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◀ PRESIDENT RUSSELL M. NELSON, ALONG WITH HIS WIFE, WENDY, WAVES TO BYU STUDENTS AFTER SPEAKING AT THE 17 SEPTEMBER DEVOTIONAL, WHERE HE TALKED ABOUT THE LOVE AND LAWS OF GOD. PHOTO BY JAREN WILKEY.

Take authority! • He won conference bingo. • I need the day to be thirty hours long for the next two weeks. • If the frame of reference is Red Bull . . . • There's a lot of bamboozling going on. • I don't even wanna talk about how many times I've tripped up these stairs. • If it's raining out there, I swear I'm spending the night here. • Let's start even before the intro. • I feel blessed because the guy-to-girl ratio in that class is pretty high. • It's no longer "If this, then that." Now it's just "If this, if that, if this, if that . . ." • I thought I wanted to double major, but I also want to enjoy my life. • Why do I have four and you have sixteen? *Because that's life sometimes.* • If it was easy as that, I'd totally do it. • Hashtag blessed. • There are a bunch of new guys, which is fine, I guess. • No one's preventing you from being awesome. • Someone should invent self-cleaning eyeglasses. • Yeah, let's get the e-club on that. • Let's drill down into that thought real quick. • Taking the elevator is a strategic move. • So I'm one class away from getting my certificate. It's actually pretty impressive. • Yeah, my mom was like, "That's an awesome idea. Who's gonna pay for it?" And I said, "You . . ." • Every spreadsheet is beautiful in its own way. • We made a group text for my presentation group, and that thing is on fire. • If I could live anywhere after graduation, I'd live in space probably. • I can't pay attention in class when I'm hungry. • If he doesn't seem excited that you got an A on your test, then don't go out with him. • What would they do if I just let these balloons go? • Honestly, I think I might have to get an emotional support puppy to get me through junior core. • Sometimes I wear heels just because I feel powerful when my footsteps echo through the Tanner atrium. • Bro, she won't answer my texts. I'm too busy to have to worry about that too. • Long live sweater weather. • When it happens, it happens. • Are you trying to get prescriptive with your grammar? • Her bag must be five pounds heavier with all the pins she has on it. • I have no musical abilities. I just embarrass myself. • I'm not going home the week between the summer and fall semester. Will I be homeless that week? • If he can graduate, I can graduate. • I don't know where I am going on my mission, but indoor plumbing would be nice. • This is the ultimate social experience. • Are you quizzing us, or do you actually not know? • Last Saturday, one of my friends went on three dates in one day.

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Cover photo by Bradley Slade

Stan Lockhart
BS MANAGEMENT – MARKETING, 1987



EVERYONE'S HOME TEACHER

Michelle Rhodes had been a widow for about eighteen months when she joined a Facebook group for Latter-day Saint widows and widowers that several people had suggested she join. Within days, one individual out of the five thousand members in the group caught her attention.

“I noticed right off that Stan Lockhart was very active on the site,” she says. “I decided that he was everyone’s home teacher in the group because every time someone would post something—a question or problem—he would reply with the best advice and sweetest support. He provided links to other resources and places where people could go for help. He was a strong presence on the site, and he was literally making a difference in people’s lives.”



BY KELLENE RICKS ADAMS

PHOTOS BY BRADLEY SLADE

Making a difference is one of the things that Stan Lockhart does best—although he usually doesn't deliberately set out with that in mind. "Wherever I'm at, things change," observes Lockhart, who graduated from BYU Marriott in 1987 with a degree in business management with an emphasis in marketing. "I'm not about the status quo, but I don't necessarily think about how to make things happen—it's just something I instinctively do."

|| FROM SMALL TOWN TO BIG CAMPUS

Making and following a deliberate plan hasn't been a Lockhart hallmark. Lockhart grew up primarily in the small town of Lyle, Washington, which he says "had a few more than five hundred people in it when I went to school." As a high school student, Lockhart had no idea what he wanted to do after graduation. "I was busy participating in every sport and every extracurricular activity available," he says. "You can do that in a small town."

He applied to BYU on a whim, although he was certain he wouldn't get in. "I had substandard grades and a substandard ACT score," he acknowledges. "But I was student body president of my high school—there were one hundred students—and so I was accepted based on my leadership qualifications."

He calls his acceptance a miracle and remembers that on his first day, as he walked across the Quad to his 9 a.m. class, he felt claustrophobic. "The sidewalks were jam-packed," he recalls. "I'd never been around so many people, and all I wanted to do was go home."

"OUR TRIALS PREPARE US to be the person God wants us to be, prepare us to do what He wants us to do. I know from the core of my being that when we go through adversity, it is for our experience and our good. It isn't the adversity that matters, it is the way we respond to it that matters. If we will trust God and turn to Him, everything will be all right."

But he managed to adjust to his new surroundings by settling in, making friends, and even finding a job at the Cannon Center serving food. "The job wasn't glamorous, but I got a lot of dates that way," he adds.

|| SALES AND PROBLEM-SOLVING

Another challenge Lockhart faced in college was choosing a major. "When I was growing up in Lyle, I didn't understand that there were thousands and thousands of job options out there," he says. "In my mind, there were about a dozen careers to choose from."

Lockhart figured he could be a lawyer, a doctor, a dentist, a police officer, a firefighter, or an educator like his parents. "When I got to BYU, I couldn't figure out why so many students were majoring in engineering," he recalls. "I thought that engineers were the guys who rode at the front of the train."

Initially, Lockhart decided to take the lawyer route, so he opted for a political science major, figuring that would be a good way to prepare for life as an attorney. However, after serving a mission for The Church of Jesus Christ of Latter-day Saints, he returned to BYU and changed his major to business management, ultimately becoming what he describes simply as a salesperson.

"I enjoy sales," says Lockhart, whose first job after graduation was selling computer software that he knew nothing about. "When you think about it, sales is all about problem-solving, and I love to solve problems."

Lockhart remembers learning the scientific method in elementary school. "As young kids in about the fourth grade, we're taught how to come up with a hypothesis then test that hypothesis," he explains. "And then we don't do much with that idea until we get older. Hopefully, at some point in our lives, we realize the value of the scientific method. And if our first hypothesis doesn't work, we continue to make adjustments to find the best outcome. That fundamental fourth-grade idea is at the root of problem-solving."

"That's really what we do on a daily basis," he continues. "Some problems are easy, and some are difficult. Much of my ability to solve problems came from my experience at BYU—the classes I took, the professors I met, and the experiences I had."

|| A JOB AND A WIFE

That innate desire to solve problems has led Lockhart down many paths throughout his life—often without the end goal in sight. Two weeks before graduating from BYU Marriott, Lockhart had no job and no idea what should come next in his life. His mother called him and told him she'd been prompted to tell him to

▼ Stan in front of picture of Becky, which is hanging at the Capitol.



stay in Provo and find a job. At that point, Lockhart said, “Mom, you just want me to get married! We’re done with this conversation.”

But on a whim, he stopped by the job board at the Career Advisement Center one last time and noticed that Clyde Digital, a small software company in Orem, had posted a job opening. “I knew nothing about the company or what they did, but I signed up for an interview,” he says.

The first question Lockhart asked during the interview was, “What position are you interviewing for?” The interviewer—who happened to be the CEO—explained it was for a technical support position. “I’m sorry, that’s not something I would be interested in,” Lockhart responded. “But I would be interested in a job in sales.” Apparently he sold the CEO during the interview, because Lockhart started in sales at Clyde Digital the Monday after he graduated.

A job wasn’t the only thing Lockhart found when he followed his mother’s advice. Two weeks after Lockhart graduated from BYU, a new freshman showed up in his student ward. “I was sitting about five rows from the back of the room, right in the middle, when this brunette in a dark red dress walked in,” he recalls. “My head swiveled, and I knew I needed to find out who she was.”

Before long, Lockhart and the brunette—Rebecca Tower—found themselves in the same friend group. After a fateful game of Truth or Dare when Becky named Lockhart as one of three men in the ward she’d like to date, they started going out. “We saw each other every day for three months,” Lockhart

says, “and then we got engaged. We were married four months later, and Becky and I spent twenty-seven wonderful years together.”

SOMETHING OF ETERNAL SIGNIFICANCE

The Lockharts shared a passion for politics. After Lockhart and the couple’s three children—Hannah, Emily, and Stephen—were onboard, Becky ran for and was elected to office in the Utah House of Representatives, where she served for sixteen years, including a four-year stint as Utah’s first woman Speaker of the House. She ended her service at the end of 2014 and unexpectedly died from Creutzfeldt-Jakob disease within weeks after leaving office.

“I’m sad not to have her here, but it’s not a sad story,” says Lockhart. “Here’s what I learned: Death is as much a part of life as birth. We tend to have this kind of idealistic idea that we’ll find the love of our life, get married, have kids, then grow old together. But that’s not necessarily what mortality is.

“There’s something essentially important about the challenges and adversity that we face, something of eternal significance,” he explains. “Our trials prepare us to be the person God wants us to be, prepare us to do what He wants us to do. I know from the core of my being that when we go through adversity, it is for our experience and our good. It isn’t the adversity that matters, it is the way we respond to it that matters. If we will trust God and turn to Him, everything will be all right. That’s the key.”



WALKING THROUGH UNKNOWN DOORS

While Becky served in the political arena, Lockhart became involved in politics as well. Through the years, he has served in several key positions, including as a member of the Provo City council and chairperson of the Utah County and Utah Republican Parties. He has also served on numerous boards, including the Provo Planning Commission, Provo Board of Adjustment, Provo Library Board, and Utah Valley Chamber of Commerce.

Lockhart's community service includes significant involvement with the Boy Scouts of America, Thanksgiving Point, Lone Peak Hospital, and the Utah Alliance of Boys & Girls Clubs.

He was equally involved in business. After seven years, during which Clyde Digital became Raxco Software, Lockhart went to work for Spire Technologies

before finally landing in a job where his love for politics and problem-solving came together: as the government affairs manager for Micron Technology and IM Flash.

"Much of what I did was done while Becky was serving in the state legislature," observes Lockhart. "When an opportunity presented itself, we would ask ourselves, 'How in the world are we going to do this?' Then we'd pray about it, talk about it, and follow the prompting to say yes. When we walked through those unknown doors, almost always initially we'd feel overwhelmed, and then we'd always find the great joy that comes from helping others."

Recently, Lockhart has discovered another place where his passion for helping others has been especially effective: as an advocate for STEM education opportunities. He helped create Utah's STEM Action Center, and in 2015 he was appointed to fill a vacancy on the Utah State Board of Education.

"Stan and I have worked together on STEM education," says Val Peterson, a state legislator and the vice president of finance and administration at Utah Valley University. "When we first started talking about the action center, we had seen it in other states. Stan laid out a plan and asked for my support, and I ended up sponsoring the legislation.

"He's passionate about our students getting the type of education they deserve so they can make a way for themselves in the world," Peterson continues. "When you talk about Stan Lockhart, that's one of the things he works on wherever he goes—making sure that people have opportunities to develop and grow and become better. He works hard to be the best he can be, and he is dedicated to helping others be the best they can be as well."



◀ Michelle and Stan Lockhart

*"As I have gone through life, I've simply tried to pitch in wherever I was needed. When someone asks if I can help with something, I have faith and say yes and then walk through doors I've never walked through. And almost always when I walk through those doors, **GOOD THINGS HAPPEN.**"*

NO LONGER ABOUT POLITICS

That propensity to become the best he can be has led Lockhart on new adventures since Becky's death. He started running marathons, recently qualifying for the Boston Marathon by setting a personal best of three hours and twenty-seven minutes—"and I think I can get faster," he opines. He started reffing high school basketball games, something he'd done decades ago but stopped because of the heavy demands on his time. And three and a half years ago, he ventured out on his own, becoming the founder and principal of the Lockhart Group, a consulting and lobbying group.

"People have pretty diverse opinions about lobbyists, and I understand that," Lockhart notes. "But I feel like our form of government is designed to encourage every citizen to be a lobbyist. A representative form of government gives each of us an opportunity to identify what we're interested in, and then talk to our elected officials and share those thoughts. Every individual should be engaged in our government, but since we're all involved in our own lives, not all of us can or do. Then we feel disenfranchised when decisions are made that we don't agree with.

"Lobbyists present different sides of issues to elected officials when an issue comes up," he continues. "I look at it as helping inform and educate our elected officials to the merits of the issues. But I get it—we love lobbyists we agree with, and we hate lobbyists we disagree with."

Lockhart doesn't relish the conflict that often accompanies lobbying, but he does enjoy the opportunity to bring people together. "It's all about connecting to people," says Lockhart, who has taken Stephen Covey's *The 7 Habits of Highly Effective People* course three times. "One of the principles the course teaches is the abundance mentality, which says there is plenty of opportunity for everybody," says Lockhart. "When we give freely of our time and talents, it will come back to us a hundred fold. I've seen that happen."

Peterson has too. "Even when Stan is advocating for a client, he keeps what's best for everyone at the top of his mind," notes Peterson, who has been friends with Lockhart for more than twenty years. "The thing about Stan is he's just a genuine, good person. He wants to do what is best for everyone involved. I've watched him work with people who had vastly different opinions and views, and he does a wonderful job of making sure everyone feels like they are heard and respected."

A FRIEND FOR LIFE

Lockhart's genuine care and compassion for others is what earned him the title of Everyone's Home Teacher in Michelle Rhodes's mind as she watched his interactions on the Facebook page. This same genuine care and compassion is what prompted her to say yes when Lockhart asked her out several months later, even though she'd vowed never to remarry.

And Lockhart's care and compassion were clearly evident when the couple married in 2017—and almost one thousand people waited in line for hours at their reception to extend their well wishes to the newlyweds.

"Twenty or thirty of those people were there for me," Michelle says. "Everyone else was there for Stan. Prior to that, I sensed that he was a loved person, but I got a glimpse into his character that night, which confirmed what I already knew. These were people who had mourned with him when he lost his first wife, and now they wanted to celebrate with him. When Stan becomes your friend, he is a true friend—a friend for life."

And that part of his life *is* deliberate and planned. People are what matter most to Lockhart. Helping others in whatever capacity he can is his life's work. "As I have gone through life, I've simply tried to pitch in wherever I was needed," he says. "When someone asks if I can help with something, I have faith and say yes and then walk through doors I've never walked through. And almost always when I walk through those doors, good things happen." **M**

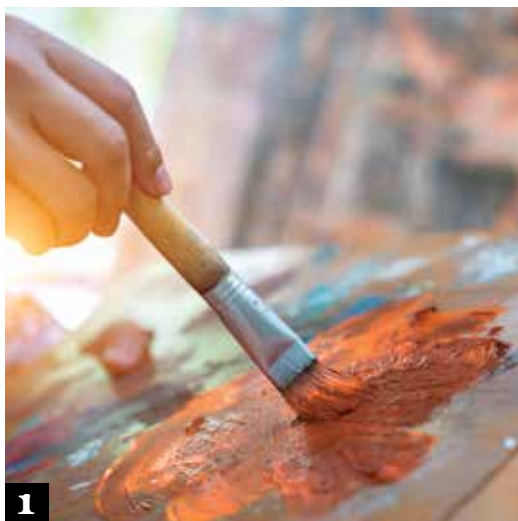


around the COOLER

BY CLARISSA MCINTIRE

1. GO LOCAL

Support small businesses and avoid cookie-cutter office parties at the same time by considering the homegrown talent or homemade supplies in your area. For example, invite a local artist to lead a painting workshop, or bring autumn indoors with warm doughnuts from the bakery down the street and spiced cider from a nearby mill.



1



3



2

Deck the Hallways

In the next few months, workplaces across the country will celebrate some of the best-known holidays in North America, including Thanksgiving and Christmas. But many employees will observe lesser-known days—or no holidays at all. Throwing successful in-office festivities that include everyone without making anyone feel compelled to join in can be a challenge. Here are a few things to consider when planning an in-office party.

2. CELEBRATE AND EDUCATE

Don't forget to include major international holidays such as Yom Kippur, Diwali, and Eid al-Adha. Even if no one in your office observes these holy days, recognizing and learning about them can be interesting and fun. Celebrate by providing traditional foods, such as Jewish *kreplach*.



3. OFFICE HOURS ONLY

December is a notoriously busy month. Instead of adding one more after-hours event, give employees the gift of a business-hours gathering. Consider hosting a lunch, an afternoon of games, or a group outing. Save out-of-office parties for a less-crowded spot on the calendar.

4. APPEAL TO ALL

Make sure there's something on the calendar for everyone by celebrating nonreligious events such as fall football season, company achievements, employee birthdays, or national holidays like America Recycles Day (15 November) or National Bagel Day (15 January). Ask employees for suggestions and always be mindful of dietary restrictions.



5. GROUP EFFORT

Ask for volunteers to join a committee to plan workplace celebrations. Established employees can bring institutional memory, newer ones may introduce fresh ideas, and all employees will be able to raise any concerns and bring perspective. Under a designated committee, annual celebrations can become much-anticipated office traditions.



6. PARTY WITH PURPOSE

If potlucks and decorating competitions start to feel old, bring office members together to give back to the community. Some year-round activities could include writing letters to members of the armed forces, holding a book drive, cleaning parks or trails, or supporting other local causes.



7. SPRUCE UP

Decorating for holidays can be tricky. Employees may be uncomfortable with religious symbols, such as crosses and menorahs, or macabre Halloween objects. To create a festive atmosphere, try decorating common areas according to season: garlands of winter pine or brilliant oak leaves brighten up the office without invoking specific faiths.



BY
TODD HOLLINGSHEAD

ILLUSTRATIONS BY
GABRIEL CORBERA

PICK YOUR PRIZE

THE RETURN ON WELLNESS PROGRAMS IS WORTH THE INVESTMENT, BUT ORGANIZATIONS STILL HAVE A HARD TIME GETTING PEOPLE FULLY ENGAGED. NEW BYU MARRIOTT RESEARCH DIGS INTO WHICH INCENTIVES ARE TIED TO THE BEST WELLNESS OUTCOMES.

A little past noon on a weekday in late June, a few dozen BYU employees gathered on the campus tennis courts to play pickleball. Scheduled by BYU Wellness, the university's wellness program, the gathering was intended to convince individuals to get out of the office and do something active.

On this hot summer day, employees in T-shirts and gym shorts tried to master using a wooden paddle to hit a wiffle ball over a net. Some were dedicated participants in the wellness program, while others were first-timers who wanted to socialize more with coworkers. The hope is, says BYU Wellness manager Marie Harris, that employees discover a physical activity they enjoy and make it a permanent part of their lives.

"The response has been good, but our goal is a lot bigger than pickleball," Harris says. "We're trying to change a culture, and that doesn't happen overnight."

The challenge of properly changing a culture and motivating employees to take advantage of wellness programs is not unique to BYU. As mounting research shows the potential positive return on investment in wellness programs, organizations across the country are throwing money into company wellness programs in hopes of boosting enrollment and increasing the overall health of employees. And while rising cash incentives certainly increase program uptake, not many companies are moving the needle on actual healthy outcomes.

That may change now, thanks to new research out of BYU Marriott's School of Accountancy. Professors Bill Heninger, Steve Smith, and David Wood looked closely at incentives offered in wellness programs and uncovered a significant fact: one incentive in particular stands above others when it comes to getting people to stick with programs, lose weight, and improve critical health measurements.

● WHY WELLNESS PROGRAMS?

The two main reasons companies invest in wellness programs are to reduce insurance costs and to cut down on employee absenteeism. That focus has evolved some since the wellness movement first sprung up in the mid-1970s, when American culture saw a shift toward healthier lifestyles and federal

policy changes transferred the burden of healthcare from government to employers.

Today 82 percent of US employers with more than 200 employees offer some sort of wellness program, according to a comprehensive study of wellness programs by the Kaiser Family Foundation.¹ Of the companies with wellness programs in 2018, more than 86 percent of them offered incentives—mostly monetary—to encourage participation; that's up 12 percent from the previous year.² And these incentives have unsurprisingly contributed to an \$8 billion industry in the United States.³

According to recent figures, major companies now offer an average of more than \$750 per employee in annual cash incentives for wellness participation.⁴ And that number doesn't include the added perks offered by some major organizations, including on-site healthcare services, fitness centers, regular wellness and health classes, and insurance-premium kickbacks.

The good news is that financial incentives are increasing enrollment in wellness programs across the board. The bad news is that while enrollment is increasing, actual health results are underwhelming. A series of recent studies,⁵ including one that appeared in the *Journal of the American Medical Association* in April 2019,⁶ have found that there is still a disconnect between many financial incentives and employees losing weight, improving clinical health markers, and decreasing absenteeism.

And this is where the trio of BYU Marriott professors comes in.

● A BETTER WAY TO GET RESULTS

According to the study by Heninger, Smith, and Wood, which was published online earlier this year in *Management Accounting Research*, the problem could be tied to the cash incentive that people are choosing.⁷

For the study, the professors tracked employees in BYU's wellness program, wherein participants aim to complete six-week wellness challenges and upon completion choose one of three rewards. About 60 percent of the participants chose a cash bonus added to their paycheck, 30 percent selected a gift card, and 10 percent chose a material good of equal value (in this case, a small grill).

What the professors discovered is that though cash was chosen more frequently, people who selected gift cards were approximately 25 percent more likely to complete a wellness challenge than the other participants. This also means that those same individuals were more likely to improve their health than those who chose cash or the tangible prize.

"You would presume that when people pick the reward type that is the most appealing to them, it would have the most motivational power," Smith says. "But that wasn't the case. In our study, employees choosing to be rewarded with gift cards actually reaped the greatest health benefits. So the way you are choosing to incentivize yourself may not hold the strongest motivational power."

The professors theorize that gift cards may be more motivational because they represent the optimal balance between hedonic value (think fun and enjoyment) and flexibility. "Cash is fungible—it can be used for anything," Smith explains. "A George Foreman grill is not fungible, [and] a gift card is not fungible, so from an economic perspective, it makes the most sense to choose cash."

On the other hand, a small cash bonus does not hold as much hedonic value as a tangible item. Previous research also finds that individuals being rewarded with tangible rewards choose easier goals and perform worse in wellness challenges.⁸ This puts the gift card in a sweet spot between the other two rewards.

"People keep mental accounts," Wood says. "If you work and make ten dollars, that's your work money. If you find ten bucks on the ground, that's free money. You might go out to lunch with the free money when you normally wouldn't with your work money."

While the findings are significant, the professors are clear that the study does not yet suggest that organizations should exclude other incentives and only offer gift cards. There could be other incentives that are equally as effective at motivating people to complete wellness challenges, but this line of research is relatively untouched.

Timothy Gubler, a new assistant professor of strategy at BYU Marriott, published two papers on wellness programs while at Washington University in St. Louis and the University of California, Riverside. While his work examines different aspects of wellness programs—their link with employee health and productivity as well as the connection between employee financial health and their willingness to participate—he hopes to see more research built on what Heninger, Smith, and Wood have done.

"Companies don't know how to effectively motivate people to engage in these programs and improve their health and diet," says Gubler. "Finding out how to get workers to engage [with wellness programs] is an important piece, and there hasn't been much work on this."

● INSIGHT INTO BYU WELLNESS

At BYU, roughly two thousand employees and spouses regularly participate in the six-week wellness challenges, wherein employees track their progress in either a preprogrammed or self-selected health challenge. For each challenge that employees complete, they receive either a \$30 campus gift card, \$30 deposited directly to their next paycheck, or a prize of similar value. In

OUR GOAL IS TO CREATE HEALTHY WORK ENVIRONMENTS AND HEALTHY DEPARTMENTS. IF YOU HAVE A HEALTHY WORK CULTURE, YOU'RE GOING TO BE HAPPIER AND HEALTHIER YOURSELF.



a recent challenge, nearly half of participants opted for the paycheck bump, 40 percent chose the gift card, and 10 percent went for a hammock, says Harris.

Providing three separate incentives is actually fairly innovative among large organizations, but the paycheck option has consistently stayed the top choice. As someone who has seen a number of incentives come and go over her sixteen years directing BYU Wellness, Harris believes that the gift card, which can be used anywhere on BYU campus, is the perfect enticement.

"It's a real incentive to employees since they can eat anywhere on campus for free or get something at the bookstore for free," she explains. "It's kind of like your personal slush fund that you can use for anything you want—no budgeting or accounting necessary."

But for Harris, the hope is that employees truly get involved for the intrinsic reward rather than just the gift card, cash, or prize. "Our goal is to create healthy work environments and healthy departments," she says. "If you have a healthy work culture, you're

going to be happier and healthier yourself. We're trying to provide just enough of an incentive to get people into the game."

● NEW INCENTIVES

Of course, it's impossible to create a system that perfectly motivates every employee. Each person values different things, and incentives that create changes in behavior are bound to differ from person to person.

To that end, companies are continuing to look into new incentives. Former BYU professor and wellness expert Steven Aldana, now the CEO of wellness company WellSteps, recently blogged about some of the incentives growing in popularity today.⁹

Listed incentives include pricier gift cards (think \$500) raffled off biweekly, a drawing for a full day of paid time off, bonuses and merit pay, and significant discounts for off-site fitness club memberships. Some companies are already trying out high-value incentive options, such as raffles for TVs, all-expenses-paid trips, or contributions up to \$1,000 toward a health reimbursement account.

"Tangible rewards at that level may have a different motivational impact than the more

modest ones that we studied," Smith says. "But tangible rewards seem to be a trend."

Just what that motivational impact is remains to be seen. As such, the professors hope others will continue to study the effectiveness of different types of incentives. "There's enough evidence out there that says doing a wellness program is beneficial," Wood says. "But exactly how to do it? That's where we need more work and tinkering and understanding to design programs that really motivate change." **M**

● NOTES

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ABOUT THE AUTHOR

Todd Hollingshead is a media relations manager in BYU's University Communications office. A former journalist, Hollingshead holds a bachelor's degree in journalism and a master's degree in mass communications from BYU. He lives in Springville, Utah, with his wife, Natalie; their four children; and a dog and a cat. The jury is still out on how long the cat stays.

“BE ALL IN”

Speech by
RYAN SMITH

Given at
BYU Marriott's convocation,
26 April 2019

BYU is a special place. I go to a lot of universities, and there is nowhere else like this. I grew up here on this campus. My father was part of the BYU Marriott faculty for thirty years. There isn't one part of the Tanner Building that doesn't have a Smith mark on it somewhere.

And thirty years ago—on this very stage—my mother received her PhD. She was the only woman in her class, and she had five kids under the age of twelve at the time. We clearly didn't slow her down.

Fast forward two decades, and on this same campus I met my amazing and extremely funny wife, Ashley. I have hundreds of stories from my experiences at BYU. This has always been a constant, safe

place for me to come back to, and I hope the same feeling exists for you and that you come back to BYU often.

100 PERCENT COMMITMENT

Today I would love to give you some sermon about the future, but I can't because I can't predict the future. Instead, I thought I'd share one of the most important lessons that I have learned: be all in.

Being all in is the lost art of really committing to something. Real commitment is hard. Technology and social media have raised our awareness, and we live in a constant state of FOMO, the fear of missing out.



We live in the ultimate on-demand world, where there's always a backup plan, where there's always an off-ramp, and where commitment feels binding to a lot of people. I am here to testify that the only way to feel successful in life is to make decisions wisely and then act on those decisions with 100 percent commitment.

The principle of being all in applies to every role we have in life. It applies to our marriages and our families, it applies to our faith, it applies to our careers. It is absolutely vital that we be all in because, in my experience, nothing great ever happens unless we are willing to fight through the friction.

President Henry B. Eyring's mom used to say to him, "If you are on the right path, it will always be uphill" ("Raise the Bar," BYU-Idaho devotional address, 25 January 2005). I haven't always understood how crucial this principle is. But when I look back through my life, I can attribute every success in my life to being all in—especially when it was an uphill battle to get there.

NO TICKET HOME

For the first eighteen years of my life, I wasn't exactly a model student. Truth be told, I wasn't a model anything. My parents went through a disruptive divorce at a critical point in my life, and I dropped out of high school my sophomore year with no plans to go back. The only reason I eventually graduated was because I wanted to go to Seoul, South Korea, to teach English with a couple of friends, and my dad said he would only let me go if I finished high school.

In Korea, everything changed for me because that is where I first learned what it took to be all in.

My friends and I headed to Seoul with a great plan. We had jobs and housing lined up. We had high expectations about how this incredible adventure would unfold. But shortly after we arrived, everything started to unravel. Our jobs didn't exist, our housing was no longer available, and our contact who had set everything up was nowhere to be found. On top of it all, we had no money.

Just a few days into the trip, we realized the gravity of our situation. We each called our parents to get help to get out of Seoul



and return home. My two buddies phoned their parents, who rushed to the rescue. They were headed home on the next flight out. But when I called my father, he said, "I'm not buying you a ticket. I think you should stay."

I will never forget the loneliness that I felt as a seventeen-year-old kid sitting in a restaurant, watching as my two friends grabbed their bags, hopped into a taxi, and headed off to the airport. I had never been away from home before and was alone in a foreign country. I couldn't speak the language, and I had no money and no contacts.

On that very lonely first night without my friends, I was forced to be all in.

My first move was to find somewhere to sleep. My second move was to find a job—any job. Things were really rough.

I eventually found a job teaching English at a school, and I was able to convince school officials to let me sleep on a couch at night if I put away my bedding before the kids showed up.

I stowed all my belongings five miles away at the apartment of an acquaintance I had met on the street. Every morning I woke up and took the subway to his house, where I showered, changed, and then headed back to the school for work. I ate ramen noodles three meals a day because it's all I could afford—and all I could order in Korean.

There was a lot of friction. Feeling alone, lost, and hopeless, it was virtually impossible to consistently maintain an attitude

of being all in. But I tried, and somehow, somehow, I continued day after day to push through the friction.

MIRACLE AFTER MIRACLE

Finally, after a few months of barely getting by, the first of many miracles occurred. One day in the subway, I randomly ran into two missionaries of The Church of Jesus Christ of Latter-day Saints. I hadn't seen Americans in a long time. I was not active in the Church at the time, and the missionaries gave me their quick spiel. I told them I was from Utah and I knew who they were, so they switched gears and invited me to play basketball. I joined them.

The next day I went to church for the first time in a long time. That evening I hung around and went to ward prayer, where I met a ton of other members. But that night I went back to my couch and my routine.

As I was getting my subway ticket that Monday morning, I was ready to quit. I was filled with despair and knew I wasn't going to last another week. Then, as I was about to get on my train, I turned around and saw another member of the Church who I had met the night before standing right behind me. In a city of nearly ten million people, this never happens. To make it even more unlikely, we were forty-five minutes away from the church building where we had met the night before. This was no coincidence.

He recognized me and invited me to hang out with him and his friends that night.

We must constantly make the decision to

FIG T THROUGH FRIC TION

*in order to create something great. A great marriage,
a great family, a solid testimony, a successful career
are only possible when we decide to be all in.*

Miracle after miracle followed, and things began to change. A short time later, I moved in with three returned missionaries, and for the first time in months, I didn't feel alone. These guys inspired me. They were living clean lives and enjoying every second of it. They were happy, good people. And they were experiencing success. I wanted to be like them. They inspired me to go on a mission, which I eventually did, serving in Mexico City.

A SEVENTEEN-YEAR OVERNIGHT SUCCESS

My family likes to say that I found God in Korea. And in some ways, that's true. But more accurately, I discovered what happens when you're all in. When we fight through doubts or loneliness or despair, we push ourselves to the greatness found on the other side. If I had quit during my time in Korea, if I had let that friction stop

me, there would be no chance that I would be standing here today. There would be no chance that I would have the family I have or any of the success I've experienced.

We must constantly make the decision to fight through friction in order to create something great. A great marriage, a great family, a solid testimony, a successful career are only possible when we decide to be all in.

Since attending BYU two decades ago, I've built a tech company called Qualtrics. I started that company here at the BYU Marriott School. It's taken Qualtrics a long time to take flight. We joke that it's a seventeen-year overnight success. Throughout this entire journey, we have faced massive friction. And guess what? We still do today. The entire journey has been uphill. It's been all push and very little pull.

Had we walked away at year three or year five or year eleven or year fifteen, we would have missed out on experiences and success stories that have changed not only our lives but the lives of thousands of people.

Over the past seventeen years, every time that we've had a "bet-the-company-decision" to make—and we've had many—we pulled the team together and decided we weren't moving forward unless everyone was all in.

ON THIS EARTH TO WIN

For those who know me, I have been all in on Qualtrics from the beginning. It's been so important to me. But being all in on one area of your life isn't enough. I have seen many people who are all in on their careers, but the rest of their lives are complete disasters. That's not success. It is not success for them, it's not success for me, and it's not going to be success for you.

My call to action for you is to be all in on three areas of your life: your career, your family, and your faith.

Be all in on your career. We are on this earth to win. Trajectory is important, and it's even more important early on in your career. If you're switching jobs every twelve to eighteen months—like what's going on in Silicon Valley right now—you will never be anywhere long enough to make a real impact.

Find a company that is willing to bet on you for who you are, and be willing to bet on



yourself. Be all in and don't look back. You are young and enthusiastic. Now is the time to set yourself up for the future. Be all in on your career.

Second, be all in on your family. Every week I sit down and try to define what success looks like that week for me when it comes to my family. When it comes to being a good father, a good husband, a good brother, or a good son—whatever roles I play—I plan and schedule activities to help me be successful in those areas. Nobody's perfect, and some weeks I fail miserably. But

you've got to try. Don't let this part of your life get away from you.

Be intentional about your family. Work hard at being a good parent, a good spouse, a good sibling, a good child. Be all in on your family.

Third, and most important, be all in on your faith. We live in a world where it's popular to be on the fence, where doubt and cynicism are fashionable. It's not cool to be all in. But I promise you this: nothing will bring you more happiness than to be all in on your faith.

Your faith is way too important to outsource to popular trends or to what other people say or believe. Faith is a daily choice, and it needs to be worked on like everything else that's good in your life. Be all in on your faith.

CHOOSE TO BELIEVE

When I was in South Korea, I faced some extremely difficult times. But I never gave up. I powered through, and every single thing I have in my life now is better because of that. Your faith will hit friction. It will. That is no different than any other area of your life. When that happens, don't freak out. Don't jump ship. Make the decision now to power through the friction and hold fast to what you do know. Make the decision to be all in.

I've lived my life without the gospel of Jesus Christ, and I've lived with it. In every way, life is better with it. We've had a lot of success in the eyes of the world, but all the success in the world can't compare to the happiness that your faith will bring you. When you're going through friction—which we all do—you're going to need your faith. When we are truly all in, our faith is the only compass that should drive us.

Choose to believe. If you have one foot in and one foot out the door, you will never experience true happiness and fulfillment. Be all in on your faith.

We are on this earth to succeed and be happy. Be all in on your careers. Be all in on your family. Be all in on your faith because that will guide you on how to be all in on the other two. As you do this, I know you will have an amazing and fulfilling life. **M**

ABOUT THE SPEAKER

In 2002 Ryan Smith cofounded Qualtrics, an experience-management software company, with his brother, Jared; his father, Scott; and his friend, Stuart Orgill. Enterprise software giant SAP purchased Qualtrics in 2018 in the largest private enterprise software acquisition of all time. Smith continues in his position as CEO of the company. This text is adapted from Smith's remarks given at BYU Marriott's convocation on 26 April 2019. Smith graduated from BYU Marriott with a bachelor's degree in marketing management.





Experiencing the Good Life

WALKING TIMIDLY INTO THE TANNER BUILDING for her first class of her freshman year, Melissa Trautman didn't know what to expect from the class or from her future BYU experience. She hoped the course title, Creating a Good Life, would come to literal fruition, but she had no idea the significant impact the class would have on her life. Two years later, Trautman is the head teaching assistant for the class and encourages every student to take ExDM 300 their first semester.

"Because of this class, I learned that life doesn't happen to me—it's something I can choose to do every day," Trautman says. "The class helped me create a personal motto: Every moment in my life can be a good experience if I'm intentional about it. I get

to design my life, and I don't have to be unhappy. I was so glad I took the class my freshman year."

When the Department of Experience Design and Management moved under the BYU Marriott School of Business umbrella in 2012, Brian Hill started working with fellow faculty members and students to design an introduction course to recruit students to the major. With the help of

his daughter, Mariah, a philosophy student at BYU at the time, Hill incorporated the science of happiness and well-being to illustrate foundational principles in the experience design field.

"Learning what social sciences know about happiness and infusing it with principles of the gospel resonates with students," says Hill.

Since the creation of the course in 2012, students have spread the word among friends, increasing class occupancy rates from 238 per school year to more than 800. In addition, ExDM 300 has recently been approved as a fulfillment for the global and cultural awareness general requirement, which will create even more growth. Hill hopes to increase the number of students who take the class every year to 1,000 by getting approval for more sections, including an online version.

The course offers hands-on projects that promote the application of experience design principles and positive psychology. A semester-long project titled "Designing Your BYU Experience" encourages students to earn points by participating in events such as devotionals, concerts, one-on-one meetings with professors, and sporting events. "The projects forced me to become involved and set a good course for what my BYU experience would look like," Trautman says.

The class incorporates the science of happiness and well-being with experience-design principles.

Along with designing their BYU experience, students learn how to design their life by creating life goals.

Using positive psychology, behavioral principles, and design-thinking materials from Stanford University, Hill guides students in designing a five-year plan.

"This course is particularly relevant to the generation of students who are at BYU right now," Hill says. "This generation of students is looking for answers related to personal happiness, and the course teaches and validates what we understand about happiness and well-being. I want students to leave with the idea that they can intentionally choose behaviors to experience a good life."

—HEIDI STEELE

"Every moment in my life can be a good experience if I'm intentional about it. I get to design my life, and I don't have to be unhappy."

THINKING INSIDE THE BOX

By Bremen Leak
Illustrations by Martin Wickström

OF THE APPROXIMATELY ONE THOUSAND CARS, TRUCKS, AND SUVS on display at last year's Los Angeles Auto Show, not one car featured the distinctive blue and silver logo of the Swedish automaker Volvo. Instead, visitors to the Volvo booth found a curiously empty stage, a banner that read, "Don't buy our cars," and a warm invitation to explore the company's new subscription service, Care by Volvo.

How does Care by Volvo work? For a monthly payment that covers insurance, repairs, and other costs, subscribers can drive farther and change models more frequently than they can with a lease. Another important difference: instead of a big down payment, customers pay only a few hundred dollars to join.

Designed for customers who prefer their goods and services on-demand, Volvo's "subscribe, don't buy" philosophy is a big shift for the automotive industry. To date, rivals from Mercedes-Benz and Porsche to BMW and Jaguar Land Rover have unveiled their own subscription plans, giving pay-as-you-go drivers an ever-widening range of hood ornaments to choose from.

Life in the fast lane, it seems, is now less about ownership and more about access and choice.



Is the post-ownership era here to stay? If the latest developments in the luxury car market are any indication, it might be. From streaming services to subscription boxes, disruptive business models entice us daily with bespoke offerings, each one personalized and immediately available, all for a low monthly fee. But what strategies should companies consider when launching or growing a subscription service? And how can innovative companies launch or grow a subscription service of their own?

A NATION OF SUBSCRIBERS

When it comes to subscribing, Netflix truly sets the gold standard, having warmed consumers to the subscription model that is revolutionizing paid-for-product markets. Calling itself “the world’s leading internet entertainment service,” the California-based

company boasts more than 151 million paid memberships in over 190 countries. “Members can watch as much as they want, anytime, anywhere, on any internet-connected screen,” the website explains, “all without commercials or commitments.”

Over the last two decades, Netflix has helped change the way consumers spend their time and money, aided of course by shifting mind-sets in the everyday American experience.

“The US is becoming a nation of renters, leasers, and subscribers,” one critic recently observed¹ as Apple announced the end of its iTunes software. In its race to compete with Netflix and Spotify, Apple introduced an audio-streaming service in 2015 called Apple Music. The service lets subscribers access a library of 50 million songs, including curated music videos, all for \$10 a month. This fall,

the tech giant will roll out its video streaming service called Apple TV+ to more than 100 countries, though it hasn’t announced its pricing strategy yet. Together with Apple Podcasts, the trio of apps will replace iTunes by the end of this year.

Given Netflix’s massive head start in the streaming arena, can Apple hope to compete? In a star-studded press event in March 2019, Apple called Apple TV+ “the new home for the world’s most creative storytellers featuring exclusive original shows, movies, and documentaries.” Big stars such as Reese Witherspoon, Steve Carell, Alfre Woodard, J.J. Abrams, and even Big Bird took to the stage to help CEO Tim Cook drum up publicity in classic Steve Jobs style. But what might actually make the difference, experts say, is Apple’s multibillion-dollar investment in new content,



its digital integration with Hulu and Amazon, and its all-in-one pricing.

Strategically, Apple won't require its customers to have Amazon Prime or Hulu before they can buy subscriptions, and that lowers the barrier of entry. Content will be ad free and available online or offline, Apple says. The company will profit from each subscription it sells, helping to boost revenue as iPhone sales taper off.

Of course, the market for streaming services is already crowded, led by Netflix, Hulu, and Amazon Prime. Each company is an ocean of original and licensed content. In the coming months, new streaming services from Disney, AT&T's WarnerMedia, and Comcast's NBCUniversal will also become available, priced at \$7 to \$17 per month. Currently, Dish Network's Sling TV and Google's YouTube TV also provide online programming for just a few dollars per month.

GREENER PASTURES

Jared Peterson, a BYU Marriott alum who graduated in 2001 with an MIS degree, was working on the Apple Watch—his dream job, he says—when he and a friend launched a startup to revolutionize the traditionally low-tech outdoor retail industry. Even after cofounder Rob Little quit his job at Lockheed Martin and moved to Bend, Oregon, to dedicate his full time to the project, Peterson was hesitant to uproot his family. “It took me a year and a half to fully commit and jump ship from Apple,” he says. Eventually Peterson left Silicon Valley for greener pastures and joined Little as co-CEO of Cairn Inc.

Taking its name from the stacks of rocks that often guide hikers, Cairn's goal is to help outdoor enthusiasts discover best-in-class outdoor products and remember that what feeds your soul is just outside. The company uses two subscription models to ship curated products—including apparel, gear, emergency supplies, skin-care items, and edibles—to outdoor enthusiasts once a month

or once a quarter, for \$30 or \$250 respectively.

While the quarterly packages include premium contents that cost more, such as down jackets and electronics, both packages deliver contents worth much more than the price of the subscription. The company also offers a personalized try-before-you-buy retail program called Kitted. “Think Stitch Fix for the outdoors,” Peterson says. “It's early, but the program has been well received, and we're optimistic about its future.”

Looking back to 2014 when Cairn began, Peterson and Little knew consumer behaviors were changing. “We saw younger generations taking over market share,” Peterson says, “and a lot of innovative companies—Birchbox, Stitch Fix, Casper, Warby Parker—were starting to bring customization, convenience, and personalization to traditional markets. The subscription box was one of the ways we saw to bring these things to the outdoor retail market.”

Just one look at Cairn's Instagram account reveals the passion and energy of its customers, who camp, hike, ski, and paddle in breathtaking locales. Cairn consumers are also highly loyal to their favorite brands, Peterson says. By employing a subscription model, the company is able to collect and integrate customer data such as income, marital status, hobbies, and even food preferences into its product curation. For example, if five hundred customers enjoy rock climbing, Cairn's product experts will ship three to six cutting-edge items (never sample sizes or closeouts, Peterson says) just for that batch of customers.

Once the box lands, the company checks back with customers to ask what they thought of the products, measuring brand and product awareness, product performance, and even product packaging, Peterson explains. Cairn's data analysts then marry this feedback with customer profiles to produce valuable consumer insights that brands

“A PURCHASE
DIVIDED INTO
SMALLER
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crave. “Because it's a passion industry, we see high response,” Peterson explains. While only about 5 percent of purchases at REI, a leading outdoor retailer, lead to online product reviews, Cairn sees up to 50 percent, says Peterson.

Savvy retailers such as REI, Cabela's, and Walmart use product reviews to help customers make more-informed purchasing decisions, which boosts sales. Cairn does the same. As Cairn gains greater access to outstanding products, often well before the public and at lower prices, its subscribers receive these discounted products and then provide more and more reviews, allowing Cairn to position itself as an indispensable marketing partner. To date, Cairn has shipped more than two million products and generated hundreds of thousands of reviews.

“We've learned a lot in the last five years,” Peterson says. “We didn't set out to be a subscription-box company; we set out to be an innovative commerce company in the outdoor

industry. Subscription boxes just happens to be where we started.”

THE SWEET SPOT

By seeking to understand the consumer behaviors that drive subscription services, companies can better attract and engage customers, whatever their passions may be. Jeff Larson is an associate professor of marketing at BYU Marriott who studies budgeting and other shopper decisions (see “When Budgeting Backfires,” Summer 2013 issue). He says monthly pricing, common among subscription plans, offers perceived lower costs. “We’re all dealing with budget constraints,” he says. “A purchase divided into smaller payments feels more affordable.”

Larson cites a study published in the *Journal of Consumer Research* that found the so-called pennies-a-day strategy effective among charitable organizations in the 1990s, when donors were invited to help feed a hungry child for pennies a day.² Today the sales tactic is growing as consumers embrace subscription boxes and other services with smaller, monthly price tags.

So what are some of the biggest hurdles in a subscription model? First, companies must be able to analyze their data, Larson says. A star performer in this arena is Amazon, whose Prime membership offers not just video streaming but also personalized shopping recommendations for each of its members. Nicknamed

“the everything store,” the e-commerce giant can analyze data to enhance sales across its platform better than anyone else. “Amazon is very information based,” Larson explains. “That’s where its value lies, in being able to analyze its data to make better decisions.”

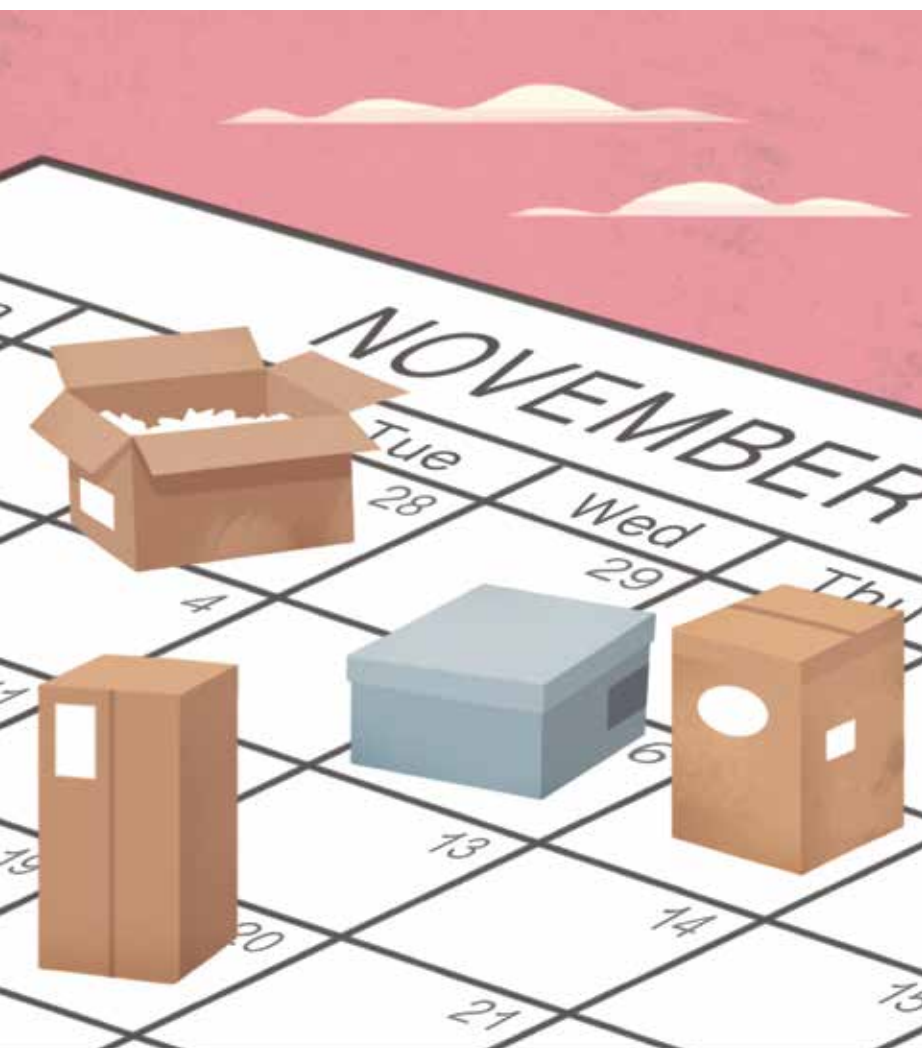
A second challenge is keeping customers when they can cancel anytime. Using Amazon as another example, Larson points out that its audiobook service Audible keeps subscribers interested with free audiobooks every month. “With the best services, no one’s evaluating their bill each month to see if they’re going to keep it,” he says. “But with some of the new ones, each month is a reminder to ask yourself, is it worth keeping?”

Some subscription companies were overvalued when they went public because their company valuation didn’t factor in high customer-attribution rates, Larson notes. “Revenue growth comes from trials. But if you look at the length of time, people don’t stay long enough to sustain growth,” he says. “The sweet spot is not in having a service that people are willing to try but in having one that, month after month, people are willing to pay for because they see the value in it.”

While marketing can help with customer acquisition, it can’t guarantee retention. “The big barrier is, do you have enough content to make it worthwhile for someone to actually pay a monthly fee?” Larson asks.

A PERFECT BOX

With subscription services catching on, more and more companies are thinking inside the box. Low-cost shipping across the contiguous United States as well as improvements in last-mile delivery and returns processing have made subscription-delivery boxes a popular, feasible option for many businesses. Along the way, startups such as Warby Parker, which disrupted the eyewear industry by offering designer glasses by mail, are also cutting out brick-and-mortar



“THE SWEET SPOT IS NOT IN HAVING A SERVICE THAT PEOPLE ARE WILLING TO TRY BUT IN HAVING ONE THAT, MONTH AFTER MONTH, PEOPLE ARE WILLING TO PAY FOR BECAUSE THEY SEE THE VALUE IN IT.”

retailers and passing savings on to customers. Casper does it with mattresses. Away does it with luggage. The list goes on.

Beyond convenience, today's delivery boxes give consumers access to an unprecedented range of products. While the contents of some boxes have universal appeal, others are aimed at highly niche markets. While some are selected by subscribers, others are designed to surprise and delight the recipients as they open their boxes to discover new products or brands.

Liz Cadman helps subscribers do all of the above through her website and forum, My Subscription Addiction. Obsessed with Birchbox, a skin-care subscription box, the Pittsburgh-based product manager launched a platform in 2012 to help other subscribers track subscription-box trends, post reviews, and swap unneeded or unwanted items.

Today with her software-engineer husband, Cadman leads dozens of employees and contractors who

review about twenty subscription boxes per day. Cadman and the My Subscription Addiction team are able to use their research to answer questions from companies about pricing, frequency, and other factors—all designed to help companies come up with the perfect box.

And pursuing the perfect box appears to be well worth the effort. Thousands of subscription boxes are available, with more likely to come as the business model gains momentum.

“Subscribe, don't buy” is not just a mantra for luxury carmakers. From a sustainability perspective, subscription services could also help today's consumers use resources more efficiently as they sample, swap, or share goods and services across diverse stakeholders.

A few shining examples: Mighty Nest, which offers eco-friendly household goods, helps subscribers replace a disposable item with a reusable one every month, while By Humankind works to help consumers eliminate five pounds of plastic waste per year

by selling refillable deodorant and other hygiene products.

And what about Cairn, the subscription box for outdoor recreationists? The company's Gear Up, Give Back program keeps retired gear out of landfills and raises funds for the Conservation Alliance by letting subscribers and nonsubscribers alike donate used gear to a repair-and-reuse shop called the Gear Fix.

As companies and consumers in more industries embrace subscription services, business as we know it is changing. Who knows what the delivery man will bring tomorrow. **M**

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ABOUT THE AUTHOR

Bremen Leak, a 2005 BYU grad, has written for the Marriott Alumni Magazine since 2006.

The Power of Videos

Between scrolling through social media and searching on the web, we are bombarded with video ads every day. Do you ever click the button calling you to watch, shop, or learn more? While we may think we avoid the clicking game, research indicates that a majority of people do end up viewing and buying.



\$18 MILLION

THE AVERAGE DOLLAR AMOUNT ADVERTISERS EXPECT TO SPEND ON DIGITAL VIDEO THIS YEAR.

Because businesses recognize the importance of quality digital video content, the average amount spent on ads will continue to increase every year. This year's average marks a 25 percent jump from 2018.

Source: iab.com/wp-content/uploads/2019/04/IAB-Video-Advertising-Spend-Report-Final-2019.pdf



76

THE PERCENTAGE OF CONSUMERS WHO PURCHASED A PRODUCT OR SERVICE AFTER VIEWING A VIDEO.

That number is even higher (85 percent) for Millennials, comprised of 18–34 year-olds. Almost 60 percent of consumers overall say it's important for products and services to share information through video.

Source: businesswire.com/news/home/20181106005100/en



87

THE PERCENTAGE OF BUSINESSES THAT USE VIDEO AS A MARKETING TOOL.

Each of the past several years has been dubbed “the year of video.” Wyzowl, a market-leading explainer video company, started tracking the trend with an annual survey. The 2017 survey showed 63 percent of businesses using video, and every year since has seen a dramatic increase.

Source: wyzowl.com/video-marketing-statistics-2019

2 OUT OF 3



HOW MANY CONSUMERS PREFER TO LEARN THROUGH SHORT VIDEOS.

Video content leads the run-way as the most desired type of digital resource.

While other resources each took 3–4 percent of the survey pool, short videos claimed the prize of preferred content type from 68 percent of consumers.

Source: wyzowl.com/video-marketing-statistics-2019

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TRILLION

THE TOTAL VIEWS GENERATED BY INFLUENCER CAMPAIGN VIDEOS ON YOUTUBE AND FACEBOOK.

The age of the “influencer” has never been so big. In 2018 YouTube influencers generated 18.8 trillion total views, while Facebook attracted 7.5 trillion views. Roughly 5.1 million influencer accounts generated 902 million videos to attract such numbers.

Source: tubularinsights.com/top-influencer-campaigns-2018

\$135 BILLION

THE VALUE OF THE DIGITAL MARKETING INDUSTRY.

These days you can find countless young people becoming self-taught videographers—and who can blame them? An estimated 87 percent of marketing professionals use video, and 88 percent of those are satisfied with the ROI that comes from sponsored video ads on social media.

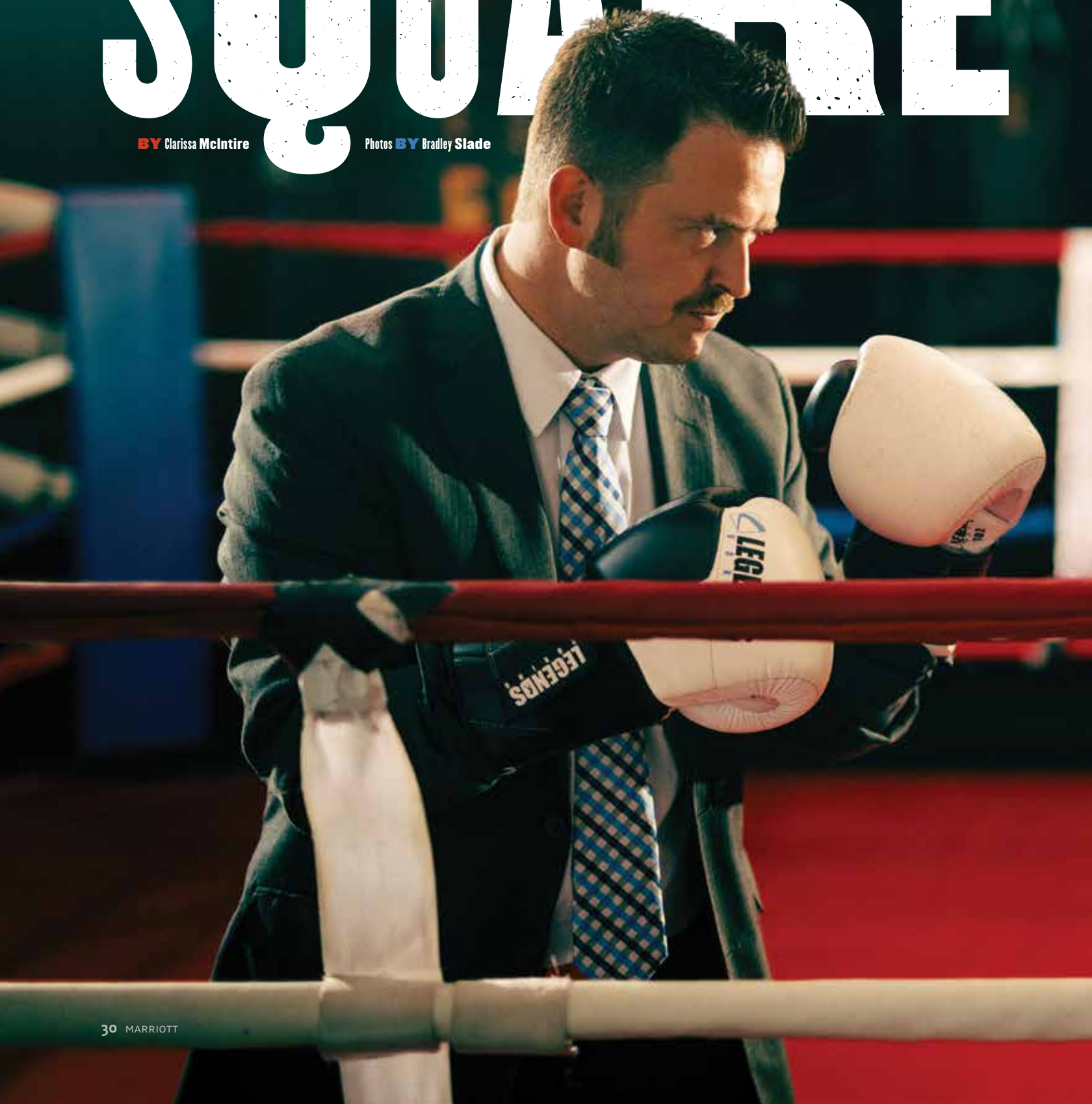
Sources: forbes.com/sites/kathleenchaykowski/2017/10/18/digital-video-marketing-is-a-135-billion-industry-in-the-u-s-alone-study-finds/#3c8ec658d4dd; www.oberlo.com/blog/video-marketing-statistics



SQUARE

BY Clarissa McIntire

Photos BY Bradley Slade



OFF

★ ★ ★ THE ★ ★ ★
BLOW-BY-BLOW
ON HOW TO PROMOTE PEACE
IN THE WORKPLACE
AND NEGOTIATE
THROUGH CONFLICT



Benjamin Cook hadn't been at his former job for long when he began to identify ways to improve the organization. Since he'd been hired in a supervisory role, Cook imagined he'd have no problem making procedural changes, but there was one snag: Cook supervised an older man who had been at the company for several years and was comfortable with the way things were. "I was dreading the resistance I was going to get from him," Cook says. "I was the boss; I could have made those changes. But I knew it could be miserable."

Now director of BYU's Center for Conflict Resolution and associate teaching professor at the J. Reuben Clark Law School, Cook says it's not uncommon to encounter negativity, rudeness, or outright slugfests at work. In 2011, Georgetown University professor Christine Porath found that 98 percent of people had been treated rudely in the workplace at least once, and half of them experienced incivility in the workplace at least once per week. Many of these encounters were small but potent, ranging from thoughtless acts and microaggressions to below-the-belt insults.¹

Work-related stress puts employees' physical and mental health on the ropes, research shows.² Stress also impacts productivity: one study found that employees with ringside seats to toxic conflict perform half as well on work-related tasks.³ And Cisco, the tech giant known for its positive work environment, once found that workplace incivility cost them over \$12 million per year.⁴ Taking off the gloves and duking it out hurts a company's bottom line.

Incivility often accompanies conflict, but it doesn't have to. "Conflict is not a bad thing; it's just bad when we don't resolve it effectively," Cook says. "Having differences with others," he adds, "can lead to progress and improvement, and you can manage it effectively. On the other hand, if it's handled poorly, it can be destructive."

★ See **PEOPLE** as People

How can we learn to consistently handle conflict well? We must first engage in what may be a foundational shift in perspective: by focusing on the "other" in a conflict rather than on oneself.

As a young man, professor emeritus of philosophy C. Terry Warner discovered this truth while in conflict with himself. In a BYU devotional address, Warner recounted growing up

with a stutter so severe he felt he had to turn to assertive, bold, and often impertinent behavior in order to gain respect. He eventually found that this manufactured personality got results but left him feeling insincere and unfulfilled. After several years, Warner realized he could drop his learned behaviors when he focused not on how others saw him but on how he saw and treated others.⁵

"Perfect honesty and simplicity," Warner said, "consists not in devoting attention to oneself, even when one's aims are lofty, but in forgetting oneself and responding to others in love, according to *their* needs."

Warner's personal discoveries, in addition to his extensive academic research, led him in 1979 to establish the Arbinger Institute, a management-consulting firm specializing in conflict resolution and thought leadership. Now a global organization, Arbinger has released several best-selling books, including *The Anatomy of Peace: Resolving the Heart of Conflict*. The book details Arbinger's conflict-resolution model, the multistep Influence Pyramid. The base of the Influence Pyramid harkens back to Warner's early discovery: successful people—and successful businesses—engage in healthy conflict most effectively by thinking of others rather than solely of themselves.

Cook, a licensed Arbinger facilitator, explains the Influence Pyramid's first step as seeing people as people. "I need to make sure I'm seeing you as a person," Cook explains. "If I see you as a person, you matter like I matter. And I take things that are important to you into account when I'm thinking about what's important to me."

Think back to a strained conversation you have had recently. While talking, were you considering the other person's situation, or were you too busy thinking about your own? Being self-concerned is natural, but such behavior often exacerbates already tense situations.

For example, say hypothetical coworkers Marcquet and Emily have a disagreement. Marcquet needs the company website updated immediately, but Emily needs more time to create a high-quality web page. She's determined not to let him compromise her standards. Marcquet, however, isn't troubled about quality and wants to expedite the process. They each voice their needs without



listening to the other, and the conversation ends with bitter remarks and the problem unresolved.

Seeing people as people, or what Arbingers calls “getting out of the box” and having an “outward mindset,” requires us to examine our interactions and how we see other people. Are they humans to us, with challenges and desires of their own? Or are they objects, merely obstacles or vehicles to what we want? In the earlier example, Emily views Marcquet as an obstacle to overcome in her pursuit of excellence, and Marcquet perceives Emily as a vehicle for solving his problem.

★ Build RELATIONSHIPS

A student recently visited Cook seeking advice about trouble with her boss. The student, who we will call Jessica, was experiencing mild mistreatments, such as overly harsh comments, at work. Cook asked Jessica to consider what might be going on in her boss’s life. Her boss’s personal life, he said, could be affecting how she behaves in the office.

Jessica acknowledged she didn’t know her boss well, so Cook suggested Jessica meet with her boss to discuss Jessica’s career path and, more importantly, to get better acquainted. Jessica welcomed the idea. Though she didn’t know it, Jessica had climbed two steps of the Influence Pyramid: she sought to understand the person she was in conflict with and began building a relationship with her.

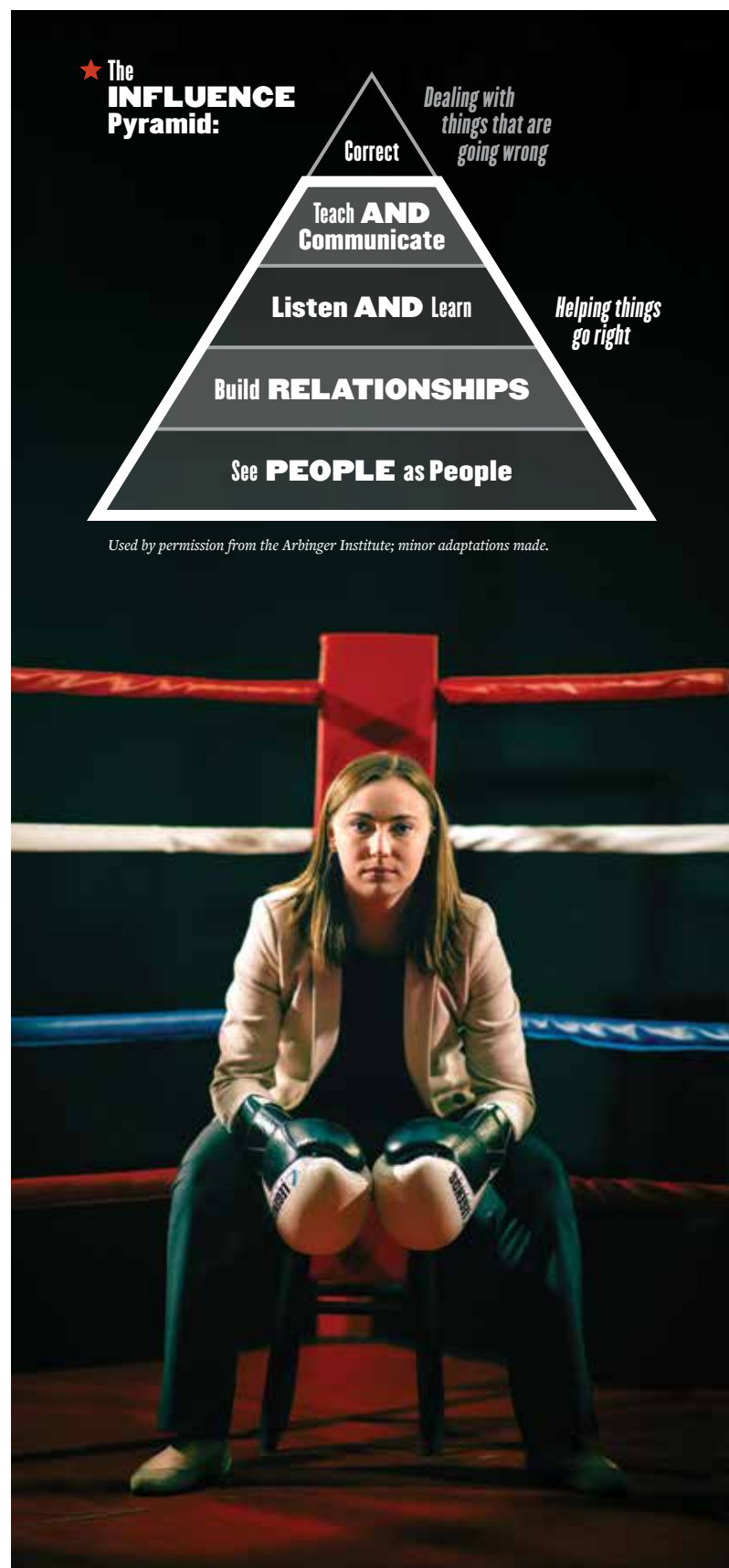
Those who maintain strong workplace relationships also maintain what Stephen M. R. Covey calls a “trust account.” BYU Marriott adjunct professor Barry RellaFord, an independent consultant and contributor to Covey’s book *The Speed of Trust*, says that building high-trust relationships is like making deposits in a bank account that will yield sizable dividends down the road. Ignoring deteriorating, low-trust relationships will deplete the trust account.

“In a high-trust relationship, we feel safe—safe to share our ideas, safe to disagree, and safe to explore,” RellaFord says. “Trust is a hard economic driver. If you ignore trust, it’s going to cost you. If you focus on it, you’re going to be able to get better results faster and more sustainably.”

Both Cook and RellaFord acknowledge that relationship building helps not only to address poorly managed conflict but also to prevent it. We can do a lot to avoid infighting before it’s even begun, and several parts of the Influence Pyramid help us do just that. Arbingers refers to them as steps for “helping things go right.” A large number of squabbles could be avoided if we beat ourselves to the punch and spend time preparing for conflict rather than cleaning up after it.

★ Listen AND Learn

Kristen DeTienne, BYU Marriott’s Alice Bell Jones Professor of Organizational Behavior and Human Resources, teaches one of the MBA program’s most popular classes: Master of Business Administration 631, Power, Influence, and Negotiation. The course is so popular partly because it gets results. Exit data shows that students who have taken the class negotiate postgraduation salaries several thousand dollars higher per year than students who don’t take the class. Negotiation is more likely when both negotiators altruistically prioritize both what they want and what the other party wants, DeTienne says.



DeTienne teaches students to negotiate toward a condition called Pareto efficiency, in which an outcome with the best result is possible for both parties.

Think back to our example with Emily and Marcquet. Her desired outcome would deny him what he wants, and vice versa. But by working together, they can reach their Pareto efficiency without giving up what's important to each of them.

One solution could look like this: Marcquet prepares content that would normally be Emily's responsibility so she has more time to design, and Emily agrees to reuse some of her previous work to save time and help Marcquet meet his deadline.

"I want my students to always look for these Pareto-efficient solutions," DeTienne says. "We want to get as far out as we can to the Pareto-efficient frontier, where no more value can be created."

While Pareto efficiency may sound a lot like a compromise, it is much more than that, according to DeTienne. She says we often visualize success as a pie with only so many slices, imagining that when one of us gets a slice, everyone else loses out. "We think we have a pie that's only so big," she explains. "But what we're not thinking about is, instead of dividing it up, how can we make the pie even bigger?"

Compromise is like two people each settling for less pie; cooperation is like working together to bake another one. "It's not like there's a limit to how much we can support each other or how happy we can be," says DeTienne.

Finding Pareto-efficient solutions requires taking another step up on the Influence Pyramid: listen and learn. Arbinger teaches that we can't try to help other people achieve their goals without knowing first what their goals are, and DeTienne agrees. "Too often people say, 'I have a problem with a coworker, so I'm going to go to the boss,'" she says. "That just makes the coworker angrier and keeps you from truly helping them."

In fact, she notes, there's scriptural support for this idea. "The Bible tells us that when we have a problem with someone, we should go to him directly," says DeTienne. She references Matthew 18:15: "If thy brother shall trespass against thee, go and tell him his fault between thee and him alone."

★ **TEACH and Communicate**

After receiving his BS in management from BYU Marriott in 2004, Jonathan Miles found a position with the Utah Symphony and Utah Opera, where he eventually became vice president of marketing and public relations. In every position he held with the organization, Miles was stymied by a provision in the company's contract with its ticket-sales provider that prohibited the symphony and opera from selling any tickets online except on a third-party website.

"That probably made sense in 2000 or 2001, when we agreed to it," Miles says. "But as more transactions and marketing moved online, not being able to sell tickets on our own site was inhibiting our ability to maximize revenue and collect data on how our marketing programs were performing."

Miles began exploring options for renegotiating the contract and navigating the relationship of distrust that had developed between his company and the provider. He received pushback several times throughout the process while voicing his opinion. "We'd ask for something that I'd

“
WHEN PEOPLE CAN EXPRESS DIFFERENT POINTS OF VIEW
WHEN MAKING BUSINESS DECISIONS, THEY ARE
MORE IN SUPPORT
OF WHATEVER THAT FINAL DECISION IS.
”

feel like was simple, and it would get shot down," he recalls. "It just made an environment where people didn't want to be flexible."

After several years passed and Miles earned an EMBA at BYU Marriott, where he took DeTienne's negotiations course, Miles rebuilt the relationship and reestablished mutual trust. "I was able to go to them with a proposal," he remembers. "I said, 'I know these things are important to you. We can make some changes to this contract, and if you keep everything important to you and give us the things that are important to us, then together we'll be more successful.'"

Even after the provider had accepted Miles's proposal, it still took another year and a half of back-and-forth negotiating to come to an all-around acceptable agreement. The result was a win for both parties. Each had the chance to climb the next step of the pyramid: teach and communicate.

Miles estimates the solution was six or seven years in the making. But taking time to find a solution shouldn't stop the process. "You don't have to finish talking right away," says DeTienne. "One thing I'm a big fan of is breaks—if things aren't going well, let people clear their heads. Reschedule. Maybe someone is having a bad day, or maybe they're just hungry. It happens."

It might be tempting to throw in the towel when we're faced with opposition, but speaking up and sharing our opinions can help us feel included even if we don't get the outcome we want. "As a leader, I actually encourage healthy conflict," Miles says. "I feel like when people can express different points of view when making business decisions, they are more in support of whatever that final decision is. If they don't agree with it, at least they know that they were heard."

★ **CORRECTION**

Whatever happened to Cook and his coworker? In his words, Cook "worked the pyramid." He started by wondering how his coworker would feel about the proposed changes, which helped him think about possibilities he hadn't considered. "I thought, if I saw this person as a person, how would that change how I thought about him?" Cook says. "If I were him, I would have a hard time with change."

He decided to invite the man to lunch. The coworker was surprised and a bit suspicious. When Cook assured him he just wanted to become better acquainted, the man agreed. The two had a pleasant meal and talked about their families, interests, backgrounds—everything but work.

“I thought about the next step—listen and learn,” Cook says. “I knew he’d be more receptive to change if he was a part of the process.” Cook shared his proposal with the coworker and asked for his feedback, though not without apprehensions. “I was a little bit nervous to do this because I thought, ‘He’s going to hate it. He’s going to be redlining everything.’”

Cook’s hesitation was unnecessary. The coworker made some insightful suggestions and returned the proposal without any negative comments. “Not only did the feedback end up being genuinely helpful, but now he was also in the loop on this new initiative,” Cook says.

Avoiding disputes isn’t always possible, but we can prevent many of them when we follow the Influence Pyramid and work to have amicable discussions. “Come with a map, not a plan,” DeTienne advises. “Be open to collaborating on how to get from point A to point B. When one party walks in with a predetermined plan, discussions are less likely to be beneficial or effective.”

Not every conflict should be addressed by following the Influence Pyramid model. People subjected to sexual harassment, abusive relationships, or other illegal behavior should seek outside help and, in most cases, cut off contact with the abuser.

Most of the sparring we’ll take part in, though, will be less serious and with people who are fundamentally good. DeTienne observes, “Most people—and most research—assume that behavior can be explained by selfish motives. It’s true that, yes, people care about themselves, but they also care about others. When managing conflict, we have to consider both our approach and the other person’s approach and find the shared space in between.” **M**

★ Notes

1. See Christine Porath and Christine Pearson, “The Price of Incivility,” *Harvard Business Review* 91, no. 1–2 (January/February 2013): 114–121, hbr.org/2013/01/the-price-of-incivility.
2. See Natalie Slopen et al., “Job Strain, Job Insecurity, and Incident Cardiovascular Disease in the Women’s Health Study: Results from a 10-Year Prospective Study,” *PLOS One* 7, no. 7 (July 2012): e40512, doi.org/10.1371/journal.pone.0040512; see also Sandy Lim, Lillia M. Cortina, and Viki J. Magley, “Personal and Workgroup Incivility: Impact on Work and Health Outcomes,” *Journal of Applied Psychology* 93, no. 1 (January 2008): 95–107, ncbi.nlm.nih.gov/pubmed/18211138.
3. See Christine Porath and Amir Erez, “Overlooked but Not Untouched: How Rudeness Reduces Onlookers’ Performance on Routine and Creative Tasks,” *ScienceDirect* 109, no. 1 (May 2009): 29–44, doi.org/10.1016/j.obhdp.2009.01.003.
4. See Porath and Pearson, “The Price of Incivility.”
5. See C. Terry Warner, “Honest, Simple, Solid, True,” BYU devotional address, 16 January 1996, speeches.byu.edu/talks/c-terry-warner_honest-simple-solid-true.



School News

Women Helping Women in Entrepreneurship



Olivia Berhan, left, in Ethiopia

BYU student **Olivia Berhan** from Mount Vernon, Washington, was seventeen years old when she first visited Ethiopia with her father, Mussie, a refugee from the African country. While visiting Ethiopia, Berhan noticed crowds of disenfranchised women begging in the streets, and she vowed to help them.

Fast forward to today, and Berhan has founded a company that aims to give women in Ethiopia a way to provide for themselves. The company, Kelali, is one of nine student-run ventures pitched to the Social Venture Academy, a resource provided by BYU Marriott's Ballard Center for Economic Self-Reliance. Through the event, student entrepreneurs in the academy work to solve social issues across the globe.

Recent participants seem to be setting a new trend in social entrepreneurship: women helping women. Eight of the nine ventures in the academy include at least one woman team member, and three of the ventures—including Berhan's Kelali—were founded exclusively by women.

Aaron Miller, an assistant teaching professor of public service and ethics at BYU Marriott, believes that women in social entrepreneurship appears to be a trend that won't be slowing down anytime soon. "More and more women are moving into social entrepreneurship

and are doing it in a way that's reaching and improving problems that have been around for a long time," he says.

Now a nineteen-year-old BYU sophomore studying computer science, Berhan works to solve problems she discovered while visiting Ethiopia by empowering women to use their skills and become self-reliant. Berhan partnered with the United Nations in Ethiopia to employ women at a UN safe house to make baby swaddles, which will be sold in the United States.

"A lot of the women already knew how to sew and weave, so I thought this would be a cool thing to start," Berhan says. "You have to bridge the gap between our culture and theirs—that's what I'm trying to do through Kelali."

GMC Hosts Seventh High School Business Language Competition



More than one hundred high school students from around the state of Utah participated in the seventh annual High School Business Language Competition held by BYU Marriott's Whitmore Global Management Center (GMC).

"This opportunity for high school students was great," says Jonathon Wood, managing director of the GMC. "Putting the language you are learning to use in a business setting isn't something most high school students realize they would enjoy."

Thirty-four teams competed and were tasked with learning how to market different types of bags made by Cotopaxi, a local Utah company that sells outdoor adventure goods, to youth in Japan. Students were given background information on the basics of business and research

about their target audience. Then the students gave a final presentation—in their selected language—about how they would market this product.

"The high school teachers talked about what a great experience this was for their students," says Wood. "My colleagues and I were pleased because we helped these students start thinking about a future in international business."

This year's competition saw a huge increase in participants—double what they had last year. In previous years, the competition only included students participating in Spanish. For this year's competition, Mandarin, French, and Arabic languages were also included.

The competition was funded through the GMC's CIBER grant, which is designed to foster an interest in global business among students of all ages. Wood says that in hosting this competition, the GMC helps provide students with an opportunity to see that they can do more with their second language than just speak it.

FACULTY NEWS

Footprints in Government Lead the Next Generation



Rex Facer—a leader in prominent human resource research, an overseas civic representative, and a presidential appointee—has made a significant imprint in the US government. Now this BYU Marriott associate professor of public management may change the entire

organization of Utah County government as he serves as vice chair of the newly formed Utah County Good Governance Advisory Board.

The Good Governance Advisory Board was established by the Utah County Commission to evaluate the most effective form of government to accommodate Utah County's rapid population growth. Facer explains, "This is an opportune time for us to be thinking about the right governmental structure to facilitate leading the county forward as it nearly triples in size from a population of 600,000 to 1.6 million." Based on the findings and recommendation of the advisory board, Utah County government may no longer operate under its current three-person commission.

Before Facer agreed to be a part of the board, he met with county commissioners to understand their vision and how he could add value. "The task was intriguing," he says. "But what I found most intriguing

was that serving on the board would give me an opportunity to have my students engage in a real-world policy issue." Once Facer accepted the position, he quickly involved his students by having them assist him in analyzing and interpreting data the board was gathering.

Working in government and education is synonymous to Facer, who may be best known for his involvement in the American Society for Public Administration and on the Federal Salary Council, for his alternative work schedule research, and for his lectures abroad.

Despite his love for public policy and human resources, Facer says his greatest joy comes from empowering his students to make a difference in the world. "Being asked to do something of value always piques my interest," he says, "but more importantly, those opportunities have allowed me to have more personal experience with government that I can bring back to the classroom."

STUDENT NEWS

Eccles Scholars Award Winners



BYU Marriott recognized eleven first-year MBA candidates as Eccles Scholars, an award presented by the school's Whitmore Global Management Center (GMC). Each recipient is awarded up to \$9,000 of financial aid for schooling expenses, international projects, and global career exploration.

New Deans Announced



John Bingham



Eric Teel

BYU Marriott dean **Brigitte C. Madrian** has announced the appointments of **John Bingham** as an associate dean and **Eric Teel** as the administrative dean, a newly created position. These assignments took effect on 1 July 2019.

"John and Eric will be incredible assets to BYU Marriott's leadership team," Madrian says. "Each of these individuals has strong administrative experience and a deep commitment to BYU. I'm grateful for their willingness to accept these assignments and look forward to working with both of them."

Together with Madrian and associate dean **Keith Vorkink**, Bingham will help define college initiatives to develop and support academic programs, and Teel will be responsible for financial and administrative functions within the college.

Bingham, a professor of organizational behavior and human resources, joined BYU Marriott in 2005 after receiving his PhD from Texas A&M University earlier that year. In 2012 Bingham received the Ascendant Scholar award from the Western Academy of Management. He served as director of the BYU MBA and Executive MBA programs from 2013 to 2016 and as chair of BYU Marriott's Department of Management from 2017 to 2019.

"I feel privileged to work alongside Dean Madrian and others to help BYU Marriott students become outstanding leaders and positively influence a world we wish to improve," Bingham says. "My hope is to help our college accomplish that mission in relevant and meaningful ways."

Teel came to BYU Marriott in 2015 as the new college controller after working as chief financial officer for more than ten years at several companies. He became assistant dean of finance and administration in 2017, providing leadership in both defining and implementing the financial strategies of the college. He holds a MAcc from BYU Marriott along with CPA and CMA certifications.

"I'm grateful for the confidence and trust Dean Madrian has shown in creating this position and asking me to serve," Teel says. "We have many great administrative teams throughout the college, and I'm looking forward to continuing to partner with and support those teams as we strive to fulfill our mission at BYU Marriott."

Former associate dean **Michael Thompson** will be returning to the Department of Management to teach in the EMBA program after serving in the Deans Office for the last fourteen years. **Steve Glover**, who also served as an associate dean, will begin a one-year professional development leave before returning to teach in BYU Marriott's School of Accountancy.

New Chairs, Director Announced



Curtis LeBaron



Craig Merrill



Doug Prawitt

BYU Marriott dean **Brigitte C. Madrian** has announced the appointment of **Curtis LeBaron** as the new chair of the Department of Management, **Craig Merrill** as the new chair of the Department of Finance, and **Doug Prawitt** as the new director of the School of Accountancy. Merrill and LeBaron assumed their new positions on 1 June 2019 while Prawitt began his tenure on 15 June.

LeBaron, a professor of organizational behavior and human resources, has been at BYU Marriott since 2001 and teaches MBA and EMBA courses on leadership, international human resources, and qualitative research methods. He has had faculty appointments at several national and international universities, where he has conducted research and taught doctoral courses. His research has been recognized by a variety of organizations, including the National Institutes of Health and the National Communication Association (LSI division). LeBaron was also awarded the BYU Marriott Outstanding Teaching Award in 2005.

"I feel honored to serve as the chair of the Management Department," LeBaron says. "I believe this department is in a golden era of productivity and excellence in both our research and teaching. Our group of young faculty have excelled here at BYU and other top universities previously, which I believe bodes well for our future strength and success."

Merrill, the Second Mile Professor of Finance and former MBA program director at BYU Marriott, has been a member of the faculty for more than twenty-five years. He teaches derivations, financial risk management, and fixed-income asset management. Merrill's work is published in peer-reviewed journals such as the *Journal of Finance*, the *Strategic Management Journal*, and the *Journal of Risk and Insurance*. Merrill received his BA in economics from BYU before earning a master's degree and a PhD in financial economics at the University of Pennsylvania.

"I hope that in taking my turn as chair, I can follow my predecessors' examples of focusing on creating opportunities for faculty members to excel in their roles as model learners for our students," Merrill says.

Prawitt, who joined BYU Marriott in 1993, has had his research published in top professional and academic accounting journals. He founded the School of Accountancy's PhD prep track and has served on several professional boards, including the Committee of Sponsoring Organizations of the Treadway Commission Board and the AICPA's Auditing Standards Board. Prawitt is the LeRay McAllister/Deloitte Foundation Distinguished Professor and is the recipient of numerous awards, most recently BYU Marriott's Outstanding Faculty Award and the American Accounting Association's Outstanding Accounting Educator Award, both in 2016.

Prawitt is honored by the opportunity to lead the SOA. "I'm convinced we have the best combination of student body, staff, and faculty of any accounting program in the world, bar none," he says. "With a team like that, there's just no reason we can't continue to accomplish great things together."

"The Eccles scholarship program has a long history of accelerating the global career-path trajectory of BYU Marriott MBAs," says **Bruce Money**, executive director of the GMC. "This year's class is no different. We eagerly anticipate and appreciate the accomplishments

and service of these students in the international business community and the worldwide Church. They are to be heartily congratulated and the Eccles family sincerely thanked."

The 2019 Eccles Scholars are **Benjamin Thomas Anderson**, **Joshua Brooks**,

Andrew W. Daniels, **Matthew C. Lipps**, **Michael R. Moore**, **Wilson Moreno Regalado**, **James Ngai**, **Austin Pollard**, **Tiago Triumpho**, **Sophia Zhang**, and **Xun (Alex) Zhang**.

A committee of faculty members interviewed applicants and selected the top eleven candidates, who were chosen on the basis of academic performance and trajectory toward a global business career.

The Eccles Scholars Award is funded by the George S. and Dolores Doré Eccles Foundation. The foundation was created in 1960 to ensure that the Eccleses' philanthropic work would continue beyond their lifetimes. It supports many projects and programs, particularly in education, at nearly every college and university campus throughout the state of Utah.

New Venture Challenge Wraps Up Competition Series



Three hundred million tons of plastic waste are produced each year, causing significant harm to wildlife and the environment, according to the United Nations Environment Programme. Wanting to help, a team of students developed a solution to this plastic predicament and took top honors along the way.

Neptune is a student-run company that developed 100 percent biodegradable plastic. The company made a clean sweep at the New Venture Challenge (NVC) on BYU campus, winning a \$7,000 prize for both the Founders' Choice and Crowd Favorite Awards. The NVC is the final round of the Miller Competition Series hosted by the Rollins Center for Entrepreneurship and Technology (CET).

To take first place, the students behind Neptune best adhered to the NVC's judging criteria of identifying a significant customer pain point, offering a possible solution, and gaining industry traction through entrepreneurial efforts.

“The whole experience has been amazing,” says Marx Acosta-Rubio, one of Neptune’s founding partners. “We are excited and look forward to the future of our product, which we know can help resolve current environmental concerns.”

This new plastic is made of chitin, a byproduct of shrimp shells that degrades in five days, making it more environmentally friendly than plastic bags and bottles. Members of the Neptune team included economics sophomore Acosta-Rubio from Southlake, Texas; finance senior **Grant Christensen** from Colleyville, Texas; and chemical engineering senior Hal Jones from Buffalo Grove, Illinois.

Ten teams in total competed in the NVC and were made up of students from more than ten programs in six colleges across campus. These teams tackled unique challenges from a variety of different fields.

As finalists, participating teams each received \$15,000 and an automatic entry into the Founders’ Launchpad program, also part of the Miller Competition Series. This program intensive is designed to mentor students and help accelerate each company’s overall growth.

The products and ideas developed by each team impressed CET associate director of operations **Jeff Brown**. “The NVC this year has, by far, been the best and most competitive event we’ve ever had here at BYU,” Brown says. “We’ve seen nothing but amazing results from each team so far.”

UAVs, Engineering, and Ethics

Undergraduates typically don’t have to worry about fulfilling a contract with the US Department of Defense (DOD) and managing a drone company’s mistakes. But that’s exactly what BYU students **Scott Williams** and Griffin Holt spent a weekend in Maryland doing.

Williams, a senior accounting major from Bothell, Washington, and Holt, a junior computer science major from Salt Lake City, took first place at the Lockheed Martin Ethics in Engineering Case Competition, held at the company’s headquarters in Maryland. Earlier this year, the team was given a hypothetical ethical dilemma and had four weeks to consult with mentors and professionals to create a solution that would stand up to the judges’ questioning and scrutiny.



The team was assigned to consult for a hypothetical company that would be unable to fulfill its contract with the DOD. The contract called for the company to produce fifty unmanned aerial vehicles (UAVs or drones) for the department. However, only forty-five of the UAVs would be operational when the DOD was scheduled to see a demonstration of the drones. The company was faced with either using unethical solutions to quickly fix the nonoperational drones or defaulting on its contract, which would cause financial harm to the small town in which the company was based.

Williams and Holt consulted with BYU Marriott professor of ethics and leadership **Brad Agle**, former BYU Marriott adjunct faculty member Justin Ames, and DOD personnel. The solution the students presented put them on top of the other teams. “Williams and Holt demonstrated a strong holistic understanding of the business problem and the ethical elements embedded in it,” says Ames. “Rather than presenting one ethical choice, they were creative and innovative in presenting multiple solutions from varying stakeholder perspectives. In a few cases, they found potential solutions that the professional judges had not even considered.”

Creating a solution they could be proud of was always important to Williams and Holt. They credit their success to one of them being an engineering student and the other being a business student and bringing together two disciplines that often do not have the chance to collaborate with each other in the undergraduate world.

The BYU team went up against thirteen other schools. The team’s skilled presentation of its ethical analysis was the result of long weeks of hard work and practice.

Participating in ethics competitions can boost the understanding of business ethics that students need before they head out into the professional world. “If there’s anything BYU Marriott wants to be known for, it’s the ethics and integrity of its graduates,” says Agle. “But it goes beyond that. We want our students to be leaders who influence others for good. And that’s exactly what Williams and Holt have demonstrated in Maryland.”

BYU Marriott Students, Alum Make History with Awards

Last September, more than ninety thousand of the brightest minds in accounting sat down to take a sixteen-hour-long exam to become certified public accountants. Less than 58 percent of participants pass the exam annually. Six BYU Marriott School of Accountancy students and alumni stood out by acing all four sections of the CPA exam—the most people in SOA history and from any one school in 2019. These individuals received the Elijah Watt Sells Award, given only to those who score in the top percentile on all four sections of the exam on their first attempt.

The award recipients are **Alex Gunnerson** of Coeur d’Alene, Idaho; **Michael Lundberg** of Brigham City, Utah; **Joseph Pearson** and **Andee Waldie Soza**, both of Mesa, Arizona; **Regan Stewart** of Las Vegas; and **Ryan Thorsen** of Dallas. Only 110 accountants received the Elijah Watt Sells Award in 2018.



Alex Gunnerson



Michael Lundberg



Joseph Pearson



Andee Waldie Soza



Regan Stewart



Ryan Thorsen

Passing the CPA exam is challenging, but it is a necessary endeavor in order to become a certified public accountant. “The CPA credential symbolizes trust, integrity, and professionalism in the business world,” says SOA director **Doug Prawitt**, a CPA himself. The four-part exam is composed of (1) auditing and attestation, (2) business environment and concepts, (3) financial accounting and reporting, and (4) regulation.

This is the ninth year in a row that students from BYU Marriott SOA have received the Sells Award—the longest streak of any school in the world in the past decade. “We are pleased with the national recognition these awards bring to BYU, BYU Marriott, and the School of Accountancy,” says Prawitt. “But mainly we are just thrilled that these awards bring well-deserved recognition to our outstanding students and reflect the success they are having.”

Soza, now a staff accountant at KPMG in Salt Lake City, received multiple offers to accounting firms prior to graduation. She attributes this to the reputation of the SOA and notes that because of her BYU Marriott education, she felt ready to take the exam.

“The School of Accountancy definitely gave me the foundation I needed to get the Elijah Watt Sells Award,” she says. “As I studied, I noticed that I had been taught nearly every concept that I came across. When test day came, even if I couldn’t remember an exact calculation, I was able to choose the correct answer based on the accounting principles that I had been taught.”

Prawitt says that while the SOA doesn’t specifically teach to the CPA exam like some programs do, faculty members focus on helping students understand the fundamental principles and concepts that underlie accounting

and how to think and reason based on those fundamentals. “But the lion’s share of the credit goes to the outstanding students who come into our program and work hard to succeed,” he says.

“Beyond accounting, the structure of the accountancy program taught me discipline, balance, and the importance of hard work,” says Stewart, who is now employed at Ernst & Young in Dallas. “I know the skills I learned will serve me well in my career pursuits and family life. I feel that I can do anything I want in the future because I have built a great network of supportive and intelligent peers, professors, and mentors.”

MBA Students Take Second at Global VCIC

BYU Marriott MBA students found themselves among elite company at the Venture Capital Investment Competition (VCIC) in April 2019. After taking first

Are Siri and Alexa Making Us Ruder?



Is the way we bark out orders to digital assistants like Siri, Alexa, and Google Assistant making us less polite? Prompted by growing concerns, two BYU information systems researchers decided to ask these assistants: “Hey, Siri, is the way we talk to you making humans less polite?”

Okay, so they didn’t actually ask Siri. Instead they asked 274 people, and after surveying and observing those people, they found some good news: artificially intelligent digital assistants are not making adult humans ruder to other humans. Yet.

“Worried parents and news outlets alike have fretted about how the personification of digital assistants affects our politeness, yet we have found little reason to worry about adults becoming ruder as a result of ordering

around Siri or Alexa,” says **James Gaskin**, assistant professor of information systems at BYU Marriott. “In other words, there is no need for adults to say ‘please’ and ‘thank you’ when using a digital assistant.”

Gaskin and lead author **Nathan Burton** expected to find the opposite—that the way people treat AIs would make a difference in their manners and interpersonal interactions. But according to their assessment, digital assistants in their current form are not personified enough by adult users to affect human-to-human interactions.

But that may not be the case with children. Parental concerns have already prompted both Google and Amazon to make adjustments to their digital assistants; both now offer features that thank and compliment children when they make requests politely.

Gaskin and Burton did not study children but assessed young adults, who generally have formed behavioral habits. The researchers believe that if they repeat the study with kids, they would find different results.

They also say that as artificial intelligence becomes more anthropomorphic in form, such as the Vector Robot—which has expressive eyes, a moving head, and arm-like parts—the effects on human interactions will increase because people will be more likely to perceive the robots as having and understanding emotion.

“The Vector Robot appears to do a good job of embodying a digital assistant in a way that is easily personifiable,” says Burton, who is pursuing an MIS degree at BYU Marriott. “If we did the same type of study using a Vector Robot, I believe we would have found a much stronger effect on human interactions.”

The research was presented at the 2019 Americas Conference on Information Systems.



place at the regional competition in Boulder, Colorado, in February 2019, the BYU Marriott team traveled to Chapel Hill, North Carolina, for a three-day global competition for the world title against fifteen other schools from the United States, Singapore, England, India, Spain, and Canada. The BYU Marriott team placed second overall.

Participating in the VCIC is a significant accomplishment by itself, as only the top schools and students in the world are invited to attend. The BYU Marriott MBA team was composed of second-year students **Derek Croft** of Midvale, Utah; **Landon Essig** of Centerville, Utah; and **Rachel Whitlock** and **Bryce Pinder** of Orem. First-year students **Drew Romney** of Mesa, Arizona, and **Jared Skousen** of Draper, Utah, were also on the team.

BYU Cougar Capital, the MBA program's venture capital and private equity fund, played a big role in the success of the BYU Marriott MBA team. Not just anyone can be a part of Cougar Capital—only about half of the students who have completed the prerequisite private equity class are invited to join. Among the Cougar Capital group, a mock venture capital investment competition is held to determine who will compete in the VCIC. The best-performing students are selected to represent BYU Marriott.

Students often have little to no experience with private equity before taking the private equity class and joining Cougar Capital, says teaching professor of entrepreneurship **Gary Williams**. Williams is also Cougar Capital's founder and advisor. "At the end of the courses, these same students compete against some of the world's best," he says. "BYU Marriott's performance at the VCIC consistently tells the story of the quality of Cougar Capital and our MBA program over time."

First Prize to the Girls Co.

With over thirty countries and more than six hundred universities represented at the International Business Model Competition (IBMC), student entrepreneurs need to bring their A game to succeed. This year a team of three women from BYU Marriott took home the \$40,000 grand prize for their company, the Girls Co.

The three founders of the Girls Co.—**Zoia Ali** from Southlake, Texas; **Taimi Kennerley** from Orem; and **Abby Warner** from Holladay, Utah—represent half the female population in their graduating class within the BYU Marriott entrepreneurship program. Banding together, the three women created their company to address a pressing need among women. The Girls Co. Period Belt (patent pending) is a wearable, all-day heat pack that allows women to live their lives normally despite debilitating menstrual cramps. "Period cramps affect so many women," Ali says. "So we were surprised to discover something like this didn't already exist."

The Girls Co. team members hope this win will inspire other women to begin and realize their entrepreneurial dreams. "One big thing for me has been empowering other women," Ali says. "I have seen the need for female empowerment in entrepreneurship firsthand, and I am so grateful that my first startup can help women and encourage others to do the same."

The IBMC is different from traditional student venture competitions. It centers on the process entrepreneurs undertake to eliminate uncertainty around their business ideas. During the competition, competitors recount their journey of testing and validating key assumptions of their business idea with customers, the lessons they learned, and how those lessons informed changes to their business model.

"Everybody learned something," says David Binetti, creator of the Innovation Options framework and one of the final-event judges. "The judges as a group were incredibly impressed by the teams that competed, and we don't say that often." The final event judging panel also included Ash Maurya, author of *Running Lean* and creator of the Lean

Canvas template; Brant Cooper, founder of Moves the Needle and a *New York Times* bestselling author; and David Bland, founder and CEO of Precoil.

According to Binetti, the most impressive aspect of the competition was the grip each competitor had on the fundamental principles and methodologies espoused by the competition. "Every competitor from top to bottom knew and understood those fundamentals," he says. "Regardless of who wins, each participant gains a better understanding of how to create new products and behave like an entrepreneur under conditions of uncertainty."

While the second day of the IBMC is the competition, the first day is mostly composed of the Thought Leader Conference, which focuses on educating participants on the latest and greatest principles and trends in entrepreneurship and innovation. This year's Thought Leader Conference included trainings and workshops from all four final-event judges. According to Jeff Brown, competition director and associate director of operations at BYU's Rollins Center for Entrepreneurship and Technology, the conference contained the most comprehensive training in the competition's history.

Forty student teams from around the world were invited to participate at the 2019 competition, held 9–10 May on BYU campus. In total, more than \$200,000 in cash prizes were awarded, with all teams winning at least \$2,500.



Alumni News

MANAGEMENT SOCIETY

NAACP Honored for Promoting Justice and Equality

On 11 May, Elder Gary E. Stevenson joined the Washington DC chapter of the BYU Management Society at its annual gala dinner. This year they honored the National Association for the Advancement of Colored People (NAACP) for its dedication to promoting justice and equality for all people.

“It’s easy to call for civility, but it’s harder to do the work of making civility possible,” Elder Stevenson said during the ceremony, inviting all to promote civility and have Christlike love for others. “One of our core [and] divinely appointed responsibilities . . . is to care for the poor and needy. Who does that include? It’s everyone around us. Being your brother’s keeper will lead to bridging divisions rather than creating divisions.”

Derrick Johnson, NAACP president and

CEO, and Karen Boykin-Towns, NAACP vice chair, accepted the 2019 Distinguished Public Service Award on behalf of the NAACP at the gala, which was held in Arlington, Virginia.

Johnson, a former Harvard Law School lecturer and founder of the nonprofit One Voice Inc., expressed gratitude and hope for the future. “If more of us begin to talk across communities, across faith, across beliefs, we can heal much of the harm that has been caused [by injustice and intolerance] and be a stronger community for it,” he said.

BYU Marriott dean **Brigitte C. Madrian** also briefly addressed those in attendance. Other speakers included Boykin-Towns, who introduced Elder Stevenson; Elder Jack N. Gerard, a general authority seventy; and Kisha Wilson-Sogunro, a local leader in community and volunteer engagements. Music was provided by Ashley Ondoua, a high school senior and internationally recognized pianist.

More than five hundred people attended the event, including Management Society members, BYU alumni, NAACP chapter representatives, and interfaith community leaders. Ginny Bywater, the annual gala event chair, noted that the variety of attendees was exactly what chapter leaders were hoping for.

“That’s what the Management Society is trying to promote,” Bywater says, referencing BYU Marriott’s mission to prepare men and women of faith, character, and professional ability to become outstanding leaders and positively influence the world. “That includes anyone who is concerned with ethical standards, service, and lifelong learning—not just BYU alumni.”

In addition to the presentation of the 2019 Distinguished Public Service Award, six BYU students were recognized as the recipients of the chapter’s 2018–2019 scholarships: **Sarah Curry, Austin Dorman, Janessa Henry, Marcelo Leme, Rachel Lewis, and Aaron Shirley.**

Overall, the event was a success because it helped strengthen bridges between many different communities, Bywater says. “People left with a different, more upbeat, more interested feeling. It was remarkable. And I think everybody that was there felt that.”



NAACP representatives receive the Washington DC chapter’s 2019 Distinguished Public Service Award. Below, left to right: Elder Gary E. Stevenson, Dean Brigitte C. Madrian, chapter president Mike Baird, Derrick Johnson, Karen Boykin-Towns, Kisha Wilson-Sogunro, and Elder Jack Gerard.



CLASS NOTES

1960



Gayle Linton

Brackner left BYU in 1960 with a bachelor’s degree in business education in hand. She went on to work as an administrative secretary at Utah State University’s Agricultural Education Department in the 1980s, but her proudest accomplishments center around her family. Brackner raised seven children while supporting her husband, **James**, as he earned two degrees—including a MACE—from BYU and a PhD from the University of Alabama in 1984. The couple lived in Bangkok, Thailand, for six months while James worked on a

Writing Her Way Through Family Life



Whether the characters are mysterious aliens, troll-like teenagers, or raging toddlers, **Susan Harker Bohnet** can write a book about them, leaving her readers laughing and crying out loud. Bohnet's knack for understanding both people and marketing has helped her turn her writing skills into a lifelong career of penning novels and magazine columns.

After getting her associate's degree in psychology from Ricks College, now BYU–Idaho, in 1986, Bohnet decided to transfer to BYU Marriott to study human resources. "I wanted to work with people, and I knew the human resources program at BYU was good," says Bohnet. "It seemed like a good fit to work with people and use those people skills in a business environment."

Bohnet worked in HR for a brief time and enjoyed presenting to HR departments from various companies; however, everything changed when she and her husband, Randy, had their first child in 1988, the same year she graduated. "I had every intention to enter the HR industry, but when that first little baby came along, I decided I wanted to be a stay-at-home mom," Bohnet says. "And I always enjoyed writing, so I had that in mind."

Bohnet started her first novel while studying at Ricks College and taking Shakespeare and other writing electives on the side. Unfortunately, she lost her first novel manuscript amid her busy college years. After graduating from BYU Marriott and with a baby at home, Bohnet took advantage of nap time and spent every moment she could writing. Instead of trying to rewrite the novel she'd lost, Bohnet explored a new type of writing that she now related to: family humor.

In 1994, Bohnet approached *Gesundheit*, a local magazine in her home town of Claresholm, Alberta, and pitched an idea for a column called "Family Frenzi." The magazine publishers were immediately interested and started publishing the column.

Inspired by her own life, Bohnet wrote about raising kids. Her columns often included a humorous twist on the struggles and joys of being a mother. She also wrote about husbands and trying to understand the world from a family perspective. Bohnet ended up writing for three different local publications and continues to write the weekly column for the *Claresholm Local Press*.

While keeping up the "Family Frenzi" column and raising her five children, Bohnet never gave up on her dream to write a novel. After going back and forth with different agents and editors, she finally found a publisher for her first book in 2014. The young-adult novel *My Life as a Troll* follows the journey of a teenage boy as he gets lost in his video games to avoid the pressures of school, bullying, and girls. "My kids were about that same age, and that's kind of where my heart was at the time," she says.

In 2016 Bohnet published another young-adult book, *Mosaic*, which follows a family of Latter-day Saints; she has two more sequels in the works. She branched out by writing a new novel for adults, *Lethal Influence*, about an alien society secretly living among humans for thousands of years. The research, writing, and publishing process hasn't been easy, but Bohnet's skills from her BYU Marriott education helped enable her to achieve her goals.

"I've had to work with publishers and editors in different marketing efforts for the books to consider different needs and wants of the readers," Bohnet says. "Another thing I learned is how to do research and how to organize myself to study and to write. My newest book, *The Viking Time Traveler*, has some historical aspects to it, so I've had to do quite a bit of research on Vikings and their way of life. Finishing my degree at BYU helped me learn how to stick with something until the end—even when you are literally writing the words 'The End.'"

project with the World Bank. They now reside in River Heights, Utah. Brackner enjoys family history work and serving locally with the Daughters of Utah Pioneers and the Lions Club. She also spends her free time with her children, twenty-two grandchildren, and eighteen great-grandchildren.

Long before BYU Marriott called the Tanner Building home, **Keith Hardy** walked the halls of the old Page Elementary School building, the



then-home to the School of Management. Hardy jokes that he had to bend down onto his knees to take a swig from the drinking fountain. Although performing with show bands and dance bands kept him busy, Hardy graduated with a marketing degree in 1960 and went on to earn a claims law degree from La Salle University while pursuing a career as a claims specialist for State Farm. During his thirty-five-year

career at State Farm, Hardy handled heavy-injury claims and home and commercial losses. He found claims to be rewarding as he traveled across the country, often for a month at a time, to handle survivor cases. Hardy retired early but kept busy with his music and traveling (he's visited 115 countries) with his late wife, Annette. Together, Hardy and Annette have four children and seventeen grandchildren. Hardy recently married DeAnn Anderson, who has four children and fourteen grandchildren. The couple

enjoys playing duets, serving internationally, and “writing a lot of birthday checks.”

1981

When **Doug Barton** took his first accounting theory course, he never thought he would pursue a career in accounting. Now, almost thirty-eight years later, he calls himself an



“accounting geek” and is proud to work at one of the top accounting firms in the nation.

Barton graduated with both a bachelor’s and master’s degree in accounting from BYU in 1981. He worked as a professional accounting fellow in the chief

accountant’s office at the SEC for two years. For the past two years, Barton led the Deloitte national office’s department that is responsible for accounting and SEC consultations, publications, and standard-setting activities. Barton loves the chance he has each day to work with talented professionals and great people. Barton lives with his wife, Robin, in Walnut Creek, California; the couple has three children and nine grandchildren, whom Barton plans to spend more time with when he retires in May. He loves triathlons and cycling; for the past five years, Barton has climbed over one million feet in elevation on his bike annually.

1987



As a nurse in a small, rural hospital in Star Valley, Wyoming, **Robert W. Allen’s** mother would work regular shifts in

addition to helping anytime she saw or heard an ambulance go through the valley. Her passion inspired Allen to pursue a career on the administrative side of healthcare. After graduating with a BS in operations management from BYU Marriott in 1987, he earned an MBA from Utah State University and was CEO of hospitals in Wyoming, New Jersey, and Massachusetts. Allen then joined Intermountain Healthcare, where he has been senior vice president and COO since 2017. Allen oversaw the planning and development of Intermountain’s Park City Hospital, and he was named one of the top twenty-five COOs in healthcare by *Modern Healthcare* in 2017 and 2018. He has also served on numerous healthcare and community boards. He and his wife, **Becky** (a 1985 information management grad), live in Millcreek, Utah. The couple has three children and three grandchildren. Allen enjoys outdoor activities, including a recent climb to the summit of the Grand Teton.

1989



How powerful are your thoughts? That’s what **Valerie Robertson Ackley** asked hundreds of younger readers when she released her

Smooth Transitions



When a United States president leaves office, the White House interiors are redecorated, many executive branch officials leave their positions, and national policies can change within hours. If handled incorrectly, that turnover could result in an unorganized, underprepared administration. During the 2017 transition, that’s where **Jacob Marco** came in—helping the new administration hit the ground running.

As a member of the United States presidential transition team, Marco helped manage the transition of the Department of Treasury and independent financial agencies such as the Federal Reserve System, the Federal Deposit Insurance Corporation, and the Securities and Exchange Commission. “Our job was basically to make that transition as smooth as possible,” Marco says. “You need to ramp up the administration as fast as possible in case there’s any natural disasters or foreign policy or financial crises.”

Marco worked eighty-hour weeks between Election Day and Inauguration Day. He determined how to best implement policy and campaign promises, looked at how to set up the organizations as fast as possible, vetted nominees, and managed the teams working on the ground.

Though there were still things to do after the inauguration, the majority of the work was done during that three-month window. “It’s a huge amount of work in a short amount of time, and there is no flexibility for when you need to be ready,” he says.

Luckily, the transition team members were rewarded with a much-deserved break on Inauguration Day. Marco recalls being invited to all the festivities and even having a particularly good seat to watch the inauguration ceremonies.

But for Marco, the biggest reward came with the work itself. “I’ve enjoyed being able to witness political power being transitioned from one party to another,” he says. “The peaceful transition of power is essential to a functioning democracy, and I was grateful to witness it and be a part of planning to make that a reality.”

Thriving in the high-intensity atmosphere of the presidential transition team was easier because of the skills gained from his BYU Marriott education and other career experiences, Marco says. After graduating with a degree in finance in 2015, he joined Boston Consulting Group (BCG) as an associate—briefly combining his work there with his stint on the transition team—and then Susquehanna Growth Equity in May 2018.

Now at the University of Pennsylvania, Marco is pursuing a dual JD/MBA. He enjoys being involved on campus as associate editor of the *University of Pennsylvania Law Review* and a member of several clubs and student associations. An avid athlete, Marco has run five marathons and loves playing basketball. He also plays the piano and trombone and is learning to speak several foreign languages.

Marco’s path hasn’t followed the route that he envisioned, he says, but it has led him exactly to where he wanted. Early on, Marco decided that all of his educational and career-related decisions would point toward one goal: using his skills to help others. “I’ve been trying to spend these early years of my career developing skill sets, networks, and professional opportunities in order to have the most impact on the world,” he says. To maximize that impact, Marco looks forward to someday entering public service.

children's book, *What Are You Thinking?* Published in 2010, the book encourages children to remember the power of positive and negative thoughts and was sold in Costco stores for more than a year and half. The 1989 BYU marketing grad previously served as a marketing director and customer service manager for seven years with communications company ITC (now XO Corporation). But after penning her way into publication in 2010, Ackley decided to enter the hospice and healthcare industry, where she has worked since 2013. She was recently promoted to executive director at Bristol Home Health and Hospice. Ackley continues to teach children and adults about the power of positive thoughts as a motivational speaker for anti-bullying, suicide-prevention, and anti-drug initiatives. She and her husband, Jeff, live in Lehi, Utah, and have five children and one grandchild.

1990



Although she currently calls the Midwest home, **Joanna Totten Adams** grew up in California before attending BYU Marriott

in 1986. After graduating in human resource management in 1990, Adams moved to Cincinnati with her husband, **Khan**, where they raised a family of four. Along the way, Adams became a certified pharmacy technician and obtained her life and health licenses after joining Northwestern Mutual's Shuley Stevens Group in 2013. The group specializes in financial planning, wealth management, and comprehensive life planning. Adams became a certified financial planner (CFP) and an investment advisor representative. Now the director of operations, she manages client service and administration processes, such as facilitating account openings, asset movement, and investment paperwork. She and Khan now live in Covington, Kentucky, and enjoy spending time with their four children and two grandchildren.

1992

Kirsten Keele Miner started out as a pre-management major at BYU Marriott before she decided to pursue healthcare



in 1992. Miner received her LPN degree from the College of Eastern Utah, her RN from Weber State College, and her BSN through

Weber State. After working as a nurse in the healthcare industry, Miner decided to leave the field to raise a family. As a mother to a child with disabilities, Miner felt the desire to help others with disabilities who live in difficult situations. She recently reentered the work force and joined the Southwest Utah Public Health Department as an access and functional needs advocate. Miner leads a coalition to increase inclusivity for people with disabilities and vulnerabilities in emergency preparedness through outreach and collaboration with community partners. Miner and her husband, Dennis, have eight children and two grandchildren. The couple lives in St. George and enjoys taking advantage of the many local hiking trails.

1993



After graduating from BYU in 1993 with a bachelor's in financial services, **Kari Rae Ankeney** found herself feeling unhappy and

stuck working in the financial services industry. Thanks to divine intervention, she discovered her passion when a friend told her about an open position at Intermountain Healthcare. She got the job and worked as a technical analyst for eight years before becoming an IT project manager at Children's Medical Center for another eight years. Ankeney now works as the director of enterprise project governance and IT project management at JPS Health Network in Fort Worth, Texas. In addition to implementing IT governance structures, Ankeney manages eighteen staff members with a large complexity of technology-related projects. In 2018, she received the JPS Excellence Award in recognition of demonstrating the mission and values of the organization. Her proudest accomplishments, however, are her three children. She and her husband, David, live in Fort Worth, and enjoy walks, runs, movies, and playing games.

1994



After graduating from BYU Marriott with a BS in human resources in 1990, **Fran Clark Hafen** soon returned to complete her

master's degree in public administration in 1994. Her degrees landed her a job at O.C. Tanner, an employee-recognition company, where she worked in the human resources department coordinating company trainings and compiling affirmative action plans. While HR taught her many useful skills, Hafen discovered her ability and passion for writing while at home raising her family. She published her first book, *Joy Cometh in the Morning: A Story of Healing from the Loss of a Child*, in 2007. In the book, Hafen shared a detailed, touching story of losing her first child and how she found healing. Since then, she has published another book and written several personal histories. Hafen and her husband, David, live in American Fork, Utah, and have eight children and one grandchild.

1998



During business hours, you can find **John Ahlander** in the offices of Symantec, a cybersecurity software and service company. As

the VP of product development and cloud operations, Ahlander leads Symantec's Utah development site, which includes teams over malware defense, web filtering, breach detection, reporting, and analytics. During evenings and weekends, however, the 1998 grad with a BS in information systems and an MISM is probably working on side projects, which once included utility websites CougarFan.com and LDSScriptureTools.com. He also serves as chairman of the board for the nonprofit Almitas Foundation. Previous to his current position, Ahlander worked at Blue Coat Systems for eleven years. He and his wife, **Amy**, live in Cedar Hills, Utah, with their two children. Ahlander enjoys coaching, participating in, and watching sports.

2001

Brinker International is home to Chili's Grill & Bar, Maggiano's Little Italy,



and—for the last five years—marketing alum **Wade Allen**. After graduating from BYU Marriott with a marketing degree

in 2001, Allen worked in marketing for several companies before becoming vice president of retail at Rockfish Interactive, a digital marketing company, and president of the digital coupon company CouponFactory. In 2014, Allen joined Brinker International as vice president of digital guest experience and analytics. He was recently promoted to senior vice president and chief digital officer in 2018. In his new role, Allen oversees all strategy associated with technology, data, and digital innovation. He also serves as a digital innovation advisor council member for St. Jude Children's Research Hospital and American Lebanese Syrian Associated Charities. He and his wife, Erin, and their four children reside in Argyle, Texas, where Allen enjoys reading, exercising, and supporting his two oldest children in tennis tournaments.

2003



After graduating with a BS in human resources in 2001, **Bret Harmon** fell in love with local government when he entered the MPA program. Degree in hand, Harmon left BYU Marriott in 2003 to join MuniServices, a financial services company that consults local governments. After almost fourteen years, he left his role as vice president of client services to serve as director of finance to the city of Lindsay, California. There, Harmon directed financial operations and served as clerk to the city council before becoming interim city manager in September 2019. Harmon and his wife, Elizabeth, enjoy camping with their four children near their home in Visalia, California. Harmon also enjoys coaching youth soccer, which he has done for seven years and ten different teams. He is proud of his role in helping the city of Lindsay avoid serious financial struggles, assisting with the passage of a much-needed tax measure, and bringing peace to a previously struggling department.

2012



Since graduating with his MPA in 2012, **Anthony Jenkins** has consciously straddled the fence between private and public sectors throughout his career. Jenkins has

worked for three Fortune 100 companies to make his mark in the public sector through supply chain and procurement innovations. Those companies were Lockheed Martin in Albuquerque, New Mexico; Honeywell in Kansas City, Missouri; and Amazon in Seattle, Washington. In his current business-to-government (B2G) role with Amazon, Jenkins seeks to improve and transform federal procurement. He and his wife, Naomi, and their three children live in Vineyard, Utah, where Jenkins enjoys staying active; he won two gold medals at the 2017 Utah Summer Games in the 100 meter and 200 meter races. He serves as vice chair on Vineyard's planning commission and is an avid advocate for parks, trails, bicycle lanes, and sustainability.

2014



Mandy Bingham had her first child within months of graduating from BYU Marriott in 2018 with a BS in management and

emphases in organizational behavior and HR. As a stay-at-home mom, or what she likes to call a "private-household manager," Bingham has developed countless skills, including creative word usage to describe things in a plethora of ways in answer to her children's constant question of "why?" Her responsibilities also include shopping, snuggling, and nap enforcement. Bingham's husband, **Bryant**, who graduated in the same year and with the same major as Bingham, currently works for Amazon. The couple has two children and lives in the Seattle area. When not scheduling get-togethers and playdates for her children, Bingham enjoys eating chocolate and reading dystopian novels.

Through her educational and professional endeavors, **Stephanie Reynolds Jackman** has pursued her passions for the English



language and recreation management. She graduated with her BS in recreation management in 2014. Following graduation, Jackman

worked for a variety of companies in Provo and Abilene, Texas. She currently attends the University of New Hampshire, where she is completing a master's degree in English. After her estimated graduation in spring 2020, she plans to pursue a PhD in English and teach college-level English. Jackman also serves as the summer camp director in Exeter, New Hampshire, for the parks and recreation department. She oversees thirty-two counselors and three hundred kids and ensures that the adventure camps run smoothly. Jackman's other passions include kayaking, hiking, and editing. She and her husband, Dallin, live in Newmarket, New Hampshire.



As a child, **Catherine Barrett Raynor** loved counting the money in her parents' wallets. Her interest in money

led to her desire to become an accountant—a career decision she made at age eleven. To pursue that dream, Raynor studied accounting at BYU Marriott, earning both her BS and MACC in 2014 from the School of Accountancy. Raynor served as an assistant manager for Deloitte at the company's London office, preparing and reviewing complex US federal, state, and local filing obligations. She excelled in her position, due in part to her CPA license. She and her husband, James, enjoyed raising their daughter in the UK before moving to Verona, Wisconsin. Raynor now works as a tax accountant with Hy Cite. She and her husband enjoy working in their yard and are expecting their second child in December.

2015



As a web developer, **Satish Singh Baniya** knows his way around JSP, custom tags, and JavaScript, and he

mentors software engineers to help them implement different business requirements in their websites. Although he started as an entry-level

Full-Time Mother and Marketer

Hanging on a wall in **Karen Ranson Peterson's** home is a quote commonly attributed to William Shakespeare: "Expectation is the root of all heartache." Peterson has largely avoided such heartache because she's frequently adjusted her life expectations as a result of several crucial experiences, which have led her to where she is today.

Growing up in a solid Christian home, Peterson always thought she would be a stay-at-home mom, only working when needed, just as her pharmacist mother did. Now Peterson is married with four children, but instead of staying at home with the kids, she stays busy working at a fast-growing tech startup.

As a young girl, Peterson's engineer dad taught her mathematics far beyond her grade level, helping to develop her love for analytics and data. This passion took anchor in 1999 when she attended her first marketing course in the executive MBA program at the University of North Carolina at Charlotte.

"I ate up every piece of those marketing courses," Peterson says. "Marketing is the perfect blend of technical skills and data synthesis with creativity and messaging. It's all about creating value using quantitative and qualitative tools."

The following spring, Peterson found something she never thought would be a part of her life: The Church of Jesus Christ of Latter-day Saints. On a weeklong trip to visit her best friend in Utah, Peterson felt something spark within her as she walked the grounds of Temple Square. That spark only intensified when she was introduced to a young man named Jeff Peterson.

Again, expectations changed when this young man baptized Peterson in September and eventually took her to the temple with wedding bands in hand. She moved to Utah to continue her MBA degree at BYU Marriott and learned how to be a marketer and a member of the Church.

"It was such an amazing experience to be a new member of the Church and be immersed in a school and environment that is so gospel-centered," Peterson says. "You get all of the expertise and high caliber of education the school has to offer in such a nurturing and positive environment. It was the best place I could have possibly been. The relationships among the students were authentic and genuine. We still talk and stay connected today, giving each other support and advice through our different phases of life."

After graduating with her MBA in 2003, Peterson began her marketing career at Ancestry. She progressed through several different jobs that pushed her out of her comfort zone and helped her grow from marketing manager to an interim chief marketing officer.

Peterson wanted to take her thirteen years of experience building the Ancestry markets and apply it to a fast-growing, technology-based startup. In 2018, she found BrainStorm Inc., a fast-growing SaaS company that provides an intelligent learning platform for better technology in the workplace, and continued her role as chief marketing officer in a new environment.

"My title is definitely something that I honor, but it's more to me about contributing and adding value to the company and being part of the leadership team, which I take very seriously," Peterson says. "Earlier in your career, you focus on accomplishments, but as you grow into more of a leader, your influence on people and ability to create successful teams and cultures becomes more of the focus."

Even more than her influence at work, Peterson takes her role as a mother seriously. "No matter where or when you work, as a mom, you are always a full-time mom," she says. Ever since their second son was born in 2007 with spina bifida, her husband, Jeff, decided to sell his construction company and become a stay-at-home dad.

"I thought I would be a stay-at-home mom, but it turned out that my husband was the perfect person to stay with Gavin and help him through physical therapy," Peterson says. "Looking back, there were so many things that perfectly aligned to help us progress. This was clearly part of Heavenly Father's plan for us. We just didn't know it."



software engineer after graduating from BYU with a computer science degree in 2003, Baniya always dreamed of going into management. After working in the industry for almost ten years, Baniya decided that getting his MBA would be the perfect launch pad toward his goals. He chose BYU Marriott, graduating with his MBA in 2015 and then managing a team of developers at Cvent, a global event and travel-technology leader. As director and member of the senior leadership team, Baniya manages professional services and ensures that his Fortune 500 clients enjoy an excellent experience with the software. In addition to developing solutions and action plans for critical issues, Baniya also promotes environmental awareness

both in and out of the office. In 2016, he reduced the company's footprint by 18 percent and was a key member in raising \$18,000 for a Nepal earthquake relief fund. He currently resides in Lehi, Utah, with his wife, Aparna. He enjoys reading biographies, watching movies, and staying up-to-date on politics.



Finance grad **James Nish** found his career through being bilingual. As a sophomore, Nish wanted an internship in marketing or sales but instead found one with Citi Private Bank in Florida. Citi was searching for interns who spoke multiple languages, and Nish's

Spanish skills helped him get the position. He became fascinated with the world of finance and noticed that every major project was sent to New York. During his junior year, Nish landed a junior internship with Citi in the Big Apple, and after graduating in 2015, he accepted a full-time position with the company. He continued working with Citi as an analyst and later as an equity sales trading associate until joining the business development team at Addepar, a software company, in early 2019. Nish relocated to Salt Lake City with his wife, Jessica, and daughter, Piper, where he sits on the boards of nonprofit Comunidades Unidas and performing group Utah Presents. He enjoys skiing, biking, and running.

Flying in the Forgotten War

Quick transitions between life events have always been part of **Merle Allen's** unofficial strategy for most of his life. At BYU's 1954 graduation dance, the marketing grad, senior class president, and former varsity football player proposed to his sweetheart, Carol Beckstrand. After the MC announced the happy news, Allen says they then rushed to Beckstrand's parents' home to "tell her folks so we'd get to them before somebody else did."

He made another quick transition in 1957 when, only a week after leaving military service in South Dakota, he drove to Arizona and enrolled in law school at the University of Arizona. Allen's quick decisions and proactive personality have led him to the wonderful life he and his wife have created.

Perhaps the most impressive turnaround Allen ever achieved, though, was graduating from the Air Force ROTC (AFROTC) at BYU in only three years. In 1950, the Truman administration had intervened in North Korea's invasion of South Korea, effectively beginning the Korean War. As the draft went into effect, men from BYU began to be called up, and Ernest L. Wilkinson, then university president, helped establish BYU's AFROTC in 1951. "He really went to bat for us," says Allen. "It was a great political effort and an inspired effort."

Young men began to join the AFROTC in large numbers, in part because they would be subject to the draft if they didn't voluntarily enlist. Allen remembers that the AFROTC became "a big item" on campus, observing that at one point it seemed as if half of all male students were part of the corps. "We would wear our uniforms on Friday, and my goodness, everywhere you look, here's somebody that's wearing an air force uniform," he recalls.

Allen, who was in his sophomore year when the AFROTC was established, graduated with one of the first AFROTC classes—one of the only classes to complete the four-year training in three years, doubling up on classes to get it done. Three months after graduation, Allen was called into active duty with the US Air Force and began his one year of pilot training followed by two years as a pilot with the Fourth Strategic Support Squadron of the Strategic Air Command.

From Ellsworth Air Force Base in South Dakota, Allen flew numerous missions to locations around the world. He remembers flying to London and

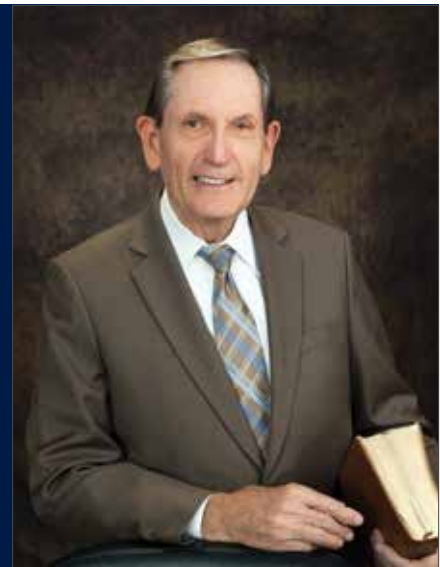
refueling at a tiny island hundreds of miles west of Portugal. Once, he was flying through Greenland when he looked at his map and saw it was blank except for one note that read, "You are now flying over uncharted land." He heard other pilots tell of missions to Ice Island, an iceberg near the North Pole that was home to a US scientific research base.

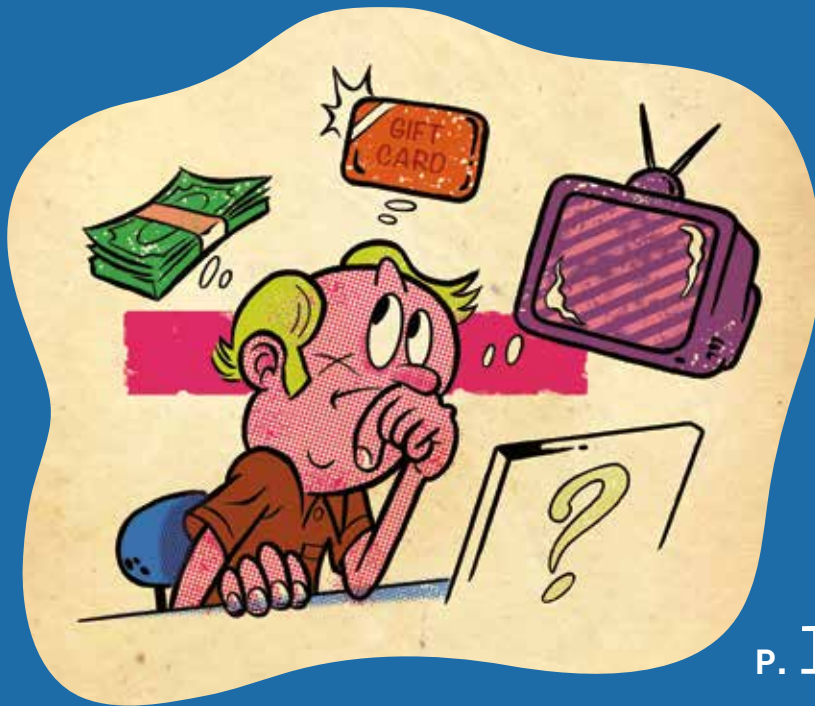
Allen remembers deeply appreciating the good character of his fellow officers, including former BYU students Morris "Mo" Jackman and 1954 marketing alum **Leon Heaps**, who had played for BYU's varsity basketball team.

After completing his three years of service, Allen studied law and joined the firm of Moore, Romley, Killingsworth and Kaplan in Arizona in 1960 before helping establish Udall, Shumway, Blackhurst, Allen and Bentley in 1972.

Maintaining the pattern of quick transitions, Allen and Carol began a mission only three months after Allen's retirement in 1997. They served at BYU-Hawaii, and Allen taught international business law and business ethics. The couple also served missions to Hong Kong, the Provo MTC, and Cove Fort, Utah. Today Allen and Carol reside in Gilbert, Arizona, and have six children and thirty-two grandchildren.

Allen enjoys traveling, fishing, and staying in touch with his former BYU roommates. "There are not many of us left to tell the story of the BYU-Korean War period," Allen says. "The Korean War is often referred to as the 'Forgotten War,' and the role of the Air Force ROTC at BYU in the 1950s is even more forgotten."





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