCOM '95**, of Edmonton, and his friend Demetrius Bazos, developed a product called GearHalo that eliminates odour-causing bacteria, reduces

moisture and makes sports gear smell fresh. The active pods, Konidas explained in a Global News interview, are “tiny pouches filled with silver threads and natural oils which kill bacteria and remove the moisture that creates odours, even when all other perfumed sprays have failed.”

**AARON BROWN, BCOM '97**, of Calgary, is a senior investment leader at the City of Calgary. He recently took on a role as director at the CFA Society Calgary, a global non-profit member organization of financial analysts, portfolio managers and other investment professionals.



**LINDA COCHRANE, MBA '97** (ABOVE), of Edmonton, city manager of the City of Edmonton, was one of the featured speakers at the Eric Geddes luncheon lecture titled, “Are We Leading on Women’s Leadership? Taking Stock & Looking Ahead.” It was held at Edmonton’s Matrix Hotel on April 21, with over 200 attendees.

**RUTH COLLINS-NAKAI, MBA '98**, of Edmonton, chair of the Canadian Medical Foundation, was recently named to the Order of Canada for contributions as a physician leader. The cardiologist, who spent more than 30 years at UAlberta as a professor of pediatrics and associate dean of the Faculty of Medicine & Dentistry, was the first Canadian to chair the board of governors of the American College of Cardiology. Dr. Collins-Nakai was also the first female president of the Inter-American Society of Cardiology Canadian Cardiovascular Society and Alberta Medical Association. In recent years, she has been consulting for biotechnology companies and working to improve early child development policies in Alberta and Canada.





corporate law firm Cassels Brock's Vancouver office.

**SHERMIE AU, BCOM '05, LLB '09**, of Edmonton, joined UAlberta's Office of Advancement as a prospect research analyst. Previously, Au was an assistant with the Office of Alumni Relations, and prior to that she worked with Field Law, which is one of Canada's largest law firms, the Department of Chemistry and the Faculty of Law as a Development Assistant and then as a Communications Associate. She is currently working on her MBA at the university.

**CASSANDRA BROWN, BCOM '05**, of Toronto, Ont., is now a partner at business law firm Blake, Cassels & Graydon LLP.



**STUART CULLUM, MBA '99** (ABOVE), of Lethbridge, Alta., accepted a new position as president and CEO of Olds College. Most recently, he served as the college's chief innovation officer. Before joining Olds College, Cullum held academic and administrative leadership roles at Lethbridge College and NAIT.

## 2000s

**ANDREW BIRKBY, BCOM '00**, of Calgary, was recently promoted to managing director of investment banking for Canaccord Genuity. He'll serve as the lead banker on its oil and gas midstream and energy services portfolio.

**GREGG OLDRING, BCOM '00**, of Edmonton, founder of Industry Mailout, is now CEO of Zept, a matching service for international students and universities.

**DENISE LI, BCOM '00**, of Edmonton, accepted a new position as International Student Advisor, Undergraduate Office, at the Alberta School of Business.

**MARK PLAMONDON, MBA '02**, of Fort Saskatchewan, Alta., joined Alberta's Industrial Heartland Association as executive director.

**NAOMI STEFURA, BCOM '03**, of Edmonton, Alta., was appointed CFO of development and real estate management company Melcor in 2016.

**JASON DING, BCOM '04**, of Edmonton, accepted a new position as leader of Edmonton Corporate Finance and National Biotechnology for Deloitte Canada.

**MUNEET NAGPAL, BCOM '04** (ABOVE, RIGHT), of Edmonton, and Harpreet Parmar, married on May 26, 2017 at the Mill Woods Gurdwara in Edmonton. They are a bona fide business power couple: Nagpal is associate director of development at the School of Business and Parmar is a business expertise advisor at Service Canada.

**MICHAEL PADUA, MBA '04**, of London, England, accepted a position as director of the Alberta government's United Kingdom office, which builds on mutually beneficial economic ties between the province, the U.K. and other parts of Europe, and helps citizens and businesses interested in pursuing trade and business relationships between the regions. Padua was previously the acting managing director.

**LANCE WILLIAMS, BCOM '04**, of Vancouver, B.C., became partner at



**DARRELL REID, MBA '05** (ABOVE), of Vancouver, B.C., accepted a new position as fire chief and general manager of Fire and Rescue Services in the Vancouver Office of Emergency Management. Reid served as a deputy chief with Toronto Fire Services and as fire chief and director of emergency management for Strathcona County Emergency Services. In 2011, the Alberta provincial government appointed him as incident commander for the 2011 Slave Lake fires and the 2013 High River flood.

**CHRIS ZIEBART, BCOM '05**, of Calgary, accepted a new position in supply management at Canadian Natural Resources Limited (CNRL).

**JASON BANACK, BCOM '07** of Edmonton, is a corporate commercial lawyer and the principal of HGA Law. Prior to launching his new law firm, Banack was an associate at Bennett Jones LLP.

**DAMIAN ZAPISOCKY, MBA '07, BCOM '00**, of Red Deer, Alta., accepted a new position as chief operating officer and CFO at Proform Concrete Services.

**CHARLENE BUTLER, MBA '09**, of Edmonton, received the Women's Resource Centre Distinguished Alumna Award from the University of Calgary, where she graduated with a BCom and BSc, receiving Honours in both. A dedicated mentor to female MBA students, she founded Butler Business Solutions, a consultancy primarily for non-profits, and remains a Senate Representative and executive member of the Alumni Council for University of Alberta.

**CHRIS WANG, BCOM '09**, of Edmonton, manager of accountancy Hahn & Houle, and wife Tiffany became proud parents of baby Ayden, born on Jun. 6, 2017. Wang is an active volunteer with the Business Alumni Association and took on a role as treasurer of the BAA board this year.

**KALYNA, YESKE, BCOM '09**, of Washington, D.C., joined the Siegfried Group, LLP, as senior manager.

## 2010s

**SU CHUN, BCOM '10**, of Edmonton, accepted a new position as CFO of Dalmac Oilfield Services.

**HANA LAURA YAMAMOTO, BCOM '10**, of Edmonton, accepted a new position as associate at law firm Parlee McLaws LLP.

**MICHAEL LEPATSKY, BCOM '11**, of New York, N.Y., joined the Siegfried Group as associate manager for the CPA firm with 18 U.S. offices.

**NICK LILLEY, MBA '11**, of Edmonton, became Program Director of Executive Education at the School of Business. Lilley has an education degree and taught junior high for a few years before returning to UAlberta and completing his MBA. He's married to fellow grad **STEPHANIE LILLEY, MBA '09**, owner of Viva Dance Company, and they have two small children, Gloria and Jude.

**DANIEL ABDO, BCOM '12**, of Denver, Col., became a senior associate at the Siegfried Group, a CPA firm with 18 U.S. offices.



**AZIZ BOOTWALA, MBA '12**, of Edmonton, senior principal and vice-president of business development for Kasian Architecture, Interior Design & Planning Ltd., was recognized this year with fellowships by the Royal Architectural Institute of Canada. The institute gives awards for outstanding achievements, including design excellence, exceptional scholarly contribution and distinguished service to the profession or the community.

**MEI HUANG, MBA '12**, of Edmonton, accepted a position as senior director of Invest Alberta, at the Government of Alberta.

**JENNA MARYNOWSKI, BCOM '12**, of Edmonton, who runs the theatre blog After the House Lights, received the John Poole Award for promotion of the arts at the 30th Annual Mayor's Celebration of the Arts awards.

**COURTNEY MAGEAU, BCOM '13** (ABOVE), of Edmonton, was named Global Edmonton's Woman of Vision in August, a monthly feature celebrating the accomplishments of outstanding women. Courtney is a Recruitment Specialist at Aegion Corporation, which protects global infrastructure from degradation and cor-



rosion with a variety of technologies. She's also a third-generation Alberta drag racer and the new face of Girl Trouble Racing. Mageau's grandfather started racing in 1965, and her father since he was 16. She's the only female driver in her class in Alberta, and one of only two within all of Canada drag racing at her level.

**STEPHEN WEBBER, BCOM '13**, of Edmonton, an articling student at Hawkings Epp Dumont LLP, successfully passed the Chartered Professional Accountants' national Common Final Examination.

**MELISSA CREECH, MBA '14**, of Edmonton, accepted a new position as dean of accreditation and registrar at the City of Edmonton. Previously, Creech was a program director with Executive Education at the School of Business.

**KARI MORTON, BCOM '14**, of Edmonton, is now a senior business advisor of operational excellence for Business Link AB, a non-profit offering entrepreneurial services. He was previously the group's business facilitator.

**MICHELLE NGO, BCOM '14**, of Edmonton, accepted a new position as senior development officer at MacEwan University.

**JORDYN LUGG, BCOM '14**, accepted a new position as senior associate of taxation at TELUS.

**JEN PANTELUK, MBA '14, BCOM '03**, of Edmonton, president and CEO of Junior Achievement of Northern Alberta & NWT, was named Global Edmonton's Woman of Vision in May, a monthly feature that celebrates the accomplishments of one woman's inspiring achievements. Panteluk, who is also a triathlete, was one of the featured speakers at the Eric Geddes luncheon lecture titled, "Are We Leading on Women's Leadership? Taking Stock & Looking Ahead." It was held at the Matrix Hotel on April 21, with over 200 attendees.

**JOANNE LIEU, BCOM '15**, of Edmonton, accepted a new position as Associate Director of Principal Gifts in UAlberta's Office of Advancement. She'll work with advancement colleagues and campus partners to develop individualized strategies to foster relationships leading donors and potential donors. Previously, Lieu was in a similar position at MacEwan University.

**DAMON MONROE, BCOM '15**, Edmonton, was named to the Alberta Council for Global Cooperation's 2017 Top 30 Under 30 list. Monroe was one of the 30 outstanding youth recognized for being engaged in Alberta and around the world through a shared passion and commitment to sustainable international cooperation and community development.

**BRAD KERSCHER, BCOM '15**, of Edmonton, accepted a position as a sales professional at Bavaria BMW.

**ASHTON PAULITSCH, MBA '16, BCOM '12**, of Edmonton, accepted a new position as an analyst with Alberta Investment Management Corporation's responsible investment department. Previously, she was a Director of Recruitment, Admissions and Marketing for the School of Business's Masters Program Office. Paulitsch is an active volunteer and a Board Director of the Business Alumni Association.

**LAURA PERRAM, BCOM '16**, of Edmonton, placed first in UAlberta's Dean's Cup moot, a simulated court proceeding. Perram and Justin Goodman, who were the respondents on the fictional appeal, placed first among over a dozen students in this moot intended to give first-year law students a preview of the mooting experience.

**MERON BOSIAK, BCOM '17**, of Edmonton, accepted a new position as partner service representative at TD Bank.

**VICTOR CHOWDHURY, BCOM '17**, of Edmonton, accepted a new position as analyst at Stone Oak Capital, a mergers and acquisitions advisory firm.

## IN MEMORIAM

**ELLEN ELIZABETH THOMSON (NÉE TOWERTON), BCOM '42**, Edmonton, Alta.

**MICHAEL HOWARD FISHER, BCOM '50**, Calgary, Alta.

**BETTY ELENA GIDDIE, BCOM '50**, Victoria, B.C.

**EDWARD BURRITT ALLAN, BCOM '51**, Edmonton, Alta.

**PERCY LEROY HERRING, BCOM '51**, Edmonton, Alta.

**HENRY RICHARDSON GILLESPIE, BCOM '59**, Edmonton, Alta.

**DALE LIBORIUS SCHERER, BCOM '63**, Kamloops, B.C.

**EDWARD MARTIN CHRISTOPHERS, BCOM '64**, St Albert, Alta.

**JOHN GREGG SPEIRS, BCOM '66**, Calgary, Alta.

**ALISTAIR WILLIAM ANDERSON, BCOM '67**, Sherwood Park, Alta.

**MICHAEL JAMES O'HANLON, MBA '70, BCOM '67**, Red Deer, Alta.

**LARRY WILBUR MILLS, MBA '71**, Edmonton, Alta.

**MICHAEL ROBERT LIPPE, BCOM '72**, Edmonton, Alta.

**MICHAEL FRANCIS MERAW, BCOM '73**, Calgary, Alta.

**BRUCE CHARLES PEARCY, BCOM '77**, Victoria, B.C.

**ALLISON KENNETH BROWNLEE, MBA '76**, Calgary, Alta.

**RICHARD JOHN KUCHAR, BCOM '77**, Edmonton, Alta.

**DAVID THOMAS ROBOTOM, MBA '78, BCOM '76**, Calgary, Alta.

**RANDOLPH STEVEN UNGARIAN, BCOM '78**, Beaumont, Alta.

**RUSSELL EDWARD COOK, BCOM '81**, New Westminster, B.C.

**DOUGLAS CHARLES PRUD'HOMME, BCOM '83**, Sherwood Park, Alta.

**MARTY LYNN BARVIR (NÉE SNEDDEN), BCOM '89**, De Winton, Alta.

**TREVOR JASON NICKEL, MBA '06**, Edmonton, Alta.

**KIRK WILLIAM HENNEL, MFM '14**, Airdrie, Alta.

## THE CORNER OFFICE VIEW



# LAURIE SCHULTZ OF ACL

AS TOLD TO  
*Jordhana Rempel*

PHOTOGRAPHER  
*Jimmy Jeong*

## ...ON RE-LAUNCHING A COMPANY

**UNDER LAURIE SCHULTZ'S** direction, ACL (Audit Command Language) went from selling niche risk-management software to offering a full menu of governance, audit analytics and compliance software in a subscription and cloud-based service. It's since earned Canada's Top Small and Medium Employer honours for three consecutive years. Schultz, MBA '95, who says high-school sports taught her the importance of using collaboration to get the best performance, discussed with *UAlberta Business* the making of a "re-startup" company and the importance of "anti-fragility."

### What drove you to re-launch a stable company?

**LS:** I've been with ACL for almost six years now, hired by the founder, Harald Will, who'd run the business for 30 successful years. I came in to "break all the rules," as he put it. We wanted to re-earn our number-one position as a provider of compliance, audit and risk management software. We wanted to spike growth, and we wanted to always be in front of technology shifts for millennials, who would demand a different kind of experience.

### What advice would you give a company looking to do the same thing?

**LS:** Two things: Have that alignment between the leader and talent. You don't want a re-inventor at the top of an organization that doesn't want to be changed. The second thing is once you have that match, make sure everyone is aligned on what transformation means. The board, the CEO, the leadership team, all the way through—everyone needs to be moving in the same direction.

### You're an advocate for "anti-fragility." What is it and why?

**LS:** The point of anti-fragility, whether it's a body or an organization, is to get better through intentional stressors. It's like going to the gym. You're lifting weights and pushing yourself, so the next day, you're stronger. It's invigorating to work here, but not necessarily easy, because we continue to raise our own bar. It's an example of where you can be really disruptive, but if you have a team that's ready for that kind of change, it can be really strengthening. 🧠

*This interview has been edited for length and clarity*

JORDHANA REMPEL has previously written articles for JWN Energy and short fiction for Binge.co.in.



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