

ualberta *business*



BRIGHT SPOT AHEAD

The upside of Canada's
electricity crisis

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WHEELS OF FORTUNE

Will ride-shares and AI spell an end to the personal car?

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NEW WORLD ORDER

Trade and turmoil in the age of Trump

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ENGINEERING THRILLS

One man's quest to build the ultimate amusement park ride

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MESSAGE FROM THE DEAN

LAST YEAR, THE Alberta School of Business celebrated its centennial. We have survived two world wars, numerous depressions and recessions, and thrived in an era of globalization and rapid digitalization. As we enter our second century, we face continued upheaval in global politics and trade—a shakiness in economies that, for adaptation, will require the wisdom of a 101-year-old, yet the curiosity of a one-year-old.

For decades now, our country has relied, perhaps too much, on the United States for trade and economic diplomacy. With President Trump threatening to “rip up” the North American Free Trade Agreement if Mexico and Canada won’t reopen it, we may have to gaze across oceans to make up for lost GDP and other disruptions. Across the Atlantic, similar insularism is taking hold; 2017 may very well be the year that the European Union unravels. Over the Pacific, China and Russia emerge as tough superpowers doing a lot to promote themselves economically, while “Western nations” do the opposite. Journalist Taylor Lambert cogently explains what’s at stake for Canada on [PAGE 13](#), with help from some of our School’s experts.

But international trade is only part of the equation for a successful future. Alberta’s economy relies heavily on energy commodities, yet they too are in crisis: oil prices are volatile; the coal industry is under siege; carbon taxes are spooking businesses and the public. And a swath of entrepreneurs, including several of our own grads, are creating opportunities and value in the midst of this upheaval. It begins at home, where the crisis is transforming your electrical grid ([PAGE 16](#)), and stretches across our streets, where the automobile is finally having its enlightenment era ([PAGE 20](#)).

Despite much uncertainty with trade, commodities and foreign policy, the next year holds promise for Canada on many fronts, including job creation, as evidenced by 2016 figures of 214,000 jobs net gained, which is the highest in four years. But hedging our bets based solely on where we are today is myopic to say the least. Preparing for the future will demand agility and imagination, technological innovation and human interaction—which always have their places, but are necessary now more than ever. According to a U.S. Department of Labor report, 65 per cent of today’s children will work in jobs that don’t even exist yet.

Above all else, the future demands critical thinking, something highly emphasized in all of our programs and highly valued in the workforce, even if it’s applied to creating artificial intelligence to do the rest of the thinking for us (see our story on “robo-investing” on [PAGE 15](#)). By some estimates, 65 to 80 per cent of jobs today require post-secondary studies, compared to about 30 per cent in the early 1970s, when I was in high school. It’s incredible to me just how much the world, our country and our educational institutions have changed in the intervening years. But human ingenuity has remained a constant, giving me tremendous faith, hope and excitement for today’s grads. 🍀



“With President Trump threatening to “rip up” the North American Free Trade Agreement if Mexico and Canada won’t reopen it, we may have to gaze across oceans to make up for lost GDP and other disruptions.

Joseph Doucet

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

FROM THE WEB

[ENTREPRENEURSHIP]

5 Things Failure Taught Me



“ It’s a singular experience to sit there, in your business, and watch it fail around you. I realized that hard work and pay don’t necessarily coordinate.”

Clark Murray, BCom '02, serial entrepreneur
tinyurl.com/ClarkMurray

[PHILANTHROPY]

Corporate Givings vs. Misgivings



Strategic management expert Emily Block found the heart-warming impact of corporate generosity may extend well beyond the recipients. It boosts employee morale in the process too. She offers her dos and don'ts of corporate giving.
tinyurl.com/CorporateMisgivings



[PROFILE]

In Memoriam: Jim Prentice

The former Alberta premier and School of Business alumnus, BCom '77, saw public life as a “noble calling.” Following the tragic plane crash that ended his life in October, the UAlberta community reflects on his legacy.
tinyurl.com/PrenticeInMemoriam



[CONSUMER PSYCHOLOGY]

Too Many Mannequins and Other Retail Mistakes You Can't Afford To Make

Everyone's had *that* day in the mall, where nothing you try on looks right—if it even fits at all. Marketing professor Jennifer Argo's research suggests it might not be all on you. She's uncovered plenty of psychological pitfalls in shops that keep the customers from saying yes to that dress.
tinyurl.com/TooManyMannequins



[BUSINESS TRENDS]

Locking Down the Escape Room Craze

“ Essentially, people are paying you money to be trapped in a room and be frustrated—so how do you make that fun and get them to come back and play again?”

Marko Chong, BCom '17, owner of Time Escape
tinyurl.com/MarkoChong

Send us your letters and comments. Email us at: bizmag@ualberta.ca.

ENTERTAIN

ENGINEERING AN ADRENALINE RUSH

How Guy Nelson got in the business of thrill rides

WRITER

Angela Johnston

WHEN YOU'RE TEARING down a roller coaster at 60 kilometres an hour, there's not a second to appreciate the skill and engineering required to pull off the thrill. But Guy Nelson, BCom '77, knows exactly what it takes. The head of Dynamic Attractions turned a steel fabrication business into a producer of some of the world's most popular immersive, multimedia, indoor attractions, including the Harry Potter and the Forbidden Journey Ride at three Universal Studios theme parks.

Over the last decade, his company, with 450 employees across North Amer-

ica and China, has been responsible for raising millions of heart rates. After his steel company, Empire Industries (formerly Empire Ironworks), acquired Disney and Universal's ride system manufacturer in 2007, Nelson, who once specialized in industrial steel fabrication for projects such as the Art Gallery of Alberta, turned his attention to the world's growing theme park business. Now CEO of the Vancouver-based company, he oversees design, manufacturing and commissioning, making sure the electrical, mechanical and structural

components come together with show elements for the ultimate adrenaline rush. "You get transported into a show with characters you love," he explains, "and then all sorts of exciting and high-quality memories are generated that will stay with you forever."

Last November, its newest attraction concept, the Dynamic Motion Theatre, won the Best New Product Concept at the International Association of Amusement Parks and Attractions awards (the Oscars of theme park rides). Here's why:

Huge curved video screens plunge guests into the scene from all angles.

Guests experience the action from seats attached to a platform that pivots and swivels for ultimate immersive effects.



Screens rotate to expose live action scenes, like simulated explosions and moving vehicles.

Cylindrical theatres rotate 360 degrees into several scenes, meaning the multipurpose ride system can tell various stories.

RELATIONSHIPS

FOR LOVE *and* MONEY

Why the key to a happy relationship is a healthy bottom line

WRITER

Jyllian Park

ILLUSTRATOR

Mike Kendrick



Nothing takes the romance out of a relationship quite like financial stress, and money troubles often steer couples towards breakups. For Lesley-Anne Scorgie, founder of MeVest, a financial planning company, the hurdles couples face when dealing with money could fill a whole book—specifically, *The Modern Couple's Money Guide*.

“Financial challenges for couples are avoidable,” says the author. “They are the leading cause for separation and divorce, and it’s a shame because if the behavior is understood, addressed and coordinated together towards common goals, then couples can achieve a lot together as a team.” Published last year, *The Modern Couple's Money Guide* uses basic principles of budgeting and open communication to help couples achieve financial parity, get out of debt and plan for the future.

Scorgie, BCom '05, devoted her young life to helping people better understand and manage their money and investments. At 17 years old, the Calgarian appeared on *The Oprah Winfrey Show* in 2001 for a segment about her growing investment portfolio and financial smarts. After getting the endorsement of one of the world’s richest and most powerful people, Scorgie published her first of four books, *Rich by 30: A Young Adult's Guide to Financial Success*, which landed on Canada’s best-seller list.

Since founding MeVest in 2007, Scorgie and her team of financial coaches noticed how many of their clients seeking financial planning assistance were married or in long-term relationships.

Combining finances and household duties can be hard to navigate, and couples can experience problems when disclosing debt and spending, or when holding their romantic partners accountable for money management. “No one’s financial situations are really that unique. It’s all behavior. If you are willing to make those changes behaviorally, you will be able to control your finances,” she says. “It’s so unfortunate when one partner wants to make the change and the other doesn’t. That is the couple that is probably going to get divorced.”

For chemical engineer Trevor Cristall, CME '11, and visual merchandiser Katherine Cristall, financial anxiety started after they got engaged and lived together. “One day in bed, Trevor asked me if I had any debt, and I just started crying. I freaked out. All I could think about was ‘Oh no. He just put a ring on my finger and now I have to tell him the truth.’” She revealed her debt amount—a lie—then cried again before telling him the real

Five Tips for Economic Harmony



Make a Budget

“Without a jointly agreed upon budget, it is almost impossible for a couple to achieve anything financially,” says Leslie-Anne Scorgie. Balance sheets are the most effective tool for financial accountability and, like anything in a relationship, without accountability, you can’t achieve much.



Don’t Be a Hero

Financial plans often require outside help, and the best time for an accountant, financial advisor, or another form of “money coach” is right after you form your permanent household. “Sit down, get a referee in there, get the budget on track, get a plan on track, get some advice, and learn to do this together.”



Talk It Out

Don’t avoid money talks—plan for them. “They don’t have to be long talks. I’m talking five minutes a week,” says Scorgie. “It’s important to know where you stand before you can set any sort of goals for the future.”



Make Your Own Grass Greener

Don’t spend yourself into debt trying to one-up your friends and neighbours. “People can waste a lot of money trying to look rich. It just begs the question: who are we following, why are we doing it, and how is it impacting our finances?”



Set Goals

“If it’s purchasing a home, having children or travelling, you have to determine what it is that you want to accomplish. If you’re not moving in the same direction, you should probably call it quits now,” says Scorgie. “I’m not a proponent of divorce. I just think it’s ridiculous when couples go down the aisle without having a larger goal discussion.”

“People can waste a lot of money trying to look rich. It just begs the question: who are we following, why are we doing it, and how is it impacting our finances?”

amount. “I liked everything to be separate, so to talk about finances was really uncomfortable. It made my skin crawl.”

To avoid unnecessary friction, says Scorgie, couples like the Cristalls should have honest conversations about the state of their bank accounts and credit bills, and not cower from divulging their daily expenses. “They don’t know how to be better with their money, so they are embarrassed and they don’t feel that they are equipped with the skills to improve it. So you combo all of that, and couples just sweep it under the rug,” says the financial coach. But the mess is bound to come to light eventually.

Trevor got serious about saving money after graduating, so he felt confident helping his new fiancée—who grew up believing “budget” was a bad word—build a plan to crawl out of consumer debt. Using

the online budgeting program, You Need A Budget (YNAB), Trevor and Katherine analyzed their spending and started trimming. Sticking to a set budget, the young couple paid for their wedding last summer, got Katherine out of debt, and are now saving for a house.

Setting financial goals brought the couple closer. “Now that we budget together,” says Trevor, “it’s like we are agreeing about priorities, and that determines what we are going to do with our lives. It’s all interconnected.” It has even evolved into somewhat of a romantic ritual. “Every two weeks, we sit down with a bottle of wine and look over our budget.”

JYLLIAN PARK is the Edmonton editor of *Western Living* and a fashion stylist. She was nominated for two Alberta Magazines Awards.

MORALE

DIRTY WORK

Plant a garden and watch team spirit bloom

WRITER

Samantha Power

ILLUSTRATOR

Vikki Wiercinski



UNLESS YOU WORK in Big Ag, the earthy smell of potting soil is foreign to the sterile surfaces of particle board desks. But, more offices are learning a garden's organic growth can spark collaboration and creativity. Just ask Vivian Manasc, MBA '82, of Manasc Isaac. The architect with offices in Canada and Romania is known for her environmental design, but the Edmonton headquarters took "green" to a new level seven years ago when it added a rooftop garden.

"There's always a few people on your staff who love gardening and it gets

them excited to do what they love," says the firm's senior principal. What began as a gathering point for a Friday beer grew into a place where employees can take a mental break and have a means of doing something physical. When the sun permits, staff now step out for team meetings or to work alone amongst the tomatoes, chives, peas and Swiss chard. Volunteer beekeepers maintain its apiary over the weekends, and harvests go to the in-house chef to cook staff meals.

Planting office gardens isn't just a team-building tactic, but a way to get


staff using another part of their brain, notes Jennifer Cockrall-King, BA '93, author of *Food and the City: Urban Agriculture and the New Food Revolution*. Tending to her garden of 16 fruits and veggies around her Okanagan Valley house is an outlet for work and life stresses. "Gardening is very analog and old school, and provides balance in life. As soon as you relax your subconscious, it allows you to have creative a-ha moments."

An office garden can boost morale, but when the boss is leasing space at a premium, convincing them to give up square footage for petunias isn't easy. Remind them that it doesn't require digging up desks to truck in swaths of black soil. Simplicity is key to making collaboration and connectivity bloom, says Cathryn Sprague (BCom '09, MSc '14), cofounder of Reclaim Urban Farm, which grows produce for dozens of restaurants and grocers and consults businesses trying to develop gardens in unconventional spaces.

"Herb gardens are nice because they're easy to grow," she says. They're a cinch to incorporate into office life and can draw in those who wouldn't ordinarily participate. "You just want it to be enjoyable."

But few small or medium-sized companies have access to an outdoor space such as Manasc Isaac's flat rooftop (converted with a few guardrails, wooden decking and efficient planter beds overlooking Edmonton's river valley). From countertop sprouts and windowsill herbs, to plant walls and raised beds, there are many ways to reimagine your confines and work with your surroundings. In the urban gardens Sprague has consulted on, accessing water can be the biggest challenge. If you don't have a hose outlet, setting up a water catchment system such as a rain barrel has worked for some of her urban gardens.

But more than mechanics, the consultant says group buy-in is imperative. "Like any community garden, it's important to have a group committed to going out and doing it," says Sprague. If it's just one or two keeners, it can fail without enough people to take up the work.

And, much like in your regular work, don't give up at the first sign of failure. "People get too ambitious, too intensive," says Cockrall-King. "Start with growing things that you really love to eat and go from there." 

SAMANTHA POWER, BA '10, is a feature writer on provincial politics for *The News* and freelance contributor to *The Tyee*.

BUSINESS CASE

BOOTING UP FOR ONLINE SUCCESS

How to set yourself apart in the fast-growing—and overcrowded—e-commerce space

WRITER

Caroline Barlott



JUSTINE BARBER SITS in the showroom of Poppy Barley, the bespoke footwear company she founded with her sister Kendall, framed by shoes and boots lining several shelves along a crisp white wall. One pair in particular stands out—white ankle boots with black accents propped up on an antique suitcase, a clue to the company’s beginnings.

In 2012, while vacationing on the Indonesian island of Bali, Justine Barber, BCom '06, was shopping for boots, but struggled to find one that fit her wider feet. “No problem, we’ll order you a custom pair,” said the shopkeeper, who then proceeded to measure her calves, ankles and soles for two perfectly fitted black riding boots that arrived to her Edmonton

Poppy Barley founders
Justine Barber, BCom '06,
(right) and Kendall Barber

home a few weeks later. The experience of ordering custom boots inspired more than her fashion—it sparked the idea for her company, serving customers from England to Australia. And the place to do it at the scale she envisioned was not a humble shoe store, but an e-commerce company that has attracted attention from business experts and fashionistas alike.

Nearly everything but making the actual shoes happens online: the measuring, designing, the shopping—hundreds of orders every month, all of them organized in its 1,500-square-foot-studio and showroom on Edmonton's Whyte Ave., where the occasional local shopper pops in. "Since investment into e-commerce is so much less than going into retail, it makes sense for apparel companies right now to go on-line," says Justine, adjusting a boot on a shelf that she designed.

In 2015, e-commerce sales in retail grew by 17 per cent in Canada. That's nearly \$30 billion. Its growth will continue in the double digits for the next few years at least, according to research provider eMarketer, which predicts e-commerce to have 8.8 per cent of retail market share by 2019, up from 5.7 per cent now. Marketing professor and Director for the School of Retailing Kyle Murray calls the growth rate impressive but warns that many will fail in the crowded online marketplaces.

"Poppy Barley did something early on that's at the heart of successful smaller e-commerce companies," explains Murray. "They made sure they had a product with a real unmet need in the market." Rather than trying to compete with Amazon—which accounts for almost one-third of Canadian e-commerce sales—the Barber sisters found a proverbial shoe that hadn't been filled in the online space.

It started with shrewd research, says Justine. They studied competitors and potential market size, and surveyed 100 women, the vast majority of whom admitted that they struggled to find boots that fit, whether because of high arches or having two differently sized feet. They also studied competitors' shoes for their manufacturing origins, and all roads led to Leon, Mexico.

Just four months after her Bali journey, she and Kendall toured Leon shoe factories until they landed on the first of four Mexican shoemakers that they use today. One crafts their flats and heeled boots, another works on their ankle boots and slip-on oxfords, a third factory

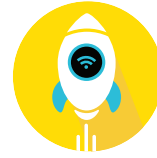


constructs their handbags, and the fourth makes their leather accessories. They now sell 25 different styles, for men and women, but they were sure to start small, with just three ladies' boot designs.

The gradual progression let them test their designs on a steady stream of customers, while slowly expanding their product line, says Emily Deveaux, Executive Director of the School of Retailing. "They've done really well at mitigating risks," says Deveaux, who's especially impressed with Poppy Barley's grasp of brand awareness—often the deciding factor of success in the online space.

Visual identity, she says, goes beyond just a logo—it includes social media, product packaging, your website and just about every email you send. To create their unified brand, the Barbers quizzed themselves about their target demographic. *How old is she? Where does she live? What does she think is important?* The answer was someone pretty similar to the sisters themselves. She's interested in fashion, beautiful design and travel; she's someone who's "too busy taking on the world to have sore feet."

She's also socially conscious, so when customers kept asking them where and how their boots were made, the website published details of the Mexican factory conditions, not just information on the factory owners, but details about staff pay. "Ethical fashion" has become so integral to the brand that the Barbers are transforming Poppy Barley into a B Corp,



5 Tips for Starting Up and Taking Off Online

- 1 **Research to find out if your product fills an unmet need.** If it doesn't, the likelihood of success gets slimmer.
- 2 **Avoid competing against the big players,** such as Amazon. Offer something they can't.
- 3 **Study your customers—** their approximate ages, careers, regional clusters, even what they drive if you can find out. That data will define your visual brand and marketing.
- 4 **Make your website easy to use,** visually appealing and consistent with your branding. Do not under-spend on your online presence.
- 5 **Start with a small line of products,** test the market and grow slowly.

meaning they've applied for certification proving their company's dedication to society in addition to its stakeholders. Poppy Barley would need to meet environmental and social standards, while being accountable and transparent, for official certification.

Justine says she wants the company to have a positive impact on a global scale and the e-commerce space could allow that by propelling Poppy Barley far beyond local stores. Still, they noticed that more wanted to shop in person, hence the showroom on Whyte Ave. As she knows first-hand, few can resist the urge to try on a beautiful pair of new shoes. 🚀

CAROLINE BARLOTT, BA '02, is a contributor to *Discover*, *Reader's Digest* and *Cottage Life*.

THE FRANK FILES

DOLLAR DAZE

How to avoid racing to the bottom in an era of price matching

GLOBALIZATION AND THE Internet have made comparison shopping and price matching easier than ever. The pressures to keep lowering prices are so intense that even Walmart—once the dominant brand for all things cheap—is losing its grip to dollar stores. But there comes a point where you just can't go any lower and survive. The dilemma isn't limited to retail either. Customers shop for hotel and travel deals in less time than it takes to get through airport security, and even business buyers are shopping online for deals.

So how can you profit and still meet customers' frugal expectations? By delivering great value that's not easily copied—and to do that you must learn what customers actually value, instead of what you assume they do, and deliver on it.

Jared Smith, BCom '98, co-founder and principal at Incite Marketing, offers a good case study. A printing company he worked with believed its customers only cared about the bottom line, but research by Incite discovered that the printer could charge a significant premium if it delivered faster than the competition. "While our client's customers all cared about price, they also cared about their time," he says.

There are four elements that create value: price, features, quality and customer experience.

You must be in a reasonable price range for what you offer, but you don't have to be the cheapest if you get the other elements right. Added features work too (but only if customers want them and you don't paralyze buyers with too many offerings). As to quality, your

product needn't be the best to justify charging above-average prices—it just needs to top the competition on customer experience. And that's where most businesses stumble.

Customer experience is the ultimate—yet hardest—way to improve value while keeping discount vultures from eating your market share. A 2012 Forrester Research study found 80 per cent of companies believed they delivered "superior" customer service when only eight per cent of their customers agreed. If your company manages to get into that eight per cent, you'll rarely have to fight over price because people will pay extra for consistently great customer experiences, as proven by Apple in 2008. It didn't lower the prices of its smartphones during the Great Recession, but rather doubled-down on a newer and pricier second generation of iPhone.

Learning what customers truly value takes in-depth research, not just a quick email survey. When Jennifer Bergman, BCom '07, launched her Edmonton wedding planning company, business research told her that few competitors had appealing websites despite brides turning to the web for services. She filled a local market gap with a planning and designing firm known for detailed service with a polished, timeless website. She now charges at the top of the market. "Our pricing strategy has definitely changed a lot since I first started the business," says Bergman. "I looked at the competition as the basis for prices but they quickly increased every few months because of demand."

Use the research to map the customer journeys—from the time they think of



COLUMNIST
Tema Frank

Race to the Top



Take a Trip Inside Your Prospects' Minds:

Talk to them—find out how they *actually* perceive your prices and what, beyond price, could get them to rank you above the rest.



Check Under the Cushions:

Ask yourself, "What, internally, is stopping me from offering better value that would justify higher prices? Where are my inefficiencies needlessly driving up my costs?"



Chart the Journey:

Learn where and why customers get frustrated trying to deal with you, and how to change their experiences to earn that five-star review.



Get the Crew on Board:

Excite your staff with a powerful purpose and an open culture.



Keep it up:

Things change quickly in almost every modern marketplace, so monitor your metrics and key performance indicators. Otherwise, you'll find yourself racing to the bottom.

using your product or service through to contacting you, buying from you and beyond. Figure out the type of service they want and how to provide it better than others. And since your bottom line still matters, seek and destroy cost-wasting features that don't matter much to customers. That way you can beef up your value on the things that do.

Lastly, remember that every marketplace is ever-evolving, so keep measuring progress and talk to customers at least monthly. Expectations keep rising, and if you're not on top of them you'll slide back into survival mode. 🚀

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.

GLOBAL MARKETS

TRADE AND TURMOIL IN THE AGE OF TRUMP

As our closest Western allies turn inwards, where is Canada's place in the new world order?

WRITER

Taylor Lambert

ILLUSTRATOR

Sarah Jackson

IT'S EASY TO forget, after the tumultuous year that was 2016, the confident denial that preceded each previously unthinkable new development:

"Of course Britons won't vote to leave the European Union."

"No way Americans would elect Donald Trump president."

"Russia manipulating the American election? Don't be silly."

Those disbelievers—from pollster Nate Silver to former prime minister David Cameron to Barack Obama himself—wanted to believe the existing world order would evolve in predictable ways. But with far-right candidates polling strong in 2017 elections throughout Germany, France and the Netherlands, observers who were initially ignorant to the depth of this trend are now keenly aware of the potential global implications of nativist policies heralding a possible end to the Western-led economic world order. As Canada's most crucial economic partner leads a charge against free trade, and we still lack trade deals with China, Japan and India, the country is caught between a closing West and an opening East.

"When the Chinese look at the United States or look at Europe, the credibility is gone," says Edy Wong, UAlberta Associate Dean specializing in international business. "They no longer see Europe and the U.S. as having the moral authority to set the system, to set the rules."

Consider the ill-fated Trans-Pacific Partnership (TPP), an agreement personally championed by Obama as a cornerstone of the so-called "pivot to Asia" designed to define American trade for the next century. It was also intended as a check on China's dominance, establishing a framework for economic partnerships China would later be encouraged to join.

"China is doing a lot to promote themselves economically," argues Wong, citing the Asian Infrastructure Investment Bank as a major Chinese initiative to firm up its influence in the region. The TPP would have increased access to huge Japanese markets for our beef, canola and soybeans, but its death, he says, is both a loss for Canada and a win for China. He says it could also motivate an agreement on the Regional Comprehensive Economic Partnership, a Chinese-led free-trade

“ You’re not going to win leadership campaigns by touting free trade.”

proposal that would affect half the global population, but has been stuck in negotiations for five years.

“By walking away from the TPP, I’m afraid that we’ll have the unanticipated effect of letting China’s influence grow and expand,” agrees former diplomat Greg Bates, BCom ’69. “China says, ‘Thank you very much.’”

Bates, whose 37 years with the Canada Trade Commissioner’s Service included posts in China, among other nations, sees the widespread antipathy towards free trade as a popular force that is difficult for politicians to ignore.

“It’s not something that’s politically favourable at the moment. You’re not going to win leadership campaigns by touting free trade,” he says. “Many communities saw their jobs disappear. And, justified or not, they blamed it on free trade.”

From a Canadian perspective, the future of the North American Free Trade Agreement (NAFTA) is more cause for worry. Though the TPP held the potential for enormous trade gains by opening up Japan and other markets, it would not replace the potential losses from weakened free trade with our top trading partner. Yet some of President Trump’s most reliable and well-received campaign rhetoric was railing against the flight of American jobs to other countries, and he has demanded the deal between the U.S., Canada and Mexico be renegotiated.

In order to appeal to his rustbelt constituents, Trump’s administration could create tax incentives that syphon auto jobs from Windsor, Ont. to Michigan, says Wong. “It’s a very challenging time for Canada.”

If Trump’s regime makes good on its protectionist promises, the reality is that Canada has few options available as an economic middleweight highly dependent on export markets, particularly the one we share a border with. If the “elephant” wants to abruptly change direction, we are forced to follow. Last October’s Canada-EU deal, intended to stimulate trade with tariff cuts in sectors such as agriculture and auto, wouldn’t come close to offsetting the potential losses of a renegotiated NAFTA. Total Canada-US trade in 2015 was worth \$760 billion—more than double the value of our next 25 biggest trading partners combined.

Trudeau has indicated that revisiting NAFTA doesn’t bother him. But to Bates, it’s unlikely to turn out well for Canada. “What could we possibly gain by opening NAFTA?” he asks. “We should be mounting a great effort to convince the Trump administration that it’s not in their interest to open NAFTA.” Whether the Donald’s stubborn mind could be persuaded by such a campaign—even an amazing campaign, huge, the best—is doubtful.

Still, Bates believes Canada’s best play is at the state level, using consular personnel to remind American officials of how beneficial Canadian trade is to their economies. After all, “Canada is the top export destination for 35 states,” according to the Canadian embassy in the U.S., and Canadian trade supports almost nine million American jobs.

If Western leaders are as intent on turning inwards as they claim, Wong sees the potential for a passing of the international baton to emerging powers like China and India. He notes that Australia and New Zealand have signed bilateral trade deals with China, while Canadian politicians have often found themselves caught between our trade needs and our concerns for human rights.

Canada must recognize that it is not important enough to be sought as a partner—we must do our own seeking, he says. “It’s not like we’d be doing China a favour by doing a free trade agreement with them,” says Wong. How well Canada manages to diversify our approach to global trade in the near future may well determine our place in the world for the next century. 

TAYLOR LAMBERT is an Alberta journalist. He has two narrative journalism books out in September on UAlberta’s School of Dentistry and on the moving industry.

INVESTMENT

ROBOCAP

Why young investors are going to AI for advice

WRITER

Mike Kendrick

ILLUSTRATOR

Sarah Jackson



WOULD YOU LET R2-D2 balance your portfolio? That's the question you should ask yourself as a new crop of financial advising services bank on "robo-advising." Relying on Artificial Intelligence (AI), they hope to attract a new type of investor—an inexperienced person who likes the ease of use and is too busy for one-on-one advice. The success of these platforms could redefine how your money is handled.

Robo-advising services like Wealthsimple, Questrade's Portfolio and Nest Wealth IQ balance portfolios with algorithms managed, of course, by qualified, carbon-form experts. Analyzing users' risk scores, the services try to rebalance portfolios according to users' financial goals with real-time market data that is supposed to continually improve and optimize portfolios. So far, small start-ups lead the charge in Canada, with Bank of Montreal and Alberta Treasury Branch as the only major banks to launch robo-advising services, dubbed SmartFolio and ATB Prosper. But, in January, Royal Bank of Canada announced hiring UAlberta professor Richard Sutton, a veteran in AI research, for its new machine-learning lab.

Kory Mathewson, a UAlberta PhD student in computing science who specializes in human-AI interactions, says success of the services is driven by demand from younger people trying to crack the traditionally impenetrable world of investing. The simple and low-maintenance programs appeal to these

tech-savvy (but not necessarily financially savvy) under-35-year-olds. "The barrier to entry is so low that it allows us curious, early investors to jump in without assuming much risk," says the AI expert, himself a Millennial.

"In principle, robo-advising is supposed to reduce costs, because you don't have a human being wasting time talking to you—it's all automated," explains Aditya Kaul, Associate Professor of Finance at the School of Business. However, he warns that the perks of putting your banking on autopilot will bear hidden costs. "Sometimes you do want some input on where the market's going to go. You're not going to get that when you direct some money at a black box."

The robo-advisors' ability to skillfully predict markets will improve, says Mathewson, but he wonders if investors will ever have full faith in it—not in spite of systems becoming more automated, but because of it. It's the same question central to smart home technology and autonomous cars. Having the agency to disagree with AI decisions could determine the success of automation and build trust in the long run. Such rights are already in place; the Canadian Investor Protection Fund regulates robo-advising. "If a company goes bankrupt or the algorithm suddenly sells everything and the company freaks out," says Mathewson, "there are federal protections in place for your money. That's critical." 

“Having the agency to disagree with AI decisions could determine the success of automation and build trust in the long run.”

LEADING LIGHT

Canada's electricity industry is at a crossroads and the future is anyone's guess

WRITER

Michael Hingston

PHOTOGRAPHER

Kelly Sweda

For most of its history, Ice Energy has been treated as a clever, if unorthodox, start-up on the fringes of the North American electricity industry. During his former life as a lawyer in Calgary, current CEO Mike Hopkins was first drawn to the California-based company because of how simple and ingenious its product sounded: oven-sized batteries that offset air-conditioning demand during peak daytime hours by making, and then melting, blocks of ice.

The trouble was, companies like Ice Energy haven't exactly been in step with how the industry traditionally functions. North America's electrical grid was designed to meet peak demand without energy storage. "It worked around the problem by overbuilding transmission and oversizing distribution," says Hopkins. The 13-year-old Ice Energy and its ilk, meanwhile, are geared towards renewable sources of energy, like wind and solar, which are naturally intermittent. As a result, Hopkins, MBA '84, says his business, "like every other energy-storage company, was operating in a market that really was a market for research and development." Utilities were interested enough to do a pilot project, maybe, but that was about it.

How things have changed these past few years—and not just for ice peddlers. Here in Canada, and particularly in Alberta, the electricity industry has been uprooted by national carbon taxes and mechanisms reimagining the way

electricity is bought and sold, the implications of which are not yet fully known. As we leap into a future built around renewables, the electrical grid, as we know it, must not be just reimagined but physically rebuilt. Existing utilities must innovate to survive. And citizens, in order to realize the green future they've demanded, must prepare to pay up.

But what will they be paying for? Ice batteries are just one potential solution angling for a share of this rapidly evolving market. Plans are underway to transform the coal-focused (and aptly named) region of Carbon County, Wyoming, into the continent's largest wind farm; Elon Musk and Tesla are trying to reinvent roofing with glass shingles and solar cells underneath. Here in Canada, a recent wave of federal and provincial policies is poised to push us into similarly new territory. Simply put, it's no longer a question of if Canada will adopt green electricity, but when, and to what extent.







(Above) Ice Energy's commercial ice battery air conditioning system, Ice Bear, which charges by making ice during off-peak hours when rates are low. When temperatures go up, Ice Bear's smart-grid controller allows monitoring of energy use.

The carbon tax could also create a more level playing field for renewables, which are zero emitting and could thus become more affordable by comparison.

THE WRITING HAS been on the wall for decades, even if it has been largely erased or ignored. Consider the country's role on the international stage: Canada pulled out of the Kyoto Protocol in 2011, more than a decade after first signing on. The country isn't on pace to meet the emissions reductions specified in 2009's Copenhagen Accord either. "We have a long history of setting targets we don't meet," says Carmen Velasquez, Executive Director of Energy Programs at the Alberta School of Business.

Last year, Justin Trudeau's Liberal government signed Canada up for yet another international climate accord. In fact, the country's targets in the Paris Agreement—a 30 per cent reduction in greenhouse gas emissions from 2005 levels by 2030—were set by the Harper administration (the same one that withdrew from Kyoto and dragged its heels on Copenhagen). But Trudeau has already taken further steps. Namely, the announcement this past October that, unless provinces implement their own carbon-pricing structures, Canada will be implementing a nationwide carbon tax for the first time: \$10 per tonne starting in 2018, incrementally rising to \$50 by 2022. The tax, which targets energy generated from fossil fuels like coal, will help bring Canada in line with a growing global desire to cut climate change off at the pass.

The carbon tax could also create a more level playing field for renewables, which are zero emitting and could thus

become more affordable by comparison. But in fact, when it comes to emissions, we're already further along than many Canadians might think. "If you look at the rest of the country, it's already quite clean," Velasquez says. Approximately 80 per cent of the country's electricity already comes from non-emitting sources like hydroelectric, nuclear, wind and solar. The real challenge is increasing that number to 90 per cent nationwide by 2030, as planned. And to do that, substantial changes are needed—especially in Alberta, where emission levels are higher than any other province, reaching 273.8 megatonnes in 2014, more than four times the output of B.C., with roughly the same population. And it's still climbing.

Trudeau wasn't the only climate-conscious politician to come to power in 2015. When Rachel Notley and the NDP swept the Alberta election in the spring of that year, many wondered how her party's progressive politics would mesh with the province's more free-market tendencies—including its electricity industry, which has been deregulated since 1996. The province's Climate Leadership Plan, which pledged to cap oil-sands emissions and develop more renewable energy sources, was an important first step. But it wasn't until last November that Notley's government announced a suite of its own concrete reforms to the provincial electrical system, each with significant ramifications.

Some of those plans, such as banning door-to-door utility sales and putting an upper limit of 6.8 cents per kilowatt hour on electricity rates for families and small businesses, were designed to protect consumers. Others were intended to facilitate and speed up the transition away from coal, from which Alberta still generates the majority of its electricity. By 2030, the NDP government pledged that 30 per cent of the province's total electricity will instead come from renewables.

One of the biggest challenges to Alberta's electricity industry is shifting away from a wholly deregulated "energy-only" system and adding what's called a capacity market. This will allow power plants to bid on contracts to produce electricity in the future—a system that again opens the door to renewables, which were hard-pressed to compete under the former setup. With a less volatile system in place, energy spikes during inclement weather, and thus their blackout counterparts will become less frequent. Consumers will face less price volatility, while for generators,

“a capacity market means their year is no longer made or lost in a matter of hours,” wrote former TransAlta head trader Blake Shaffer in the *Calgary Herald*.

In all, the province, through its Renewable Electricity Program, could add an additional 5,000 megawatts of renewable energy capacity by the time coal (and its 6,267 megawatts) is phased out in 2030. This means that nearly a third of Alberta’s entire current electrical capacity is slated to be replaced in little over a decade.

THIS REPRESENTS SIGNIFICANT opportunity for the electricity industry. It also comes with a hefty price. The Alberta NDP estimates the province will need \$25 billion in new infrastructure to shift towards natural gas and renewables by 2030. “And that’s just on the electricity generation side,” says Trevor Smereka, BCom ’89, executive vice-president of the independent energy-management firm 8760. Meanwhile, Alberta’s carbon tax, which will supersede the national one proposed by the Trudeau government, isn’t directly applied to consumer energy rates, so not only will it show up in direct costs, like gasoline and natural gas heating, but indirect costs like food imports. “What does that do to the overall economy?” he asks.

To help offset some of these new costs, the NDP will offer rebates for low- and middle-income Albertans, as well as reduced tax rates for small businesses. But Smereka believes that many of his clients at 8760, including mid-sized and large corporations, school districts and seniors’ housing, will be on the hook for the full amount. The province, he says, is also home to electricity-intensive industries like forestry, agriculture, manufacturing and petro-chemicals—some of which could decide to leave Alberta in search of provinces whose carbon plans are more business-friendly. “So Alberta has to be careful,” he says. “The lights are on, but will anybody be home?”

Smereka thinks a more robust conversation remains to be had among Albertans about the true costs involved in the NDP’s plan to move towards renewables. He isn’t alone. As the CEO of EPCOR, electricity distributor for the City of Edmonton and other municipalities, Stuart Lee, BCom ’86, also has the changing utility landscape on his mind. He hopes Alberta learns from Ontario’s recent expansion into renewables, which, he believes, didn’t give the public a clear

understanding of the true costs involved at the outset. “You ended up with unintended consequences,” he says, “and you’ve seen electricity prices effectively double over the past 10 years.” As Alberta attempts to green its own electrical grid, Lee argues the public must be properly informed and prepared for the future costs, which could jump more than 60 per cent from their current historic lows, according to estimates by energy investment firm FirstEnergy Capital.

For his part, Smereka doubts the math will ever work, even with proper precautions. “I cannot think of any scenario whatsoever, despite what the politicians and the environmentalists say, that renewable energy is cheaper,” he says. “Overall electricity costs are going to be higher going forward, pretty much forever.”

THERE IS AN additional X factor, however. The technology around renewables is improving at a rapid clip, becoming smaller, cheaper, more efficient, and its impact may change things in ways we can’t foresee. The same rules of exponential advancements that apply to smartphone technology could also apply to renewables. “A lot of people believe that renewables are a product of public policy,” says Hopkins. “That’s not accurate. Renewables are driven by technology.”

For instance, one shot against green energy sources is they are, by nature, intermittent. You can’t create solar power if the sun isn’t shining, or wind power if the turbines aren’t moving. But that’s only a problem if you require generated energy immediately—and if companies like Ice Energy can solve the storage question, then the future looks different indeed. “There is no other delivery system in the world, for any commodity, that lacks storage,” says Hopkins. “You don’t have to deliver milk in real time, from cows to you. You have a cost-effective, reliable way of storing it so you can produce it at a constant rate, store what you don’t need, and then make sure the consumer gets what they want, when they want it.” Electricity, in this sense, is unique, and thus ripe for disruption. “You can’t have significant renewable energy without energy storage.”

The turning point for Ice Energy came in 2013, when the State of California, buoyed by the success of its own renewables, mandated utility providers start procuring significant amounts of energy

storage. That announcement was good news to Hopkins, but made legacy utilities a little more nervous. Here in Alberta, EPCOR sees a large part of its future tied to the City of Edmonton’s environmental strategic plan, which also includes emissions targets and support for renewables. EPCOR’s energy supplier, Capital Power, on the other hand, has responded to the Notley government’s plans with guarded optimism, recognizing the billion-dollar opportunities for future investment in wind farms, while also acknowledging that without government compensation, they stand to lose around \$100 million per year for the next twelve years.

It’s too early to know exactly what the cost for revamping an entire electrical grid will be. But even if costs are as high as analysts like Smereka predict, Canadians are getting what they asked for when they elected governments who campaigned on building a stronger environmental profile. They might even decide that taking decisive action against climate change is worth the price, given the state of the world’s icecaps and sea levels, and more frequent extreme weather.

One thing is for sure: electricity is poised to become a political issue in Alberta like never before. “You’ve got a major policy shift coming here,” Lee says. “You’ve got an opposition that clearly has different views on it. In the next election, electricity is going to be one of the major policy discussions. And if you ended up seeing a change in government, you could see another change in direction around electricity policy, which creates more uncertainty.”

In a fully regulated industry like those in Canada’s other provinces, drastic changes in policy and even the ruling party have a limited effect. But in Alberta, Lee says, it could be a different story. “When you’re dealing with a competitive market design, and you have major policy shifts every four, eight, twelve years—and you’re making 50-year investments—that’s problematic.”

But that doesn’t mean it’s not worth the effort. While analyzing the push to green the grid and lower emissions to sustainable levels, Velasquez borrows a famous hockey maxim: You miss 100 per cent of the shots you don’t take. “So let’s at least try,” she argues. “Even if we don’t get there, we’ll at least change the direction.” 🏒

MICHAEL HINGSTON is a novelist and Edmonton-based contributor to *Wired*, *the Guardian* and *The Washington Post*.





MaaS Effect

THE PRIVATE VEHICLE IS LOOKING COSTLY, WASTEFUL, DIRTY AND PLAIN OLD PASSÉ AS MORE PEOPLE TAKE ADVANTAGE OF THE “MOBILITY-AS-A-SERVICE” ECOSYSTEM. IS IT TIME TO WELCOME OUR NEW TRANSPORTATION OVERLORDS?

WRITER

Tim Querengesser

PHOTOGRAPHER

Aaron Pedersen

MIKE WILSON JUST wanted to visit friends. But Wilson, BSc '12, was on campus and his friends were in Sherwood Park, 20 kilometres away. And he doesn't own a car. And this was 2010, when the answers to his alternative transportation needs were three transfers on a bus that runs hourly, or a \$40 cab ride.

So there Wilson stood, in a University of Alberta parking lot, fuming. His hoped-for chariot was one of four Hertz car-shares, essentially a glorified rental that customers reserved long in advance via a glitchy app. But, as Wilson says was normal with those early cars, there was no guarantee he'd be able to painlessly unlock the car, let alone drive it. "Almost half the time I used it, I'd have to phone tech support," he says.

Nobody wants to be Wilson. It's why most of us still pay top dollar to own private automobiles—at an average of \$10,456 per year, according to the Canadian Automobile Association—which, aside from likely being the second biggest purchase we make in our lives, sit idle 95 per cent of the time. Moreover, the space, resources and clean air consumed by private cars increasingly make this mobility unsustainable. Madrid is attempting to reduce pollution by temporarily banning half its cars off the road each day, rotating by license plate numbers, a policy copied from São Paulo to combat congestion. Other European cities are slowly introducing partial or full bans downtown, while car-clogged Manhattan recently closed off much of Times Square to personal vehicles. Closer to campus, Edmonton's 10-year strategic plan calls for more public transit and active transportation (such as biking or walking) to stave off traffic jams, and city officials in Calgary are researching how to introduce autonomous vehicles. Both cities were among Canada's first to legalize ride-shares like Uber.

"A lot of people don't understand why you wouldn't have a car," says Wilson, who moved to Edmonton from Red Deer to study computer science and promptly sold his ride. "Or they'll say, 'Oh, you don't have a car, I'll give you a ride.'" But he doesn't want a ride. What he wants is a convenient way to live car-free.

Our urban future is likely one where we cut ties to private cars and build them with public transit and private mobility companies to create a business ecosystem that has been dubbed "mobility-as-a-service," or MaaS. But what would it mean to go car-free today? And what would this teach us about the possibility and pitfalls of the future? Two graduates of the School of Business differ in their business models but share the belief that privately owned automobiles are nearing a dead end and that industry "disruptors" like them can solve the convenience problem the way the private car always has, as well as the inconveniences it has created.

KIERAN RYAN, BCOM '08, steers a white Hyundai Accent, decaled with Pogo CarShare's Edmonton skyline, into traffic. Ryan is 31, tall, lean, disarmingly honest and, like the company, proudly homegrown. He started Pogo because he wanted Edmonton to have a service like Calgary's Car2Go. It wasn't until he used his own service that he had an "aha" moment about the 1,500 kilogram steel box occupying his duplex's driveway. "I didn't really think about selling my car," he admits. "And then I got into using the services and I was like, 'Hey, I can probably get rid of it'—and I did."



Pogo Car Share
co-founder
Kieran Ryan, BCom '08

“
Adding car-sharing
to all those services
doesn't add one
option—it makes
the whole system
more workable.
”

With a background in energy market analysis, Ryan co-launched Pogo with James Kwan (BCom '10), in 2014, as a point-to-point car-sharing service you book with a smartphone app that shows you all 65 vehicles on a map. GPS guides you there, while a fob gives you access inside and to the keys in the glove compartment. You can leave the Pogo at your destination (as long as it's within the designated 22-square-km zone in the inner city) rather than having to return it, as you would a traditional rental car.

As Ryan stops at a traffic light, he says the Hyundai, along with all Pogo vehicles, is driven up to six hours per day and takes roughly 12 private cars off the road. But it's his views about MaaS—as a complementary network of public transit, Pogo, TappCar, taxis—that are most dramatic. Soon, he says, they'll render the private car obsolete. “Adding car-sharing to all those services doesn't add one option—it makes the whole system more workable. I take the bus every day but now have access to this car share, so if I miss the bus, it doesn't ruin my day—I get to work on time anyway,” he explains.

Buses, taxis, private cars and pedestrians all jostle for space along Jasper Avenue as Ryan dreams aloud about how these services could all come together. The last gap, he says, is payment. Make all these mobility services available for one monthly fee and you'll change the world.

Sound unrealistic? It's already happening: This year commuters in the metropolitan U.K. county West Midlands will combine all of their modes of transport and payment through an app called *Whim*, which residents of Helsinki, Finland, have had since 2016. “You have a smartphone, you punch in your credit card and—*tada!* It works,” explains Ryan.

There are 104,000 car share vehicles (like Pogo and Car2Go) serving nearly 5 million members in 33 countries, according to University of California, Berkeley's *Innovative Mobility Carsharing Outlook* (based on 2014 data). Ryan estimates Canada has about 6,000 car-share vehicles.

But habits don't break easily. Something that works and costs less doesn't necessarily convince the masses to change their behavior, argues Kyle Murray (BSc '94, PhD '04). The professor of marketing and Director of the School of Retailing—and Pogo user—points to struggling online grocery start-ups as a cautionary lesson in consumer psychology. “It seems like a natural thing for online shopping and

home delivery,” says Murray. Indeed, research shows most people dislike grocery shopping. But, well, *habits*. “Some of the smartest minds in retail tackled online groceries 10 years ago, and they failed. They had billions in funding, a great model, but just couldn't convince consumers to change their ways. Those are relatively small habits compared to changing how we get around.”

The numbers support Murray's point. There are currently 1.2 billion cars on the planet's roads, according to energy think tank Navigant Research, which expects the four-wheeled population to grow to 2 billion by 2035, thanks to a predicted supply of affordable electric vehicles and growing middle classes in China and India. The market that mobility disruptors are hoping to change is gigantic. And while people like Wilson and Ryan— young, urban, mostly childless (Ryan has a one-year-old)—may adopt these new services wholesale, Murray says the real test is convincing suburban families that it's the better option.

“I have two cars,” says Murray. “But I need to feel secure that if I pick up one of my daughters, or take a trip to the mountains on the weekend, it will be easy. Otherwise it's difficult to give up the convenience of owning a car. And my guess is, I'm much more willing to do that than most people.”

NEWS MEDIA WRITE happy headlines when car shares come to town. But when ride-shares like Uber and Lyft arrive, it's war.

Compare and contrast Edmonton's two case studies months apart from each other: Pogo worked with Edmonton officials to arrange ground rules before launching—parking rates, decals, insurance policies, tow-away procedures. Uber extended no open hand—it just barged in with little regard for driver-for-hire laws. Right on script the embedded taxi association dug in, Uber's share-economy believers cheered, and legislators were stuck between the warring camps and an enlightened public. After protests, failed court injunctions and even a sit-in at city hall that saw some taxi drivers take off their shirts (because Uber, you see, was “taking the shirts right off their backs”), Edmonton bowed to pressure and passed a ride-share bylaw that would legalize the company by March 1, 2016. The caveat?

Uber drivers needed better-than-average insurance or commercial vehicle-for-hire licenses. Simple.

But Uber still refused to comply. The Alberta government was incredibly specific in its criticism as the deadline passed. “It certainly is clear [Uber's] not a reliable or trustworthy partner for the government,” Infrastructure Minister Brian Mason told reporters. Uber finally cooperated wholly by July 1, when it re-entered Edmonton's market.

If ride-shares wish to herald the future of mobility—not just in cosmopolitan cities, but small communities, and at a mainstream scale—they'll need to learn to play nice for regulators' buy-in. Much like Shayne Saskiw and co-founder Jonathon Wescott, LLB '07, did with TappCar.

Saskiw (BCom '03, LLB '06) is handsome, in the vein of a '90s game-show host, and his title should be something like “the non-disruptive disruptor.” Consider his contradictions: Saskiw is a former Wildrose MLA and a legal counsel to far-right politician Jason Kenney's Alberta campaign team, yet TappCar is the first unionized ride-share in North America. And that's by design. Saskiw sees value in *diplomatic* disruption, enabling governments to phase out cars rather than fight them to do so.

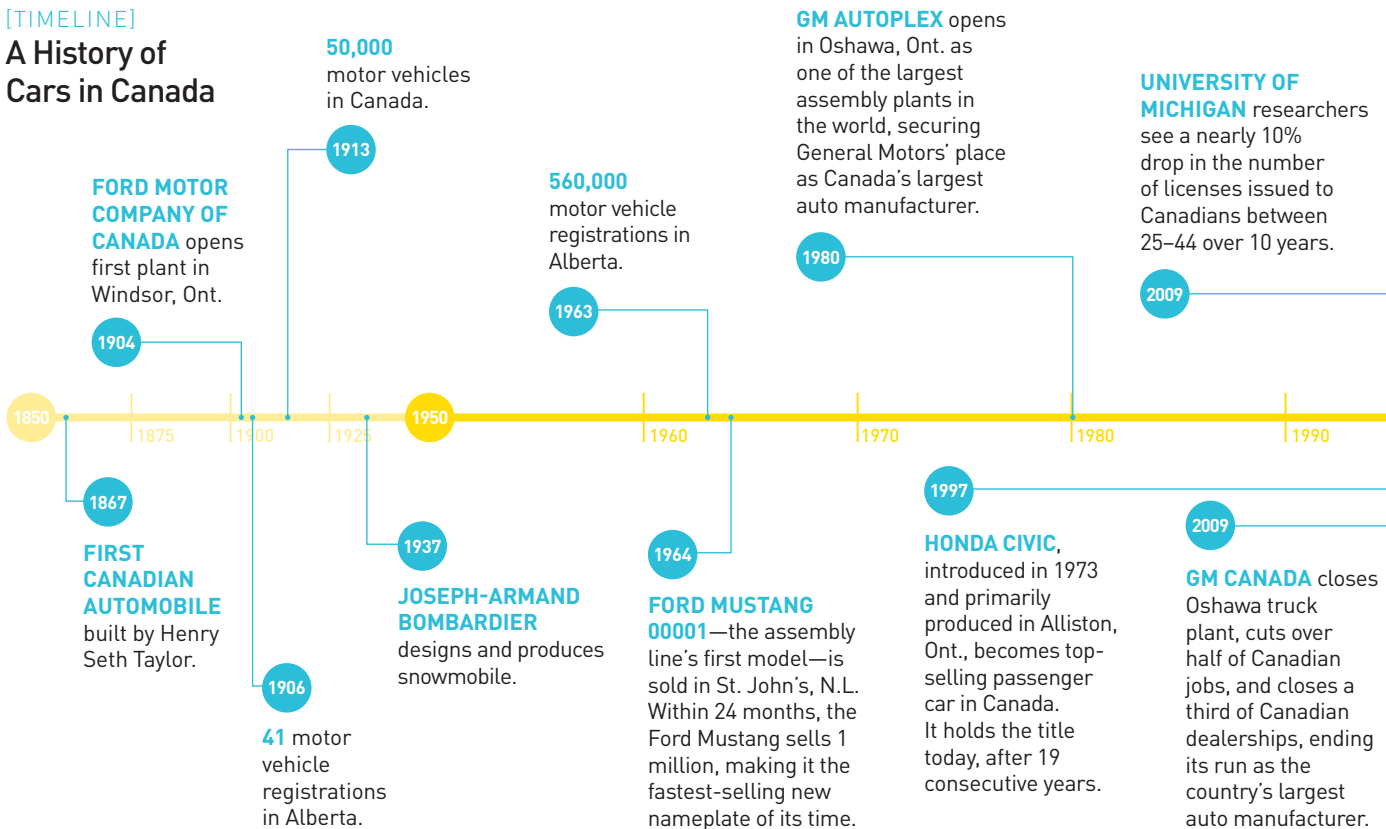
Uber pushed for a bylaw, then pulled out of Edmonton as a protest against administration's proposal, allowing TappCar to become the first legit ride-share in Edmonton and Calgary. It was also the first non-taxi company to secure a deal to drop off and pick up passengers at Edmonton International Airport, something Pogo and Uber are still working on.

TappCar wanted to avoid messy situations, such as in Paris, where Uber poached hordes of taxi drivers, then cut the fares so sharply some said they couldn't make a living. Civil disobedience and halted services followed. “We thought we would skip that step,” says Saskiw. “We thought a happy driver is a happy customer.”

Ignoring the union, TappCar's model replicates Uber's: You hire a driver using a smartphone app. Payment is automated, too, though TappCar drivers will sometimes take your cash (they're not allowed to accept street-hails, though drivers have routinely broken this rule, according to Edmonton's community and public services committee). The company is planning expansion into Vancouver if the apprehensive city changes its bylaws, as Saskiw expects.



[TIMELINE]
A History of Cars in Canada



Shayne Saskiw, BCom '03, LLB '06, co-founder of TappCar in Edmonton and Calgary.

TappCar is also expanding its network of 250 cars in Edmonton and 50 in Calgary, and readying to trial electric cars in its fleet. The plans coincide with the forthcoming installation of 70 charging stations and the Alberta Government's low-carbon economic policy (see [PAGE 16](#) for story). Saskiw says the decision to add electric vehicles is partly driven by customers and partly by government direction.

As for the future of taxis, Saskiw offers a grim prognosis: "The old-school taxi industry is going to be obsolete relatively soon." In fact, TappCar is attempting to buy out Edmonton's busiest taxi stand in 2017. Would customers embrace the change?

UAlberta's Manish Shirgaokar is skeptical. The urban planning assistant professor researching consumer adoption of new transportation options notes that taxis are simple in a way that ride-shares are not. Consider, he says, the "grey tsunami": By 2036, one in four Canadians

will be 65 or older. And, Shirgaokar says, research shows seniors are risk-averse, often lack credit cards needed to use ride-shares and will be prone to ask—as you can likely hear your grandma asking right now—"How do I call an Uber?"

"There are many questions of accessibility to services in the new transportation realm," Shirgaokar says. "Think about the penetration of technology in groups like single-income families. Uber is cheap if you're time constrained. But will single mothers get on board?"

Just as families in suburbs are currently the kryptonite for car shares, there's a lot of kryptonite for ride-shares too. The private automobile's future looks relatively safe. For now.

THE PRIVATE CAR can't keep its momentum much longer, at least not in Canada and the U.S., where Millennials, now the majority demographic, are turning their backs on the suburbs and delaying getting their licenses. But even in so-called developing nations, where the commoner's possession of a private car is a modern phenomenon, mass urbanization and technology expansion has created favourable conditions for MaaS's takeover. The world's collection of smartphones has already surpassed that of automobiles, tracking to hit 2.16 billion in 2017, says research firm eMarketer, and for the first time in human history the majority of people live in urban areas. The lovechild of these two trends is the autonomous car; the disruptor of disruptors, set to upend all we're accustomed to in mobility, urban design and lifestyle.


These are not what Tesla, Mercedes, BMW and other tech-focused car manufacturers currently sell. Those are self-driving cars that can travel for short periods with you, a human, still behind the wheel. An autonomous car—one with no human at the controls—is the next evolution and will depend on cities building sensor and signal infrastructure to enable it. Like an Uber; you might simply hire an autonomous car to pick you up and drop you off, then it's off on its merry way, plying streets for another customer. You won't have to fuel up, change the washer fluid or get a tune-up, nor will you have to track it down, make small talk or feel obliged to tip.

Boston Consulting Group predicts the autonomous car industry will hit \$42 billion by 2025 and by 2040, Deloitte predicts autonomous and shared-ownership

vehicles (like Pogo) will travel 80 per cent of all distances that cars drive.

A taste of what's to come is three years away: Tokyo's Summer Olympics are expected to be the autonomous car's mainstream reveal, as the country is investing heavily in the technology needed to make the capital a "self-driving city" for the event. While 20 companies test autonomous cars in California legally, Uber's much-discussed autonomous SUVs drove San Francisco's streets (and occasionally ran red lights, as seen on YouTube) without permits. This won over many who feel regulation is an anti-capitalist crime; it also earned a cease and desist order from the government of California.

The implications go beyond what you drive (or what drives you). Uber's endgame is to not employ drivers at all, and if other ride-shares and taxis can catch up, an entire workforce will be obsolete. David Dale-Johnson, Stan Melton Chair in Real Estate at the School of Business, also argues that autonomous cars will change land use—or, more simply, allow the suburbs to keep sprawling and slow urban densification. "If you don't have to worry about insuring the car or parking it, the suburbs become relatively more attractive, which is kind of an odd result, given everybody's brain thinking about more density in the urban setting," he says. Kurt Borth, a researcher with UAlberta's Office of Sustainability, sees a similar outcome, where infamous suburban commutes become leisure or productivity time. "If the drive was stress-free—and that's a big *if*—then maybe people would be okay with living further and further out of the city," says Borth. In these scenarios, the status quo design of modern cities is just fine, allowing for some further density when parking lots become infill development, as demand diminishes from two cars per household to one or none at all.

Perhaps the only certain thing about the future of the private car is that owning an automobile will increasingly be viewed as a luxury, and possibly a shameful one, as we must increasingly find ways to do more with less—be it less energy, space, money or time. We'll have to adjust to new ownership structures and city layouts that suit new mobility concepts, and, eventually, we'll be like Mike Wilson. Except in the future, we won't be stuck without a ride. 

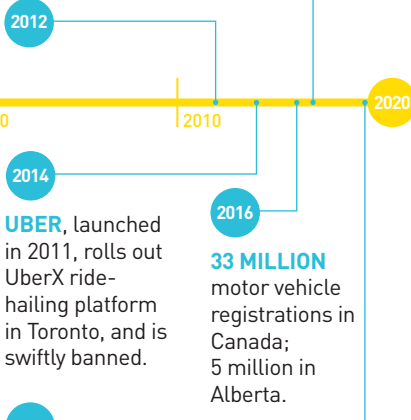
TIM QUERENGESSER, contributor to *The Atlantic's CityLab* and *Alberta Views*, is writing an "anti-memoir" on the private automobile.

CAR-SHARING SERVICE

CAR2GO rolls out in Calgary after debuting in Canada a year earlier. By the end of 2016, Calgary has over 100,000 members, making it the multinational's fastest growing market in the company's global operations.

EDMONTON

becomes the first Canadian city to legalize Uber.



BUSINESS INSIDER projects 10 million autonomous cars on the road worldwide.

INTERNATIONAL VIEW

UNDER REVIEW

THE UNIVERSITY OF ALBERTA is a leader in business education, ranked third best commerce school in Canada by *Maclean's* this year and 37th by the Academic Ranking of World Universities in Economics/Business in 2015. At the heart of these authorities' praise is the School of Business's research focus. The School has produced outstanding research over the past three decades. — *Staff*

Research highlights from July 2015 to June 2016:



37
PEER-REVIEWED JOURNALS that published research by the School's faculty members and PhD students



42
INSTITUTIONS that collaborated with the School's researchers



117
RESEARCHERS across all institutions



11
NATIONS involved in the research

SEVEN OF THE MOST INFLUENTIAL ALBERTA SCHOOL OF BUSINESS RESEARCH PAPERS OVER THE DECADES

MARKETING

5,522 CITATIONS*

Louviere, J., Hensher, D. & Swait, J. (2000). Stated Choice Methods: Analysis and Applications. Cambridge University Press.

Based on 30 years of studies, it is a 400-page seminal book on understanding and predicting decision-making behaviours. The sections on choosing between moose hunting sites is a dead giveaway of where the international researchers started their work.

1,481 CITATIONS

Häeubl, G. & Trifts, V. (2000). Consumer decision making in online shopping environments: The effects of interactive decision aids. Marketing Science.

How people made online shopping decisions was still a big unknown at the turn of the millennium. Trifts and Häeubl's look at interactive web features indicated that the tools seemed to allow customers to quickly and easily compare the variety of products available and make sound purchasing choices.

FINANCE

8,960 CITATIONS

Morck, R., Shleifer, A., & Vishny, R. (1988). Management ownership and market valuation: An empirical analysis. Journal of Financial Economics.

This study of 371 Fortune 500 firms analyzed the interplay between their value and their levels of ownership by managers and board members. The researchers concluded that, as this type of ownership grew, the value of the firms would rise, fall, and then stabilize and increase very gradually.

1,165 CITATIONS

Morck, R. & Yeung, B. (1991). Why Investors Value Multinationality. Journal of Business.

Despite theories that shareholders value multinational firms for such benefits as their diversification and potential tax avoidance, Morck and Yeung conclude that investors do not value multinationality to a significant degree.

*Citations from Google Scholar, on Jan. 14, 2017.

STRATEGIC MANAGEMENT & ORGANIZATION

1,797 CITATIONS

Hickson, D., Hinings, C. Lee, C., Schneck, R. & Pennings, J. (1971) A Strategic Contingencies' Theory of Intraorganizational Power. Administrative Science Quarterly.

These researchers suggested that subunits—smaller units that make up an organization—are more or less powerful depending on their ability to deal with uncertainty, their substitutability (if a subunit is difficult to replace, it is powerful), and their centrality (how inter-connected and integral the subunit is to the organization).

477 CITATIONS

Greenwood, R., Hinings, C., & Brown, J. (1990). P2-form strategic management: Corporate practices in professional partnerships. Academy of Management Journal.

This "P2-form" article about a new strategic management model of the same name—considered the best model for the unique needs of large professional partnerships—was considered so influential that one Oxford journal celebrated its 25th anniversary with a special issue.

ACCOUNTING

625 CITATIONS

Gibbins M., Richardson A. & Waterhouse J. (1990). The management of corporate financial disclosure: opportunism, ritualism, policies, and processes. Journal of Accounting Research.

Little was understood or shared about corporations' accounting disclosures, such as filings with securities commissions and press releases, until this work attempting to explain and predict it. Whose responsible for them and how do they make those disclosure decisions? It's sometimes ritualistic and rule-abiding, and sometimes opportunistic.

ON CAMPUS

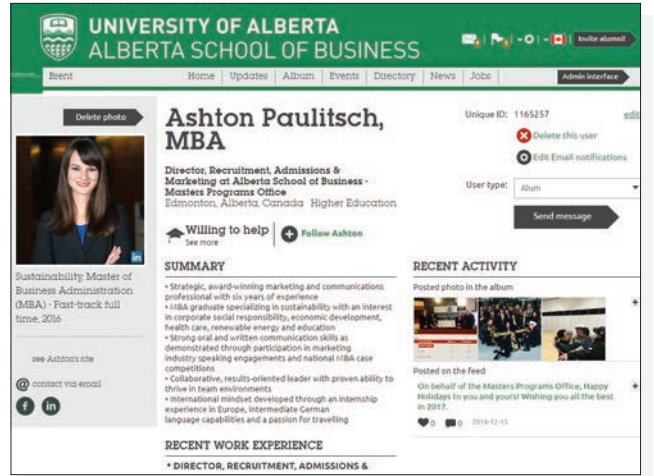
**[INTERNATIONAL: CHINA]
Starting a New Chapter**



“ Lots of international students have been coming to us, but now we’re starting to go to them.”

CHINA’S BRIGHT YOUNG city and technology capital, Shenzhen, is home to UAlberta’s newest alumni chapter. Most of the nearly 87 graduates emerged from the School’s master of financial management in a partnership with Xi’an Jiaotong University, which graduated its third cohort in November and started its sixth in January. Given the success of the MFin (Mgmt) program, popular amongst business professionals already in leadership roles, the School is considering further educational programming in the region. “Lots of international students have been coming to us,” says Michael Maier, Associate Dean of master’s programs, “but now we’re starting to go to them.” — *Angela Johnston*

**[WEB: ALBERTA BUSINESS CONNECT]
Missing Links**



NETWORKING IS THE lifeline of business communities, so it shouldn’t come as a surprise that most MBA students and grads are adept at using social media for career building. The Alberta School of Business is hoping to do one better than LinkedIn and the like with its own homegrown platform, Alberta Business Connect, offering something missing from the global focus of big networking sites: direct industry connections for MBA grads.

The closed-circuit portal, abbreviated as ABC, is a place for them to find mentors and business partners in their field, a feature that’s either not offered or hard to navigate in general-focused and massive social networks. Users can connect their existing social accounts and tag profiles as “Willing to Help,” allowing others to seek them out as leaders and influencers in the dozens of specialized industries, such as energy, finance and real estate. “For alumni looking to make a career change or a move to another city, the ability to easily find and then connect with a fellow alumnus beforehand can ease their transition,” says one of its early adopters, Ashton Paulitsch, MBA ’16, who is also Director of Recruitment, Admissions and Marketing.

ABC has grown to host 700 active users, totalling nearly a fifth of the entire MBA alumni community. With over 500 alumni offering their help to others, the platform is fast becoming the go-to hub for alumni news, job postings and social events. It’s even helping the School find and reconnect with long-lost grads. — *Mike Kendrick*

**[ENGINEERING PARTNERSHIP]
Seismic Changes**



ASK ELAINE GEDDES about the value of interdepartmental collaborations on campus, and the School’s Associate Dean of undergraduate programs argues that, whether a baker or a theatre manager,

anyone will benefit from some business savvy. That’s why a new agreement, beginning with the Faculty of Engineering, but possibly including other faculties in the future, will offer students the option to add another year of study to their bachelor degrees to earn a business minor. The collaboration, approved late last year, could see the first cohort of fourth-year students beginning as early as September.

“For them to have these business skills means that they’re coming in not only with their technical engineering skills, but also with the ability to manage the books,” says Geddes. They’ll also gain an understanding of how to market themselves, she adds.

Because of the stringent structure of an engineering degree, they’ll complete business coursework at the end of their regular studies. Due to necessary prerequisites and the condensed timeframe, specializations within the minor are limited to business economics and law, general business studies, finance, international, marketing, and strategic management. A capstone course bringing together both streams, business and engineering, completes the program. Geddes says the collaboration benefits both faculties, allowing the School of Business to expand its reach and future engineers to round out their skills. — *AJ*

SOCIAL TIES



02

01 UAlberta made a mark at the 2017 MBA Games (yes, that's a thing). At the light-hearted competition of sports, academia and personal development, hosted by Vancouver Island University, the team ranked 3rd overall, and brought home first-place awards in basketball, marketing case and spirit case. [Jan 3/17]

02 On Alumni Weekend last fall, the School of Business greeted its community with a wall of donuts, baked by Moonshine Doughnuts with Tycoon Events. [Sept 24/16]

03 From left: Lindsay Marshall, Kierstin Smyth, Kate Latos, Ashton Paulitsch, Chris Carr, Breanne Fisher. Latos received the inaugural BAA Innovation Challenge prize, a \$10,000 award for EcoFence & Decking, a construction company manufacturing with recycled plastic. The prize also includes a year of business mentorship. [Sept 24/16]

04 MBA students Doran Walker (right) and Hickimatu Braimah (second from right) take part in Christmas celebrations in Addis Ababa, Ethiopia. They were part of a team of nine MBAs who joined professor Emily Block in January to help launch the nation's first-ever cancer research clinic. [Jan 13/17]



04



03

EVENTS CALENDAR

MAR 14/17

36th Annual Canadian Business Leader Award Dinner

Shaw Conference Centre:

The School's hallmark event honours Elyse Allan, President and CEO of GE Canada (P. 34), a leading mind in energy and clean tech, and a lauded advocate for advancing women in business.

JUN 6/17

Eric Geddes Lunch Lecture

The Ranchmen's Club, Calgary:

The School hosts Enbridge President and CEO Al Monaco for an in-depth discussion on the future of Alberta's energy sector. Monaco was named Business Person of the Year by *Alberta Venture* magazine in 2016.

JUN 26/17

17th Annual Chancellor's Cup

Edmonton Country Club:

The golf tournament is a chance for alumni to network while supporting U School. The program lets rural, Aboriginal or disadvantaged students spend a week learning at the University of Alberta in hopes of inspiring a brighter future.

JUL 12/17

Annual Calgary Stampede Breakfast

Ceili Modern Irish Pub, Calgary:

Kick up your boots and enjoy Angus-sized servings of bacon and eggs. Eat up before the "Greatest Show on Earth," but don't leave without a free bottle of our very own Alberta School of Business barbecue sauce.

SEPT 6/17

BAA CPA Cup Golf Tournament

Highlands Golf Club, Edmonton:

Enjoy 18 holes and the company of friends with a breathtaking view of the Edmonton river valley on the side. Sponsored by Chartered Professional Accountants of Alberta.

CLASS NOTES

1960s

GREG BATES, BCOM '69, of Calgary, a retired trade commissioner (PAGE 13), writes: "I was pleased to learn that one of the four key areas of discussion at the 28th Business Alumni Association Dinner was international business. I spent 37 years in Canada's Trade Commissioner Service. I was privileged to serve in Belgium, China, Malaysia, Nigeria, the Philippines, the U.K., and the U.S. In addition to working in Canadian embassies, high commissions and consulates around the world, I also had the opportunity to work with Canada's mission to NATO and with the U.N., International Maritime Organization and World Bank group. I learned about the Trade Commissioner Service through the University's career days, and owe a great debt to the School of Business, to Dr. Hu Harries and my professors for preparing me for such a privileged and fulfilling career. I look back on my time at UAlberta with particular fondness and count myself extraordinarily fortunate to have attended such a renowned institution and for the opportunities it opened up for me. For this I will always be grateful."

1970s

THOMAS GEE, MBA '78, of Edmonton, a partner with Collins Barrow Edmonton LLP, has been appointed to the Private Enterprise Advisory Committee of CPA Canada. The PEAC assists the Accounting Standards Board in retaining and improving accounting standards for private enterprises.

BARRY FARQUHARSON, BCOM '79, of Sherwood Park, Alta., CEO of NovaGreen, and Larry Donovan, the company's president, were finalists for the 2016 Prairies EY Entrepreneur of the Year award. NovaGreen's proprietary solution suite effectively transforms low-value biomass into a number of high-value, environmentally friendly nutrition and green tech solutions, which are increasingly used in processed food and nutrition applications.

LOUISE MILLER, MBA '79, Edmonton, co-founder and president of the Spinal Cord Injury Treatment Centre Society received the 2016 Premier's Council Marlin Styner Achievement Award. It recognizes Albertans who have demonstrated outstanding achievement and leadership in making positive changes that create inclusive, barrier-free communities for people with disabilities. Miller, an advocate for people with spinal cord injuries, says one of her greatest achievements was co-founding the society.

1980s

MARILYN SCHONBERNER, BCOM '81, of Calgary, was appointed to the position of CFO and senior vice-president at Nexen in January 2016. Since joining the energy company in 1997, she has held such positions as general manager of human resources services, director of corporate audit, director of business services UK and treasurer/vice-president of corporate planning.

TEMA FRANK, BCOM '82, of Edmonton, owner of Frank Reactions, was a finalist for the 2016 Best Book Award for *PeopleShock: The Path To Profits When Customers Rule*, an Amazon bestseller. A columnist for this magazine (PAGE 12), she hosts the Frank Reactions Podcast on Customer Experience and has advised organizations such as the Royal Bank of Canada, Bank of America and the Government of Alberta. Frank, who has taught digital marketing at universities in Canada and France, will be a keynote speaker at Seamless Africa: The Future of Payments, E-commerce & Retail in Cape Town, South Africa, this spring.

JUDITH ATHAIDE, MBA '85, of Calgary, president of electricity company Cogent Group, was named one of Canada's Most Powerful Women: Top 100 Award Winners by the Women's Executive Network. Over the course of her long career, she was heavily involved in deregulating Alberta's electricity industry.

KEVIN HIGA, BCOM '85, of Edmonton, accepted the CFO position at Peavey Industries in Red Deer, Alta. It operates over 80 rural-based hardware stores in Canada, doing more than \$400 million in annual sales. The company is owned by **DOUG ANDERSON, BCOM '05**.

Laurie Schultz, BCOM '85, MBA '89, of Vancouver, president and CEO of software company ACL Services, was named one of Canada's Most Powerful Women: Top 100 Award Winners by the Women's Executive Network. Schultz is responsible for leading ACL's global business by mobilizing talent toward category disruption and double-digit growth. With more than 25 years of experience in software and technology sectors, she has led 12 multimillion-dollar software profit and loss statements, and has both doubled revenues and doubled profits.

CYNTHIA HANSEN, BCOM '86, of Edmonton, president of gas distribution and power at Enbridge, was named one of Canada's Most Powerful Women: Top 100 Award Winners by the Women's Executive Network. She has almost 20 years of experience working in finance, operations and safety leadership roles within Enbridge. The now-two-time WXN Top 100 winner serves on the board of the Canadian Gas Association, the Ontario Energy Association and the University of Alberta School of Business Advisory Council.

PATRICK BIELENY, BCOM '88, of Edmonton, accepted a position as president and chief executive officer at Western Financial Group.

JOSEPH GEBRAN, BCOM '89, of Edmonton, is now a proud owner-operator of three McDonald's restaurants in the Alberta capital's downtown.

1990s

ALVIN CHOW, BCOM '91 of Port Coquitlam, B.C., accepted a position as vice-president of national advertising sales for Western Canada at Glacier Media Group, a marketing company and business consultancy for agriculture, health care, mining and other sectors.

DARRYL HODGINS, BCOM '92, of Edmonton, owner of Dance Power Enterprises, writes: "I wanted to let you know that my company Dance Power is celebrating our 25th season. We are one of the largest dance competitions in North America, in operation since 1992. We operate eight events in Alberta and B.C., with over 7,000 entries and 25,000 dancers each season. In the past we have operated events in Ontario, Hawaii and Las Vegas."

WARREN SARAFINCHAN, BCOM '92, of Kelowna, B.C., vice-president of Sun-Rype Products, has been awarded the prestigious annual CITT Award of Excellence for 2016 for demonstrated excellence in the supply chain logistics field, a deep commitment to his community and professional integrity.

SHAHEEL HODA, BCOM '93, of Edmonton, is a strategic advisor at LoginRadius and TEC Edmonton Executive in Residence. Hoda took home the Entrepreneur Promotion Award for his work in mentoring budding ICT companies and helping these companies raise capital. He served as CEO of CodeBaby Software for five years, where he led the company to become a world leader in virtual assistant software. Prior to this he was based in Austin, Texas, at Trilog Software, a high-growth enterprise configuration software company. He was also an adviser to Fortune 500 executives through his work as a strategic advisor with McKinsey & Company, considered the world's premier strategy consulting firm.

MICHAEL LOHNER, BCOM '93, of Edmonton, co-founder and principal of Canadian Strategy Group, was inducted to École Camrose Composite High School's Wall of Fame for distinguished faculty and alumni. Few political events have occurred in Alberta without Lohner's influence; he once led the UAlberta Student Progressive Conservatives, served as an executive assistant to various provincial cabinet ministers and managed multiple federal and provincial candidate campaigns.

JANE HALFORD, BCOM '94, of Edmonton, co-founder of BOLT Transition, moderated a panel discussion on the topic of "Lessons for Massive Board Transformations" as part of ICD's Edmonton Chapter Breakfast events on October 19, 2016. She is a former member of the Alumni Council and served on the University Board of Governors and Senate.

SONIA BARIL, BCOM '97, of Ottawa, deputy director of Canadian International Development Agency, and husband **COLIN BARIL, BCOM '98**, president of Colin Baril Consulting, recently returned from a three-year stint in Honduras.



ROBERTA MACGILLIVRAY, BCOM '99 (above), of Edmonton is the president and second generation owner of the Filter Shop, a Western Canadian manufacturer and distributor of air filtration products and services. MacGillivray was one of the featured panel speakers at the Eric Geddes Breakfast Lecture on Family Business on February 28, 2017. MacGillivray and panelists Brent Hesje, CEO of Fountain Tire, Marshall Sadd, CEO of Lloyd Sadd Insurance, and Blaine Macmillan, President of Cowan Imaging Group, discussed how strong family businesses are navigating the ups and downs of the Alberta economy.



CRAIG PATTERSON, BCOM '98 (above), of Sherwood Park, editor-in-chief of Retail Insider and Director of Applied Research at the School of Retailing, was the featured speaker at the Eric Geddes Breakfast Lecture during Retail Week, on the topic "What's on the horizon for the retail real estate industry in Canada?" The October 4, 2016, event had 120 guests in attendance and was moderated by Kyle Murray, Professor of Marketing and the Director of the School of Retailing.

BILL BLAIS, BCOM '98, of Edmonton, was recently promoted to president and CEO of MacLab Development Group.

2000s

JENNIFER JENNAX, MBA '00, of Edmonton, recently accepted a position as Senior Director, Advancement Services, at the University of Alberta. In this role, she will oversee the strategic direction, integration, and management of Advancement Services including the Office of the Recording Secretary, Information Services, Records, and Finance Administration. Previously, Jennax served as director, corporate strategic services at the City of Edmonton, general manager of corporate strategic services at the City of St. Albert, MBA student advisor at Royal Roads University, and was a principal at Acton Management

Consulting. As a dedicated volunteer and board member for the Terra Centre, she has helped raise funds to construct a new building to provide direct services for teenage parents, house an infant daycare and accommodate Terra's administrative staff.

MICHAEL LOENEN, MBA '00, of Zionsville, Indiana, left his position of ACES Power Marketing's director of origination, after 16 years, to become senior renewables developer at NRCO, a company that promotes and facilitates the development of renewable energy resources.

DENISE NAWATA, BCOM '00, of Calgary, partner at Farris, Vaughan, Wills & Murphy LLP, was recognized by Lexpert Rising Stars as one of the Canada's Leading Lawyers Under 40. An M&A and securities lawyer focused on cross-border deals and public and private capital market transactions, Nawata's transactions in the past year include representing Intrexon Corp., a global leader in synthetic biology, in its US\$40-million acquisition by plan of arrangement of Okanagan Specialty Fruits; acting as BC counsel for the Orion Mine Finance Group in the US\$540-million construction financing package to advance the Pretium Resources mine; and acting as part of the deal team that represented Tekmira Pharmaceuticals Corp. in a US\$750-million merger with Oncore Biopharma, Inc., to create a global leader focused on an oral cure for hepatitis B. She's also an adjunct professor at UBC's Sauder School of Business, helping design an inaugural course on international mining law.

DANIEL MCELENEY, BCOM '00, of Edmonton, co-founder of Gfycat, a start-up that has built its business on the silent looping image files, has raised \$10 million to turn its already popular site into a revenue-generating platform. The company has amassed 75 million monthly active users, who watch a staggering 1.5 billion user-generated GIFs and clips each month on its website.

TREVOR POAPST, BCOM '01, of San Jose, California, is vice-president of marketing and sales at Riva CRM Integration. The company placed number one on *Alberta Venture's* 2017 Fast Growth 50 list. Riva helps companies improve customer relationship management adoption and satisfaction, and drive sales productivity.

JONATHAN CHIA, BCOM '01, of Edmonton, was promoted to president and CEO of Maclab Properties Group.

WAYNE KOSIK, MBA '02, of Fort McMurray, Alberta, was named the 2016 Engineering Fellow. The Engineers Canada Fellowship recognizes Professional Engineers and non-English engineers who have made an outstanding contribution to the engineering profession through their professional accomplishments. He was also the recipient of the 2016 Geoscience Fellowship, which honours individuals who've given noteworthy service to the geoscience profession.

RAHOOL AGARWAL, BCOM '03, of Toronto, Partner at Norton Rose Fulbright, was recognized by Lexpert Rising Stars as one of the Canada's Leading Lawyers Under 40. This prestigious recognition acknowledges Rahoal's exceptional track record as an emerging leader as well as his drive and commitment to outstanding client service, his dedication to his firm's pro bono program, and his understanding of modern legal market realities where creativity and innovation are paramount.

DAVID GORDEY, BCOM '03, of Edmonton, was appointed executive vice-president and COO of Liquor Stores N.A.

JASON DING, BCOM '04, of Edmonton, Alberta, executive-in-residence at TEC Edmonton, was named one of *Avenue* magazine's Top 40 Under 40 for helping fledgling biotechs take off in Alberta.

MARIA ALEJANDRA DE LA PUENTE, MBA '05, joined EMx Capital Strategies, LLC as Managing Director, Head of Andean Region, based in Lima, Peru.

FAAIZA RAMJI, BCOM '05, of Edmonton, director of marketing for Edmonton Economic Development Corporation, has been working in franchise environments for over 20 years. After growing up with parents who owned Subway Sandwiches restaurants, she opened up the first Chopped Leaf quick-service restaurant in Edmonton, in 2011, which she still co-owns. She participated in the Educated Wallet/Carrer speaker series hosted by Alumni Relations on November 15, 2016, speaking on how to start and evaluate franchise.

TAYLOR ROLHEISER, BCOM '05, of Edmonton, chartered accountant at KPMG LLP, was a regional recipient of the 2016 KPMG Community Leader Award for accountants with deep connections in their communities and who are making positive impacts.

ROSS WILSON, BCOM '05 (below, centre), of Sherwood Park, Alta., won a silver medal in the men's C1 3000-metre individual pursuit final in cycling at the 2016

“Having those people who are willing to race with me and deal with my competitive nature is what helps to motivate me.”

Ross Wilson, BCom '05





Rio Paralympics. “I’m just a guy who likes to try his best at stuff,” Wilson told *CBC News*. “Having those people who are willing to race with me and deal with my competitive nature is what helps to motivate me.”

JORDAN BLATZ, BCOM '06, of Oakville, Ont., senior sales coordinator at Suncor Energy Services Inc, was inducted to École Camrose Composite High School’s Wall of Fame for distinguished faculty and alumni. The former president of UAlberta’s Student Union, he had a promising career in the energy sector

working on applying a proprietary business system to Petro-Canada retail sites across Western Canada.

SHAWN KANUNGO, BCOM '07 (above), of Edmonton, senior manager of Deloitte & Touche LLP, was named one of *Avenue* magazine’s Top 40 Under 40 for looking at disruption in industry as an opportunity to innovate, and sharing his passion with businesses of all kinds. Shawn and his wife **DEEPA MAISURIA, '07 BCOM**, became proud parents of baby Maya Maisuria Kanungo born on September 24, 2016.

Deepa is a CPA and a Chartered Business Valuator and President of the Alberta School of Business Alumni Association.

KAREN YOUNG, MBA '09, of Edmonton, shifted to a new role as executive director of engagement at Alberta Climate Change Office with the government’s creation of their new climate change policy. She also competed in the 2016 INBF Canada Pro/Am Intercontinental & Western Naturals Bodybuilding and Fitness competition and placed third in the Figure Tall category. Her husband **JOHN YOUNG, MBA '15**, is president and CEO of OML Construction Group.

2010s

MICHAEL AUSFORD, BCOM '11, of Edmonton, recently received a third promotion as web design and SEO company Top Draw’s online marketing team lead.

KATE LATOS, BCOM '08, MBA '11, of Sylvan Lake, Alta., finance advisor at Retire First, was the winner of the inaugural School of Business Alumni Association Innovation Challenge on September 24, 2016 (PAGE 28). Kate’s seed stage business idea, EcoFence, won the \$10,000 prize and year-long mentorship. EcoFence replaces common vinyl fence panels with recycled waste material, a new method that will require minimal upkeep, is stain resistant, does not leak harmful chemicals and is a lower price point than traditional fencing materials. This competition was held in celebration of the School’s centennial, inviting individuals and teams to present a seed-stage social enterprise idea to an adjudication panel of business and community leaders.

CHRISTOPHER DENNEHY, BCOM '12, of Red Deer, joined Gowlings WLG as Associate.

BARTEK KIENC, MBA '13, of Calgary, founded the Canadian Energy Infrastructure Corporation in 2016. CEIC is a Canadian advisory firm serving leading energy companies, First Nations and governments. Bartek’s wife **BERENIKA KIENC, MBA '15**, also started a new position last year as manager of enterprise planning and performance management at Alberta Energy Regulator.



SANDRA PETERSSON, MBA '13, of Edmonton, was appointed Executive Director of the Alberta Law Reform Institute in the Faculty of Law.

NATALIE PON, BCOM '13, of Edmonton, senior accountant of audit at KPMG LLP, was a regional recipient of the KPMG Community Leader Award for accountants with deep connections in their communities and who are making positive impacts.

QASIM RASI, MBA '13, of Sherwood Park, Alta., director, strategic markets of ATB Financial, was named one of *Avenue* magazine Top 40 Under 40 for bringing a diverse background of academia, Hollywood and business knowledge to ATB where he supports Alberta's manufacturing industry.



JESSA KUCHMAK (NÉE ACO), BCOM '14 (above, centre), of Edmonton, accepted a position with Gateway Mechanical Services as continuous improvement lead for Western Canada. On a more personal note, Jessa and **JUSTIN KUCHMAK, BCOM '13**, who is a media director at F-Media and Carto Media, got married

on October 9, 2016. A good number of their 320 guests were business graduates. The Kuchmak's honeymooned on the island of Borneo, Malaysia. They are both members of the Business Alumni Association Board.

JESSICA IRELAND, BCOM '14, of London, U.K., accepted a position as university relations manager at MyKindaFuture, an award-winning social enterprise that exists to kick-start young people's careers. Prior, Ireland was a campaign executive with the company.

JEN PANTELUK, BCOM '03, MBA '14, of Edmonton, president and CEO of Junior Achievement (Northern Alberta & NWT), was named one of *Avenue* magazine's Top 40 Under 40. She's helped Junior Achievement nearly double its regional reach.

JOSH LE, BCOM '15, of Montreal, Quebec (above right, with business partner Nik Sereditch), recently took the entrepreneurial plunge after 18 months with Naked & Famous Denim to start wool + suede, a proudly Canadian brand of stylish winter gloves. Its November 2016 Kickstarter campaign reached its \$10,000 goal in under 24 hours.

KYLE SMITH, BCOM '16, of Stony Plain, Alta., and Spruce Grove natives Greg Wolff and James Jackins, are in the process of developing 30 Before Thirty, a mobile app for young people to track new experiences and connect with others who have similar life goals on their bucket lists.

IN MEMORIAM

JOHN REGINALD GERLITZ, BCOM '54, Calgary, Alta.

DAVID MORLEY ABOUSSAFY, SR., BCOM '60, Kamloops, BC

BOB O'HARA, BCOM '60, Edmonton, Alta.

GEORGE HENRY MARTIN, BCOM '60, Gatlinburg, Tenn.

FREDERICK EARL LAMB, BCOM '63, Guelph, Ont.

RICHARD WILLIAM PICKFORD, BCOM '66, Calgary, Alta.

W. DAVID WOOD, BCOM '66, Sherwood Park, Alta.

RANDOLPH HAYWARD, BCOM '70, Gabriola, BC

STEVE PETER BERES, BCOM '74, Calgary, Alta.

THE HON DR JIM PRENTICE, BCOM '77, Calgary, Alta.

ROBERT ALAN SCOTT, BCOM '79, Calgary, Alta.

MARGARET SIU-LING YAN, MBA '80, Sherwood Park, Alta.

JOHN TUCKWELL, BCOM '84, Edmonton, Alta.

PETER TOTTRUP, MBA '86, Calgary, Alta.

SUSAN MICHELLE SHERIDAN, BCOM '87, Edmonton, Alta.

JAMES FREDERICK WALKER, BCOM '88, Edmonton, Alta.

CYNTHIA CHARLENE WYNNYK, BCOM '90, Edmonton, Alta.

COLIN MICHAEL PILIPCHUK, BCOM '99, Edmonton, Alta.

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

THE CORNER OFFICE VIEW



ELYSE ALLAN OF GE CANADA

AS TOLD TO
Angela Johnston

PHOTOGRAPHER
Neil Mota

...ON GOING GREEN

ELYSE ALLAN, PRESIDENT and CEO of GE Canada, is a major player in the 125-year-old corporation's green transition. Recipient of the 2017 Canadian Business Leader Award from the Alberta School of Business, Allan's leadership has also been recognized through her appointment to the Order of Canada. Here she reflects on GE's Ecomagination initiative to reduce products' environmental impact—from low-emissions locomotives to digital technology for wind energy and more—and offers insights on what clean tech means for business.

When did GE begin to really focus on creating green technologies?

EA: Over a decade ago, GE pursued this idea of Ecomagination, and it exceeded every expectation we had for positive and long-lived results and learning. Could we actually focus on the environment, and would people buy these more innovative products that were new to the market but were green? Could we make them better operationally and at the same time greener? Ecomagination showed us that we could.

What do you think the future of renewable energy will look like in Canada?

EA: Close to 70 per cent of our electricity in Canada is already renewable. We're different than so many other parts of the world, but we don't advertise how clean we already are in our electricity production. Where we have to continue to invest and stay smart is around the effective transmission and distribution of that energy. The addition of distributed renewables makes it much harder for the grid to stay stable and reliable, so while you're investing in renewables, you have to make sure you're continuing to invest in base load [power stations capable of meeting minimum demand consistently] for the renewables, and you also have to invest in your grid technology.

How can Alberta benefit from technologies that reduce environmental impact without decreasing economic growth?

EA: There's a tremendous amount of technology and technical capability being vetted across the province. One of Alberta's best advantages is continuing to develop that [energy-related] technology, because around the world, people will continue using fossil fuels for many years to come. It's all about asset performance management and understanding, through data and digital technology, the performance of the hardware. Using big data analytics to understand how you might run things better tomorrow. [▶](#)

This interview has been edited for length and clarity.



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