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MARRIOTT

A person in a yellow jacket and dark pants is rappelling down a red rope. They are positioned on a white, cloud-like surface that appears to be floating in the air. The rope extends from the person down to a dark, rocky peak at the bottom of the frame. The background is a vibrant blue sky with horizontal bands of white and light blue, suggesting clouds or a stylized sky.

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◀ STUDENTS QUEUE FOR SHIRTS COMMEMORATING THE MARRIOTT SCHOOL'S TWENTY-FIFTH ANNIVERSARY ON 28 OCTOBER. STUDENTS, FACULTY, STAFF, AND ALUMNI ARE CELEBRATING THIS IMPORTANT MILESTONE BY DONATING TWENTY-FIVE THOUSAND HOURS OF SERVICE BY THE END OF THE 2013-14 SCHOOL YEAR. LOG YOUR HOURS AT MARRIOTT25.BYU.EDU. PHOTO BY EMMA VIDMAR.

**OVERHEARD
IN THE
TANNER**

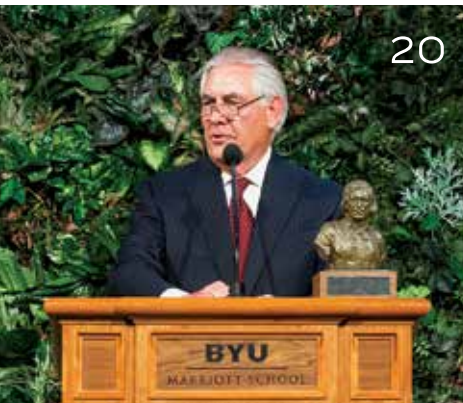
I'll have you know **Europe is full of French bulldogs.** • I have a date tonight, a date tomorrow morning, and a date tomorrow afternoon. It will be hard to find time for my finance homework. • Do you work here? No, **I just carry a vacuum around the Tanner Building.** • The thing I really like about investment banking is the strong work ethic that is ingrained in the culture. I can definitely see myself doing that for the next forty years. • We all learned that in leadership class last year, right? **Wait, we learned what?** • We should meet at those round tables in the atrium. What about a classroom? Oh yeah, we could do a classroom. • **I know I need to eat healthy,** but I don't have time for that. • The hardest question for me to answer was when she asked **how immigration is affecting national security.** • For fresh-cut salad, private labels have grown 15 percent. **Cheese balls, however, have plummeted.** • I'm going to take the survey a hundred times and skew your data. • I invested all my money in gold and mutual funds, and that's tanked. • Come on! Hurry! Your life really shouldn't revolve around *The Vampire Diaries*. • **He broke his forearm, pinky, and wrists.** He won't be in class for another week! • How many brothers do you have here? Four. **Do they have any cute roommates?** • He makes us put our laptops down and take notes. We can't use our laptops? • Do you know who James Taylor is? Unbeknownst to me, **he is the love ballad king.** • I don't have any prospects. How about you? She goes into the MTC in October. • **I'm all about the turkey cranberry.** It's the ultimate Thanksgiving sandwich. • How are you doing? **I'm doing late!** • It would be so nice if we had just one professor. You know, if we had math in the morning and then went to recess? • We sat there in **literal awkward silence** for four minutes. I didn't really think of it as a date. • This is my supply-chain buddy. He's in love with iOS 7. • I wonder if **I emailed the wrong teacher last night.** • Man, I can never spell *infrastructure*. It's in-*fra*-structure. • Oh, that's simple. It's a Hadoop-based repository scheme. • Hey girl, I didn't know you had classes in the Tanner. • **I still have this chunk of gum in my hair—**I really can't get it out! • How long did you study for this test? I got an hour and a half of sleep last night. • I woke up this morning and asked my wife what time it was. **Needless to say, I skipped the shower** and came to class. • This is what I recommend as a generic answer. **You're not a generic kind of guy.**



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Cover illustration by Mark Smith

A portrait of Jon Rowberry, an older man with short, graying hair and glasses, smiling. He is wearing a dark suit jacket over a light-colored button-down shirt. The background is a blurred interior with warm, golden light filtering through vertical elements, possibly a window or a decorative screen.

LEADING
ALUMNI

Jon Rowberry
BS ACCOUNTING, 1970

MELODIC PROGRESSION

"Citius! Altius! Fortius!" ~ Heralding the commencement of the 2002 Winter Olympics, the 360-member Mormon Tabernacle Choir reverberated John Williams's "Call of the Champions" across Rice-Eccles Stadium. Millions tuned in from nations

around the globe. This was Salt Lake City's biggest moment, and Jon Rowberry and his bass voice were in the thick of it. ~ "The week of the opening ceremonies I kept track of the number of hours my wife and I were either on our way to choir,

at choir, or on our way home," the 1970 accounting alum recalls. "We put in more than eighty." ~ The Latin motto Rowberry and the choir brought to life during the games translates to "Faster! Higher! Stronger!" The same terms could be

applied to Rowberry's personal quest for excellence in the business arena. Like a rousing anthem, his career has been marked with staccato passages, dizzying high notes, and a long-building crescendo that saw him named CEO of FranklinCovey.

Text: MEGAN BINGHAM

Photography: BRADLEY SLADE

♣ PERFECT PITCH

Entering the upper echelons of management never crossed Rowberry's mind as a California teen growing up in the 1960s. His future was slated in a legal direction, mirroring his prime-time idol—Perry Mason.

His courtroom interest eventually led him to BYU. With law school on the horizon, Rowberry could choose from a variety of undergraduate majors, so he settled on accounting.

But following an LDS mission in Germany, Rowberry's plans shifted. His family suffered a financial setback that made law school impossible. Rowberry needed to go to work. He secured a position with Deloitte in San Francisco, but only after promising to stay.

"The firm was skeptical of BYU students who would come to California for two years to get their CPA and then move back to Utah," Rowberry explains. "I billed myself as a native who had no plans to move."

Rowberry made good on his pitch, remaining in California for twenty-five years.

♪ UP-TEMPO

That changed, however, in 1995. Rowberry was in Cannes on the French Riviera, soaking up the scenery as part of a senior management retreat for Swiss company Adia Services. That's when the phone rang. It was San Francisco on the line.

A college friend who was a partner at Goldman Sachs had become aware of an opening at Franklin Quest in Salt Lake City. The company was looking for a CFO, and there was a possibility of moving into the role of president.

After a decade with Adia and the disappointment of being passed over for the CEO slot, Rowberry was ready to make a change. He just wasn't sure he wanted to make it in Utah. Despite his hesitations, he flew to Salt Lake City for an interview with Franklin's founder and CEO.

"I left the interview much more interested than I thought I'd be," Rowberry admits. "It seemed like a fascinating business."

The more Rowberry mulled over the opportunity, the more he realized he'd be disappointed if he didn't get an offer. When the call came, he accepted without hesitation. In less than a month Rowberry and his family were situated in Utah.

"It was like lightning," he says. "Two of my kids were on missions at the time, so I wrote to them to say, 'By the way, we don't live in California anymore.'"

♯ RISING ACTION

Not long after arriving in the Beehive State, Rowberry was introduced to Stephen M. R. Covey, CEO of the leading provider of leadership training and a growing competitor in the

erode planner sales continued. The growth slowed, then stalled, and, finally, reversed.

Over the next year the situation did not improve. "Some of the institutional shareholders were very upset," Rowberry explains. "And so the board did what the board does in that type of situation, and they changed CEOs."

Only two years after composing the combination of Franklin and Covey, Rowberry found himself unemployed.

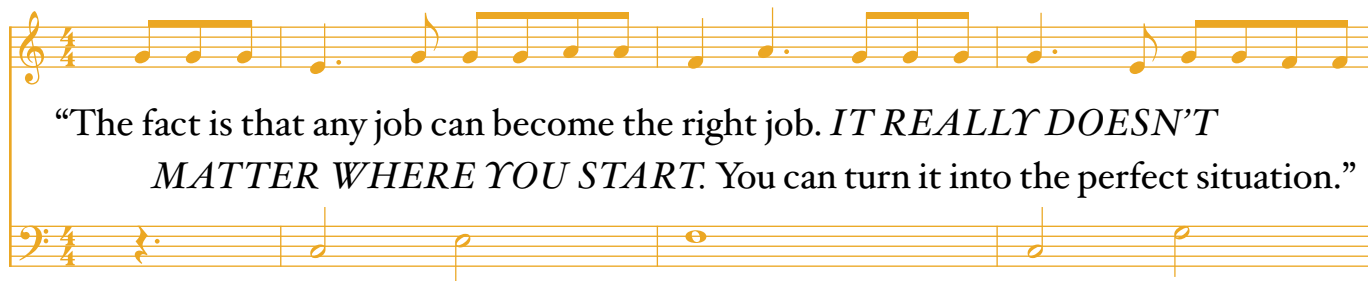
Rowberry threw himself into consulting work. Eventually he was approached by former Franklin colleagues regarding a boutique consulting company. The venture would be called The Galileo Initiative. Rowberry decided to jump in.

♭ KEY CHANGE

It wasn't the first time he'd taken that kind of risk. After spending two years as a fledgling accountant in San Francisco, Rowberry was transferred to Deloitte's new branch in San Jose, California. Only nine years after joining the firm, he became an audit partner.

But the more he examined the business transactions of others, the more he wanted to "fight for profitability rather than be the referee."

It was then that Deloitte offered Rowberry an unusual opportunity: a transfer to the Middle East to be the lead partner for one of the firm's oil company accounts. Rowberry and



time-management-business. The duo began to think that tackling the market together could be beneficial to both.

Rowberry and Covey signed a personal nondisclosure agreement to begin discussing a potential merger. Nearly one year later, FranklinCovey was born and, shortly after, Rowberry was named CEO.

With stock rising nearly 25 percent in value, the initial results were positive. But the market forces that had already begun to

his wife, Lorraine, took the offer seriously, but after carefully weighing the option, Rowberry not only told Deloitte he wasn't interested in moving to Bahrain but that he was leaving the firm to try his hand in the private sector.

That decision catapulted Rowberry into the fast-paced world of 1982 Silicon Valley, where he joined a small start-up named Envision. The company was short-lived, but the experience provided him with the chance to learn the internal workings of a business, act



as CEO, and even manage the complicated process of shuttering a tech company.

Although it was a trial by fire, Rowberry was still excited about the prospect of joining another start-up. He set his sights on finding the next opportunity, preferably a high-tech private company.

Once again, the phone rang. This time it was a partner at Deloitte. Rowberry's former colleague had been mowing his lawn when his neighbor moseyed up for an over-the-fence chat. He couldn't find a suitable CFO for his company. Rowberry's name immediately sprang to mind.

"I knew what I was looking for," Rowberry says. "This job wasn't high-tech, and the company wasn't private. Since it failed on those counts, I said I wasn't interested."

The partner countered, "So you have another job?"

"No."

"You're independently wealthy?"

"No."

After a knowing pause, Rowberry agreed to meet with the CEO of Adia Services. The

pair immediately hit it off, which translated to Rowberry spending a decade at the company as US and then international CFO.

"The fact is that any job can become the right job," Rowberry reflects. "It really doesn't matter where you start. You can turn it into the perfect situation."

NEXT MOVEMENT

That attitude has guided Rowberry in the years following FranklinCovey.

The decade he spent with The Galileo Initiative proved to be a highlight of his career. The firm was small, and, just like in his start-up days, Rowberry was the CEO, CFO, shipping clerk, general counsel, and janitor.

When the other original founders of Galileo decided to retire, instead of looking for the next right job, Rowberry set out to create it.

Teaming up with a friend, Rowberry created NextStep Partners, his current venture. The pair spend about twenty hours a week providing CFO services, strategic consulting, and CEO mentoring for small- to medium-size companies.

"I don't know what we'd do if we took on enough business to work full-time," Rowberry teases. "It would interfere with our golfing."

At this point in his career, it's easy for Rowberry to look over his résumé with satisfaction. He does sometimes wonder what his life would have been like if he hadn't left the security of the public accounting field, but he makes a point of never dwelling on the tempting question of "What if?"

"I certainly enjoyed what I did, even though it came with its own bumps and bruises," he says. "At the time I thought I did the right thing, and I still believe that to be true."

∞ VOCAL HARMONY

One thing Rowberry has never second-guessed is a decision he made nearly forty-four years ago: his marriage to Larraine Allen.

Their relationship began in BYU's Seventy-First Ward as Sunday School team teachers. Together they've raised five children.

"They say nobody succeeds without a good partner," Rowberry says. "Of all the decisions I've made in my life, the best one was choosing Larraine. Sometimes one good decision goes a long way!"

In fact it was Larraine, a vocal performance graduate, who got Rowberry interested in the Mormon Tabernacle Choir. She had been singing with the choir for three years when The Galileo Initiative was founded. The employment change for Rowberry meant he had more time for musical exploits.

After making it through the grueling audition process, he sang in the choir for seven years and now carries business cards emblazoned with the role he's held for the last three: assistant to the president of the choir.

"It's a lot of work, but the pluses make it one of the best jobs I'll ever have," he says. "It's almost unfair that I get so much more out of it than I put in."

That's not to say he hasn't put a lot in. As assistant, Rowberry manages rehearsals, hosts honored guests, and helps wrangle the nearly seven hundred volunteers who make up the choir, orchestra, bell choir, and stage crew at Temple Square.

It's an open-ended assignment, and Rowberry has no intention of retiring. Instead, an internal melody—faster, higher, stronger—pushes him forward to whatever the next new job will be—just like it always has. **M**



Rise to the

CHALLENGE

ADDRESS by RICHARD HERLIN

ILLUSTRATIONS by MARK SMITH

I was very fortunate to attend Brigham Young University. I graduated with a master's degree in accounting, and I'm not sure I was really aware at the time of what a great education I had received. When I entered BYU I wanted to play football, but once I began taking accounting and business classes at the Marriott School, I realized I had much better prospects in accounting.

Deloitte, where I have spent my entire career, also recognizes the quality of this institution. BYU is one of only thirty-five universities across the country that we designate as a strategic school, devoting additional resources for programs and recruiting efforts. We have more than four hundred BYU alumni working for Deloitte, including forty-six partners, principals, and directors. Last year we hired nearly fifty students for full-time positions and about forty students for internships.

When I started at BYU I never could have envisioned the opportunities this university would create for me. I'd like to share two things I've learned throughout my career that I hope will benefit you: the importance of integrity in leadership and the need to challenge yourself.

BUILDING TRUST

Currently I am responsible for the audit of a Fortune 50 company. Each year my team around the world spends thousands of hours performing the audit. I then sign my name on two pieces of paper—one saying the financial statements are fairly presented and another saying the internal controls are effective. Why are these papers important after spending thousands and thousands of hours doing the real output?

Before investing money, people want to know if they can rely on the information that is provided by my client. They look to Deloitte to provide a seal of approval. In short, they trust that when I sign my name on those two pieces of paper, I have independently and objectively examined the underlying support for that information. Without that trust, those papers would be worthless.

This year the companies that Deloitte will audit have a market cap of about four trillion dollars. There's almost another trillion dollars of mergers and acquisitions that will be valued in part based on the results of our audits. The investing public deserves to make vital investing decisions based on information they can trust, information they can rely on, and information they know has been subjected to examination by someone with the utmost integrity.

STANDARD PROCEDURE

Just as trust is important to my role as an auditor, ethics are the absolute foundation on which careers and firms are built.

When I was in Dallas I served a client who was interested in expanding operations into the energy futures trading business. At the time it was a relatively new area. There weren't any accounting standards directly on point. Typically, when that's the case we look to other standards for analogy and make sure that the economics of the transaction are appropriately reflected in the accounting.

We challenged our client on their proposed accounting, and the response was, "But that's the way they do it at Enron."

Enron is still credited with committing the largest accounting fraud in history. It was one of the world's greatest corporate tragedies and, I think, a very significant human tragedy as well. Many of those who invested in Enron lost their life savings as a result of the things that happened there. The toll on corporate America was also great, and the company's collapse was one of the many corporate failures that aided the passage of the Sarbanes-Oxley Act and the establishment of the Public Company Accounting Oversight Board. That organization regulates what we do and has a great impact on my day-to-day work.

Andrew Fastow, the former CFO at Enron, was the mastermind who designed the off-balance sheet entities that helped Enron hide its true financial condition from investors. He insisted he got approval—from lawyers, accountants, senior management, and the board—for every one of his deals.

How can you get approval from all of those advisors and still be committing fraud? The transactions he spearheaded intentionally created a false appearance of what Enron was and made the company look healthy when it really wasn't.

"I knew it was wrong," Fastow said. "I knew what I was doing was misleading, but I didn't think it was illegal."

Who knows what values Andrew Fastow may have had when he started entering into those transactions. Whatever they were, they obviously weren't enough.

There's nothing—no issue, opportunity, client, boss, or fee—that should compromise your integrity or divert your moral compass. The consequences of compromise are dire and swift. Warren Buffett was right when he said, "It takes twenty years to build a reputation and five minutes to ruin it."

IN CHARACTER

Before we provide services to a new client or renew our audit relationships with existing clients, we go through a robust acceptance process in which we assess whether we want to be associated with that company, its management, and its board of directors. We perform background checks on every member of the board and senior management.

Some time ago one of our clients spent months searching for an individual to fill a position on the board and serve as its audit committee chair. Finally someone was identified who seemed to meet all the criteria.

To put this situation in perspective, the fees we received from this client and its controlling shareholder were somewhere north of \$50 million.

As we conducted our background check, we found that this individual's past actions cast some questions on his integrity. We had to go back to the client and tell them that unless they removed this individual from the audit committee, we would not issue our opinion.

Although it was a difficult discussion to have, it was not a hard decision to make. We

There's **NOTHING—**

no **ISSUE,**
OPPORTUNITY,
CLIENT, BOSS,
or **FEE—**

that should
COMPROMISE
your **INTEGRITY**

or **DIVERT**
your **MORAL**
COMPASS.



refused to be associated with an individual whose character could cast aspersions on our integrity. If you're ever in a place where things are running too close to the line or the people you're working with are of questionable character, that's a place you don't want to be.

COMFORT ZONE

With integrity comes responsibility—to ourselves, our clients, our colleagues, our families, and the Lord. In order to meet the responsibility to do your best, I believe it's important to challenge yourself.

When I was a staff accountant in Salt Lake City, where I started my career, I became aware of the firm's management development program. I set a goal to receive that assignment when I became a manager. This would entail a transfer to New York City. I had only visited there once in my life.

Shortly before that assignment was to begin, my wife, Ann, was involved in an automobile accident, and our triplets were born prematurely. Two of the children passed

away. Our son Clark survived the ordeal but faced significant medical problems. Our oldest son was only eight months older than Clark at the time. We were a young family dealing with a tremendous challenge.

We really didn't feel it was right for us to take on the assignment in New York City, where we had no family or friends and didn't know any doctors who would be acquainted with Clark's medical condition.

Fortunately, while we were in the hospital, a nurse came up to us and said, "You know, there are good doctors in New York. That shouldn't have any impact on your decision as to whether or not to take this assignment."

So we took on the challenge. We stepped out of our comfort zone. We moved to New York. The opportunity paid tremendous dividends. We developed lasting friendships. We met Church members who became like family, and there were, in fact, good doctors in New York. The exposure and the experiences I had while I was on that assignment led directly to the many professional successes I've experienced since then.

READY FOR ACTION

Sometimes we need to be prepared to take on challenges that we don't have a lot of time to think about.

While living in Philadelphia, my wife and I had the opportunity to participate in an activity in which the youth commemorated the Mormon pioneer trek. Ann and I each drove a car transporting the youth to Gettysburg, Pennsylvania, where the event was held.

After three days without any cell phone coverage, I was listening to my voicemail on the Saturday drive home. I had many urgent messages from the CEO, saying, "I need to talk to you."

He was meeting with one of our clients on Monday morning and wanted to present my résumé as someone who could take over as the partner serving this client. It would result in an immediate transfer from Philadelphia to Chicago.

My wife and I both pulled off the freeway to get gas. I walked over to Ann. She rolled down her window, and I asked if she'd be willing to transfer to Chicago. She said, "Sure!"

Ann has supported me in many ways throughout my career. She's exhibit one in demonstrating that no success is achieved by yourself.

As I look back, many people have been instrumental in my success. As you go out into the business world, find mentors who know the ropes and can help you navigate difficult decisions. Associate with people of integrity.

I'd like to close with a quote by Alan Simpson, a former senator from Wyoming. He said: "Telling the truth is the essence of leadership. If you have integrity, nothing else matters. And if you don't have integrity, nothing else matters." **M**

ABOUT THE SPEAKER

Richard Herlin is the Marriott School's 2013 Honored Alum. A partner at Deloitte, Herlin began his career with the firm in Salt Lake City and has since worked in New York City; Atlanta; Wilton, Connecticut; Dallas; Philadelphia; and Chicago. He earned his MAcc from BYU in 1980. Herlin is a member of the Marriott School's National Advisory Council (NAC), and his wife, Ann, is a former chair of the NAC women's organization. The Herlins have four children and reside in Midland, Michigan.

BY CELIA SHATZMAN

by the NUMBERS

On the Move

Anyone who's ever had to relocate knows there's a lot more to it than just stacking boxes and going through roll after roll of packing tape. Moving can also burn a hole in your wallet. To make transporting your stuff as easy—and affordable—as possible, we've done the heavy lifting and assembled these money-saving facts.



THE
APPROXIMATE
NUMBER OF
AMERICAN
HOUSEHOLDS
THAT MOVE
ANNUALLY.

16.7 MILLION

Since so many of your fellow countrymen are moving, it's simple to snag free boxes, bubble wrap, and other packing supplies on Craigslist. If gratis goodies are unavailable in your area, do the planet—and your wallet—good by buying high-quality used boxes at usedcardboardboxes.com.

Source: US Census Bureau



20%

THE ADDITIONAL PERCENTAGE IT COSTS TO
MOVE DURING THE SUMMER.

It's not just about where you move, but when. Prepare for an off-season residence change by hosting an end-of-summer garage sale to purge unnecessary items and pad your bank account. Don't restock your garage with items that don't sell, though. Donate the leftovers to charity and snag a tax deduction in the process.

Source: Unpakt.com



11.7

THE NUMBER OF TIMES THE AVERAGE PERSON MOVES IN A LIFETIME.

For bookworms, that's a lot of times to transport heavy tomes. Instead of loading books into the moving van, consider shipping your library via the post office. The media mail rate was created to send used books—and other educational materials—at a discount. Learn more at usps.com.

Source: US Census Bureau



35%

THE PERCENTAGE OF AMERICANS WHO NEVER LEAVE THEIR HOMETOWN.

Most people stick around because they believe their hometown is a good place to raise kids, according to a Pew Research Center survey. And while they might not leave the city limits, plenty of townies swap addresses each year. Saving money during in-town moves is a cinch if you pack up mid-month when demand for moving services is at its lowest.

Source: US Census Bureau

\$12,230



THE AVERAGE COST OF A PROFESSIONAL HOUSEHOLD MOVE.

That's a whopper of a price, but keep in mind it covers a full-service package. To get the most bang for your buck, do your

homework and gather several estimates. And remember, prices are always negotiable. For example, you could offer to handle some tasks, such as disassembling furniture, to cut down on the workload and the bill.

Source: Worldwide ERC 2010 Report



50 MILES

THE MINIMUM DISTANCE YOU NEED TO MOVE TO GET A TAX BREAK.

If your zip code switch was precipitated by a job change, you may be able to deduct expenses such as transportation, storage costs, and travel during your relocation. In addition to meeting the distance requirement, employees must prove they worked full-time for at least thirty-nine weeks following the move.

Source: IRS guidelines





CONTROL ROOM

LEFT

RIGHT

Now
2.99

SIDE

EFFECTS

When advertisers think right, they're right on.

By Todd Hollingshead Illustrations by Jonathan Carlson

► Picture the last food advertisement you saw. Maybe it was for a bacon-loaded burger with dripping juices and melting cheese. You probably remember the food, but can you remember if someone was actually holding the burger?



That seemingly small detail could be the difference between ordering a combo meal or skipping the drive-through, says marketing professor Ryan S. Elder, the Marriott School's resident expert in advertising imagery.

According to research published by Elder, the way products are visually depicted in advertisements, such as orienting an item toward a person's dominant hand, can lead consumers to experience a mental simulation that triggers action.

In plain terms, when a Wendy's ad shows a person holding a cheeseburger with his or her right hand, right-handed folks can better imagine eating it. And when they can imagine eating it, they buy it.

For advertisers, the revelation is more than just food for thought.

"Very subtle things can make a fairly big difference in persuading a consumer to buy or not," says Elder, who joined the Marriott School in 2011. "Advertisers should be focused on ways to get consumers to simulate the experience of using their product."



Fig. 1: Pen held with the teeth while watching cartoons

The concept is really quite simple: See a picture of pie with a fork on the right side? Righties are more likely to dig in. A bowl of soup with a spoon placed to the left? Lefties show an increased intent to purchase.

And this subtle trick works for nonedible products too. If the ad helps you imagine using the product, you're more likely to pony up the cash.

MOMENT OF TRUTH

BYU alum Adam Hansen is a righty—but only in terms of handedness. The vice president of innovation at content development company Ideas To Go is a Libra and considers himself a political independent. But when Hansen learned about Elder's research through a mutual colleague, it immediately rang true.

"Advertisers often over-rationalize stuff to the detriment of the more emotional connection," says Hansen, whose firm has offices in Minneapolis; Orlando; and Morristown, New Jersey. "The more advertisers can connect people to that quick, instinctive 'oh yeah, I get it' moment, the better their ads are going to be. If you don't make that happen, it's a recipe for failure."

For Hansen, the idea of having a spoon to the right of a dish makes perfect sense because righties can see themselves in that situation better. "It puts them in that moment of truth," he adds.

Elder has found that immersing consumers in that moment is a subtle advertising art, but not necessarily a complicated one.

While Elder has been interested in advertising since his youth, it wasn't until he was knee-deep into his marketing PhD program at the University of Michigan that he got serious about studying how images can evoke mental interaction.

He was at home one day reading a research paper when he decided to conduct a short, fairly unscientific experiment with his wife and her friend. He drew a picture of two pots: one with the handle on the right and one

with the handle on the left. Then he asked the women if it would make a difference to them if the handle was on the right or the left in a magazine ad.

“They said, ‘I don’t know, maybe,’ which is obviously not a good enough answer,” Elder says. “So we ran a small study with about twenty people, asking them how likely they would be to buy the two pots. We got enough of a result to think this might be something worth pursuing.”

The experiments increased from there and became a part of Elder’s doctoral dissertation, catapulting him into a multi-study project that included hundreds of research subjects.

The result, published as a paper in the *Journal of Consumer Research*, confirmed with strong statistical significance that a consumer’s intentions to buy something climb when shown ads that facilitate the experience of using that product.

Elder says his fascinating finding is rooted in theory—specifically, grounded cognition. Derived by Emory University psychologist Lawrence Barsalou, the theory maintains that bodily states, actions, and even mental simulations are used to generate our cognitive activity.

STUDY HALL

To help make sense of the academic jargon, Elder points to a study from the late ’80s that tried to connect the dots between physical and mental experiences.

A group of researchers found that when people held a pen between their teeth—which forces the muscles around the mouth to mimic smiling—they thought cartoons were funnier than when they held the pen between their lips—which restricts the muscles used for smiling.

“The idea is that our thoughts and our bodies are really interconnected,” Elder says. “So I wanted to know, can you actually go through a process where your thoughts can be triggered by a sensory experience generated from advertising?”

To get his answer, Elder and his colleagues recruited dozens of undergraduate students to look at mock advertisements and then evaluate how likely they were to buy the food shown.

The first experiment featured three pictures of a bowl of yogurt: a bowl with a spoon on the left, one with the spoon on the right, and a third with no spoon at all. He found that when the spoon orientation matched the participant’s dominant hand, they were significantly more likely to buy.

“If you don’t give me a spoon, I can’t imagine eating this yogurt,” Elder says. “And if it’s on the left-hand side, it’s hard for me to imagine eating it.”

Students were then shown pictures of hamburgers—one with a hamburger being held in a left hand, one in a right hand, and one more with no one holding it. The results were the same: when the dominant hand matched with the image, purchase intentions increased.

From there, the experiments got more complex. Using an ad for Betty Crocker cake mix with a fork positioned to the right or left of a slice of cake, Elder then occupied participants’ dominant hand by asking them to grasp a clamp. Elder’s hypothesis: since the mind and body are interconnected, occupying the hand would block the ability to simulate with the dominant hand.

The result was fascinating. Because the dominant hand was in use, having the fork on the right was no longer an advantage for

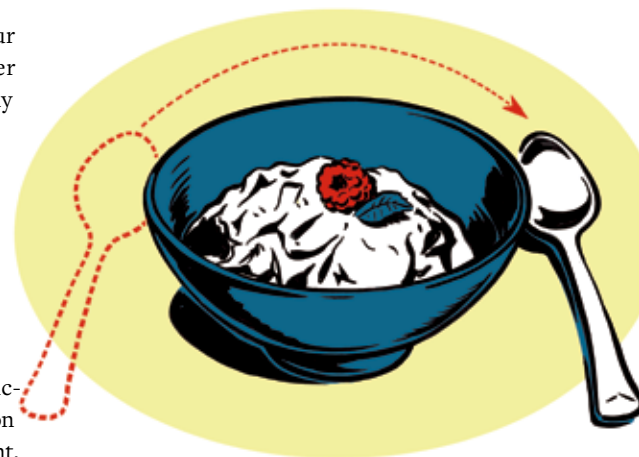


Fig. 2: Bowl of yogurt

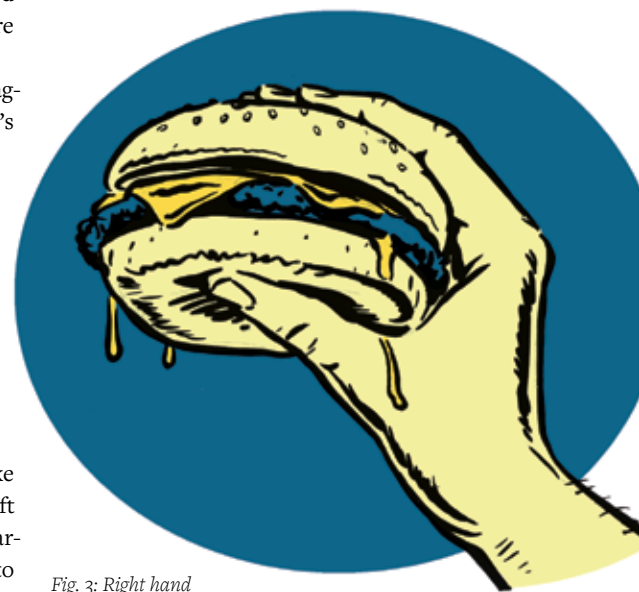


Fig. 3: Right hand holding hamburger

advertisers. In fact, since the only free hand consumers had, both mentally and physically, was the non-dominant hand, right-handed individuals were more likely to buy when the cake was pictured with the fork on the left and vice versa.

Elder completed the research project with additional experiments involving ads for tomato soup and images of mugs. Again, the results added up.

AD HOC

In addition to being an intriguing look at the mind of consumers, the research has crystal-clear implications for advertisers.

Marriott School marketing professor Mike Bond experienced the phenomenon firsthand

▶ The idea is that our thoughts and our bodies are really

inter-

CONNECTED

► **Advertisers should
be more deliberate
in the things they
thought were**

minor

when he worked in the brand-management industry prior to coming to BYU.

Bond had been working on the Marie Calender's frozen meals brand when he inherited an advertising campaign that had been performing extremely well. His team made what they thought were some minor but important tweaks to the campaign, including modifying an ad, and then tested their new creation, fully expecting similarly stellar market research scores.

What came back stunned them—a 20 percent decline in test scores.

"We couldn't figure out why it wasn't working," Bond says. "We went frame by frame through both the old spot and the new spot."

The prior ad had only one additional element: a two-second clip showing someone with a fork, scooping up mashed potatoes, gravy, and a little meat, before the camera cut away.

"We looked at it and thought, 'Do you think that is it?'" Bond recalls. "So we reshot the ad to show a person taking food away with a fork. And then, all of a sudden, our scores were back up to where they were before."

The implication of Elder's research is clear. Target the majority of consumers by orienting product images toward the right. Though you may alienate a small percentage of left-handed folks, the impact on the larger body of right-handed consumers will overwhelm this problem.

On top of that, the research also has consequences for product packaging and shelf

displays in retail environments. For example, a slight change in how mugs are displayed at the front of a coffee shop may have a significant impact on purchases because consumers can better imagine grabbing them.

Likewise, creating packaging that encourages mental simulation—think of Gatorade's gripper bottles or Orville Redenbacher's new microwavable bowls—is likely to increase the odds of consumers buying those things.

A few savvy consumer product companies have already reached out to Elder in hopes of implementing his research, including engineering and electronics conglomerate Philips and consumer goods giant Procter & Gamble.

Whether or not more advertisers get wise to Elder's academic insights, he believes connecting with consumers is in the details.

"The bottom line is that advertisers should be more deliberate in the things they thought were minor," he says. "The really subtle cues that consumers experience matter a lot."

In simple terms, it pays to choose the right. Sorry, lefties. **M**

ABOUT THE AUTHOR

Todd Hollingshead is a media-relations manager for University Communications at BYU. He graduated from the university in 2004 with a bachelor's degree in communications and has since added a master's degree in the same field. Hollingshead has written for several titles, including the Deseret News, the Daily Herald, and The Salt Lake Tribune. He joined University Communications in 2007 and has been a righty since birth.

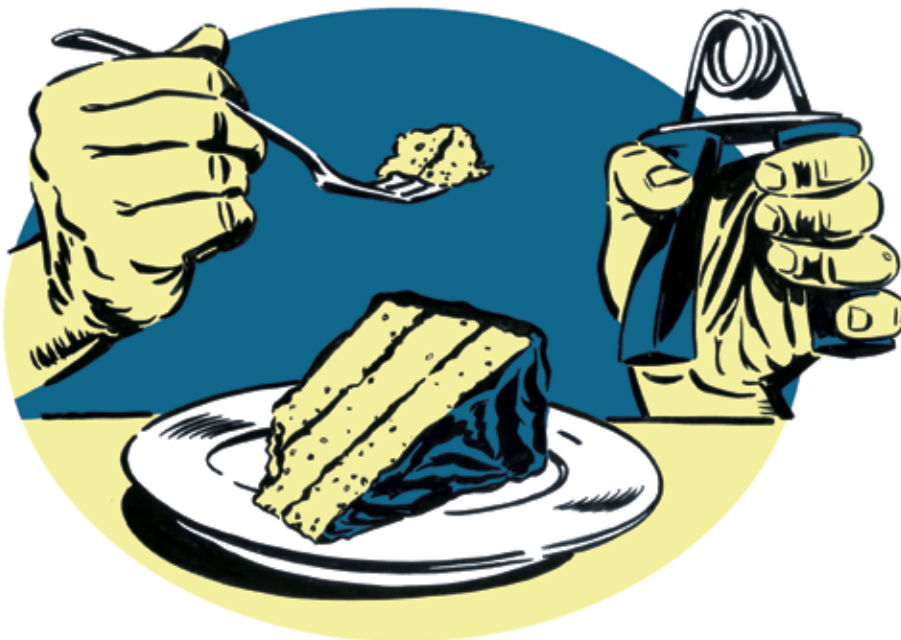


Fig. 4: Eating cake



Revolutionizing the Innovation Experience

FOUR STUDENTS WALK INTO A ROOM: a chemical engineer, statistician, computer scientist, and business strategist. It might sound like the beginning of a gag, but bringing together savvy students from a variety of disciplines is what the Marriott School's Crocker Innovation Fellowship is all about.

Started in 2012, the program takes twenty students through a yearlong immersive experience with innovation. The fellows study the latest thinking in entrepreneurship during winter semester, complete an internship with an innovative company over spring and summer, and then develop and market their own products and services in the fall.

The program's strength is its interdisciplinary nature: BYU students from any area of study can apply, and the fellowship's professors represent five disciplines—business, life sciences, engineering, computer science, and law.

"This program is on the cutting edge of what education has to become," says Nathan Furr, assistant professor of entrepreneurship at the Marriott School, who developed the program based on his experience teaching in the Mayfield Fellows program at Stanford University.

The Crocker Innovation Fellows are bright, determined, and serious about diving headfirst into entrepreneurship.

"Eventually companies were clamoring to hire a Mayfield Fellow," Furr says. "I hope we can start to build that kind of momentum here."

For Matthew Henningson, a finance major, participation in the Crocker Innovation Fellowship rerouted his path from dentistry to business. "That was one of the best decisions of my life," Henningson says of his career switch. "Since then I have been involved in the nitty-gritty of five start-ups and have loved every minute of it."

Currently, Henningson and several other Crocker Fellows are

developing Cherubim Security, a home security system designed with renters in mind. And that's just one of many innovations coming out of the 2013 fellowship. Also on the list are SnipStory, a new way to compile your personal history; rock climbing grips for your shower; and an updated wheelchair.

Though the program doesn't measure success by the number of start-ups, these ventures aren't taken lightly. Owlet Baby Monitors took flight from last year's program, winning Harvard's International Business Model Competition and pulling in more than \$200,000 from supporters.

The students' initial prototypes are made possible by funding from Gary Crocker, the fellowship's namesake and a model of innovative entrepreneurship himself. In addition to helping match fellows with summer internships, he established a scholarship to help students fully dedicate themselves to the program.

"Participating in the Crocker Fellowship has been a baptism by entrepreneurial fire," says Wade Anderson, a computer science senior who is working on both Cherubim and SnipStory. "While the expectations are high, the studying intense, and the workload grueling, the scholarship provided me with the resources to work on these microbusinesses."

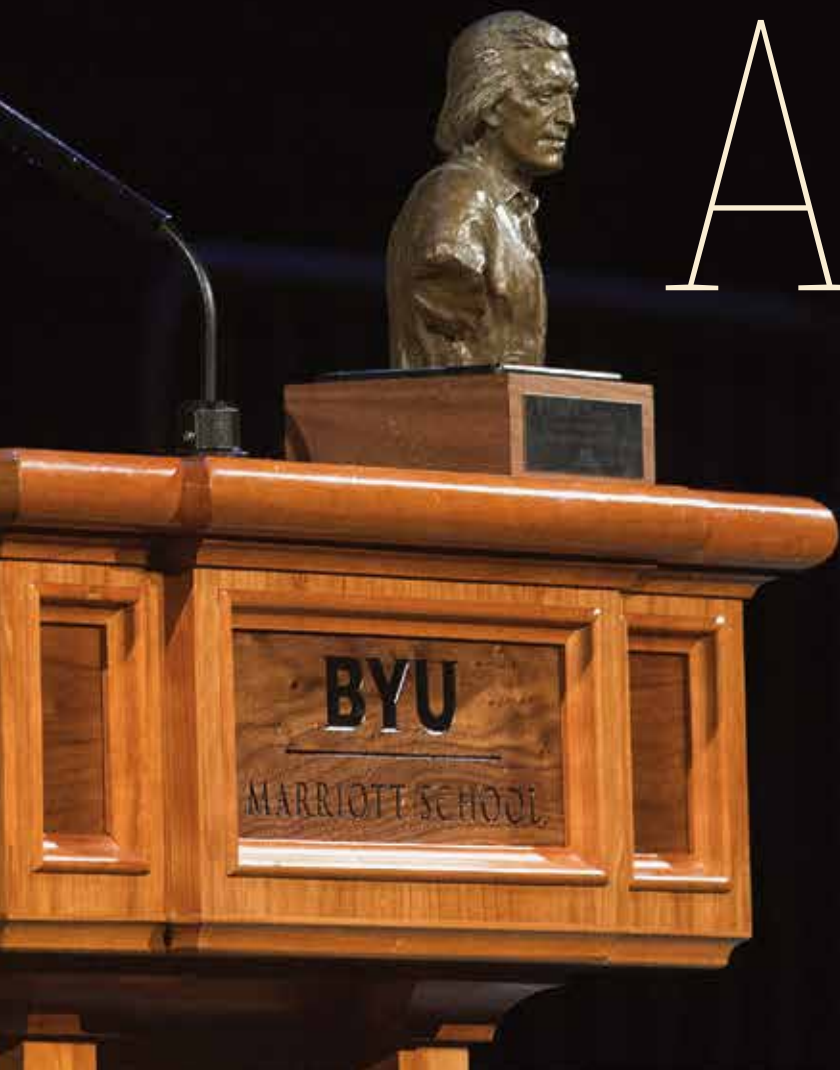
As the Crocker Innovation Fellowship begins its third year, the next twenty fellows are lining up for an experience that truly innovates. And that's no joke.

—KATIE PITTS OLSON

"While the expectations are high, the studying intense, and the workload grueling, the scholarship provided me with the resources to work on these microbusinesses."



THE MOST VALUABLE ASSET



Address by
Rex W. Tillerson,
ExxonMobil chairman and CEO

2013 International
Executive of the Year

It's striking that even in 2013 more than one billion people around the world live in conditions with no access to electricity. That means they have no heat for their homes and nothing to cook their food on. They do not have the ability to clean their water or to refrigerate medicines. They don't have hospitals. For these men, women, and children, the innovations and technologies that come with economic growth mean the difference between good health and safety or sickness and possibly death.

Much of the growth over the next three decades is expected to take place in these developing countries. We will need all forms of energy—anything we can develop, produce, and bring about through new technology. Meeting that challenge in a responsible and safe manner is the duty of companies like mine and others in the energy industry. ExxonMobil has employees working the world over to ensure we can provide the energy the world is going to need in the years 2020, 2030, and beyond.

But energy is not the only element. Just as critically, the world will need leaders in every sector and every institution who are committed to integrity.

BUILDING MORAL FIBER

One of Merriam-Webster's definitions of *integrity* is "the state of being complete or whole." As an engineer I can relate to that definition because we talk about structural integrity. The structural integrity of the Marriott Center is complete and whole, and we can have confidence that it is going to remain above our heads and not down around our feet as we sit there. Integrity is a critical building block of trust and cooperation.

It makes it possible for people of different backgrounds, life experiences, cultures, and organizations to work together to solve the world's most complex problems. Regardless of industry or project, integrity frees us to innovate, collaborate, and share over the long term. As the world becomes more interconnected and global challenges require sophisticated, integrated solutions, the value of integrity only grows in importance. In

every sector, integrity will be key in unlocking high-impact technologies and new ways to conduct business that will make the world brighter for generations to come.

We do not have to look far to find examples of the cost to individuals and society when integrity is sacrificed for short-term gain or personal advancement. Such damage strikes at the very heart of a free society. It undermines the public trust and the overwhelming number of businesses who do live and compete by the rules every day.

It is a fact of life that most individuals want to make a positive difference in the world in which we live. You've worked hard and sacrificed much to get where you are. You want your efforts to mean something beyond just a job. It is true that your education will certainly play a part in your future success. But if you want to truly build a brighter future for the world, you must make the decision to live a life of integrity.

Your knowledge and ability will not flourish without ethical behavior and strong moral fiber. Choosing to live a life of integrity provides a wealth of blessings and benefits. It



BYU president Cecil O. Samuelson and Marriott School dean Lee Perry present Rex W. Tillerson with the Brigham Bust at the 2013 International Executive of the Year banquet. ►



gives us a pathway to do the right things, the right way, every time, whether anyone is looking or not. Such discipline is the true source of progress in a modern civilization because it is a commitment to see our actions as part of a broader social fabric of cooperation and mutual advancement.

In your career you will have occasions where it may appear easier to take a shortcut. The pressure you feel may come from within, that you need to impress others or have all the answers. Unfortunately, it may also come from your organization or directly from your supervisor or coworkers. These pressures can be especially keen in the early stages of your career, pushing you to decisions before consequences are apparent.

Committing yourself to a life of integrity and reminding yourself of that commitment often can give you the strength you need to resist the easy path that leads to poor results or even ruin.

A HIGHER LAW

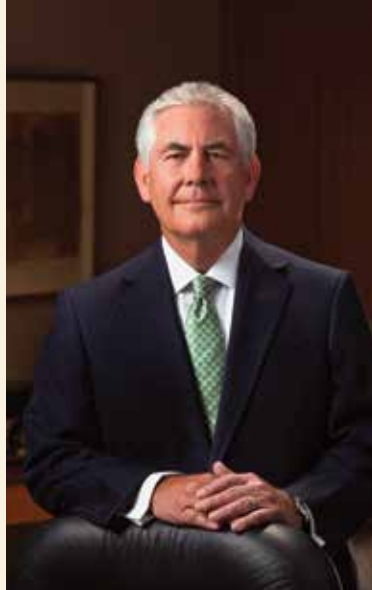
At ExxonMobil we believe that how we achieve results is just as important as the results themselves. That's why we take special care to make sure we're walking the walk when it comes to ethical behavior. First, we recognize and promote ethical leaders in our corporation. Second, we establish a corporate citizenship model with specific metrics to hold the entire global organization accountable to the same standard regardless of position, location, rank, or culture.

We have a foundation of principles called Standards of Business Conduct. Everyone is required to be retrained in these at least every three years and sign an affidavit that they understand and have complied. Our Standards of Business Conduct make it clear that every employee is personally responsible for the safety of themselves, the public, and others at ExxonMobil; each must comply with all the laws and regulations; and everyone is expected to be honest and ethical at all times.

In fact, our Standards state that employees will be held to a higher standard than simply abiding by the law. It reads, "Even where the

law is permissive, the corporation chooses the course of highest integrity."

I have been in situations where my commitment has been tested. The most significant was when I was sent to Yemen, on the heels of a civil war, because the government was aggregating our contract and a competitor had bribed the president. I was sent in to either sort it out or turn it over to the international arbitration court. The very first meeting I had with the Yemenite oil administrator was late at night at his house. We talked a little bit, and he said, "Well, Mr. Tillerson, I look forward to working with you. The only thing I need you to do is to



ABOUT REX TILLERSON

A native of Wichita Falls, Texas, Rex Tillerson earned a BS in civil engineering at the University of Texas at Austin before joining Exxon in 1975 as a production engineer.

In 1989 he became general manager of the company's central production division, responsible for oil and gas production operations throughout a large portion of Texas, Oklahoma, Arkansas, and Kansas. In 1992 Tillerson was named production advisor. Three years later he was named president of Exxon Yemen Inc. and Esso Exploration and Production

Khorat Inc. In January 1998 he became vice president of Exxon Ventures (CIS) Inc. and president of Exxon Neftegas Ltd. In these roles, he was responsible for Exxon's holdings in Russia and the Caspian Sea as well as the Sakhalin I consortium operations offshore of Sakhalin Island, Russia. In December 1999 he became executive vice president of ExxonMobil Development Company. Tillerson was named senior vice president of ExxonMobil Corporation in August 2001 and was elected president of the corporation and member of the board of directors on 1 March 2004. He assumed his current position on 1 January 2006.

Tillerson is a member of the executive committee and a former chairman of the American Petroleum Institute. He is also a member of the Society of Petroleum Engineers and a trustee of the Center for Strategic and International Studies. He is a member of the National Petroleum Council, a member of the Business Roundtable, a member of the Business Council, an honorary trustee of the Business Council for International Understanding, and a member of the Emergency Committee for American Trade. In 2013 Tillerson was elected to the National Academy of Engineering.

Tillerson is the vice-chairman of the Ford's Theatre Society, immediate past national president of the Boy Scouts of America, and a former director of the United Negro College Fund. He is also a member of the Chancellor's Council, the Development Board, and the Engineering Advisory Board for the University of Texas at Austin, where he was named a distinguished alumnus in 2007. In 2011 he received an honorary doctorate engineering degree from the Worcester Polytechnic Institute.

wire \$20 million to this bank account."

I was a bit stunned that it would come so direct. This was 1995. I was forty-three years old, relatively young, and this was the first time I had been overseas by myself to do a deal like this. I paused a minute, looked at him, and said, "Excellency, I can't do that. If that's the basis on which you want to do business, then we can't do any business. I appreciate you receiving me at your home." And then I left.

I had to fly home thinking all the way, "Golly, I just walked away from a \$4.5 billion deal." I did it on my own. We didn't have cellphones back then or even a good

intercontinental phone from Yemen. I kept thinking about what else I could have done and how I was going to tell my boss.

When I got to Dallas and told him what happened, he said, without hesitation, "Fine. We're outta there." About three weeks went by, and I got a letter from the same oil administrator wanting to know when I was coming back to Sana'a. I told my boss, and he sent me back to see what the administrator wanted.

I took the long flight from Dallas and arrived at his house, where he said, "Okay, how are we going to sort this problem out?" The subject of a bribe never came up again in the two and a half years I lived there. All I had to do was say no in a respectful way.

Oftentimes, it's as simple as that: be respectful and say, "No, I'm sorry, we don't do that. If those are the rules, my company and I can't work here." I have had to do that a couple times, and it worked out the same way. As soon as they figured out no meant no, they quit asking.

MANAGERIAL INTEGRITY

It's important to remember that leadership is not a position or title. Becoming a leader is what happens naturally to those who embrace a life full of integrity. As you grow in your career, your personal integrity will draw people to you. Your coworkers will rely on your humble, well-informed insights. Your supervisors will trust you because of your self-discipline. As you take on more

responsibility and gain experience, your personal integrity will naturally evolve to managerial integrity. You will exemplify what the best leaders demand from their people until you become a leader.

I never aspired to be chairman and CEO. My wife will tell you that I achieved my objective in about 1992. I was forty years old, and I had become a division manager. That's all I ever wanted to be. It was the best job I've ever had. But at some point you begin to recognize that you have capacity to do more and contribute more, not just for your own personal benefit but for your organization. When senior management begin working on behalf of their people, that's when they begin to knock it out of the park.

The truth of the matter is I did not intend

THE INTERNATIONAL EXECUTIVE OF THE YEAR AWARD

Established in 1974 by the Marriott School's National Advisory Council, the International Executive of the Year award is presented annually to an outstanding executive who has demonstrated exceptional leadership and high ethical standards.

1974

Robert D. Lilley
AT&T Company

1975

W. Clarke Wescoe
Sterling Drug

1976

James H. Evans
Union Pacific

1977

Robert O. Anderson
Atlantic Richfield Company

1978

Stephen D. Bechtel
Bechtel Corporation

1979

SPECIAL RECOGNITION AWARD

N. Eldon Tanner
*The Church of Jesus Christ
of Latter-day Saints*

1980

A.W. Clausen
Bank of America

1981

Reginald H. Jones
General Electric

1982

Frederik "Frits" J. Philips
Philips



to work in the oil business. I knew nothing about it. I'm a civil engineer by training, and I had interned with Armco Steel. At the time, they had the largest mill west of the Mississippi. They offered me a very good job, more money than Exxon was offering me, and a guaranteed promotion in six months. But a couple of recruiters from Exxon were very persistent. I remember saying to them, "I don't know what a civil engineer is going to do for an oil company." They kept saying to me, "Don't worry about it. You'll figure it out." So I took a leap of faith. I fell in love with the business and the company. Thirty-eight plus years later, here I am. I would never have envisioned the journey I've taken to be standing before you. I promise every single one of you has a journey ahead.

You're going to have a great life. Some of those days are going to be good days; some are going to be bad. But you maintain and protect who you are and remember that being a person with integrity is the most valuable asset you have. Don't ever let anyone take that from you.

Carefully consider the values and culture of the organizations in which you seek to work. Look for employers who set high standards for personal conduct and who reward ethical leadership. Identify mentors who exemplify integrity and leadership excellence. See how they carry themselves and how they manage their responsibilities. Study how they communicate and make decisions. Observe how they learn from mistakes or missteps—their own and those of others.

Recognize that integrity is not unique to any one culture. No matter where you are in the world, integrity and character are prized by every great faith and tradition. Integrity means managing our lives in a way that focuses on the ideals that unite us as people.

In summary, I return to the definition of integrity: the state of being complete and whole. Absent a life of integrity, no human being can live a life that is complete or whole. With integrity, perhaps we have that chance. **M**

This text is taken from remarks Tillerson gave to students, faculty, and National Advisory Council members when he received the Marriott School's International Executive of the Year award on 26 September 2013.

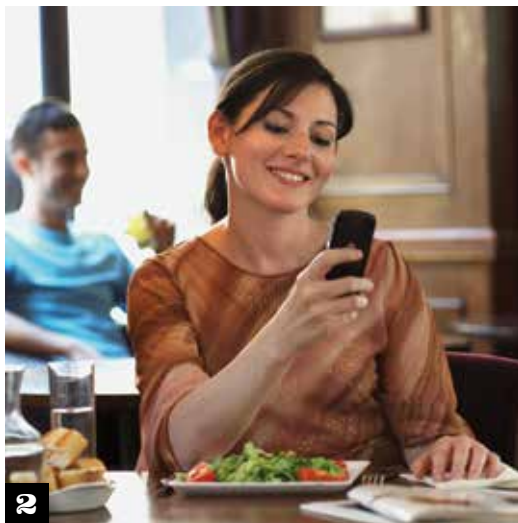
1983 Philip Caldwell <i>Ford Motor Company</i>	1991 Ronald W. Allen <i>Delta Air Lines</i>	1999 John E. Pepper Jr. <i>Procter & Gamble</i>	2007 James H. Quigley <i>Deloitte Touche Tohmatsu</i>
1984 Alvah H. Chapman Jr. <i>Knight-Ridder Newspapers</i>	1992 Charles S. Sanford Jr. <i>Bankers Trust</i>	2000 Keith E. Bailey <i>The Williams Companies</i>	2008 SPECIAL RECOGNITION AWARDS J.W. Marriott Jr. <i>Marriott International</i> & Richard E. Marriott <i>Host Hotels & Resorts</i>
1985 Trammell Crow <i>Trammell Crow Company</i>	1993 Alonzo G. Decker Jr. <i>Black & Decker</i>	2001 M. Anthony Burns <i>Ryder System</i>	2009 Steven Reinemund <i>Wake Forest University</i>
1986 Sanford McDonnell <i>McDonnell Douglas Corporation</i>	1994 Joseph E. Antonini <i>Kmart</i>	2002 Patrick G. Ryan <i>Aon Corporation</i>	2010 Don Soderquist <i>Walmart</i>
1987 L.S. Skaggs Jr. <i>American Stores Company</i>	1995 Stanley C. Gault <i>Goodyear</i>	2003 SPECIAL RECOGNITION AWARD Merrill J. Bateman <i>The Church of Jesus Christ of Latter-day Saints</i>	2011 John M. Stropki <i>Lincoln Electric</i>
1988 J. Willard Marriott (posthumously) <i>Marriott Corporation</i>	1996 Lester M. Alberthal Jr. <i>Electronic Data Systems</i>	2004 Nolan D. Archibald <i>Black & Decker</i>	2012 George Bodenheimer <i>ESPN</i>
1989 Kenneth H. Olsen <i>Digital Equipment Corporation</i>	1997 John W. Snow <i>CSX Corporation</i>	2005 No Recipient	2013 Rex W. Tillerson <i>ExxonMobil</i>
1990 Jacqueline Grennan Wexler <i>The National Conference of Christians and Jews</i>	1998 SPECIAL RECOGNITION AWARD Gordon B. Hinckley <i>The Church of Jesus Christ of Latter-day Saints</i>	2006 Manoel L. Amorim <i>Telefónica International</i>	

around the COOLER

BY MEGAN BINGHAM

1. FORK LIFT

Next time you go to dinner, supersize your fork. Marriott School professor Tamara Masters and colleagues at the University of Utah found that restaurant diners using large cutlery ate less than customers wielding small utensils. The reason? Hungry patrons use silverware size to determine how much they'll need to eat to feel full.



Slim-Down Secrets

After a holiday season brimming with sugar and spice, it's time to start thinking about your waistline. Instead of the all-or-nothing dieting approach many Americans adopt each January, why not just make a few simple tweaks? Calorie counting and juicing aren't really required for a fit new year. These seven surprising tips will yield big—or should we say slim?—results.

2. NEWS FEED

Tweet about it! Plugged-in dieters lose more weight than their Twitter-less peers. Researchers at the University of South Carolina found that every ten tweets translated to half a pound lost for individuals who regularly shared health updates on the social networking site. Consider it a digital spin on the support group.



4



5



6



2

3. BOWL GAME

Adding consommé to your lunch menu may help you cut calories, according to a Penn State study. Diners who enjoyed vegetable soup before their lunch entrée reduced their caloric intake by 20 percent, compared to when they didn't pick up a spoon. The reason: A bowl of low-calorie broth leaves less room to overindulge.

4. SNOOZE FEST

Hitting the sack earlier could pay dividends on the scale. Comparing a well-rested control group to individuals with severely restricted zzz's, scientists at the University of Pennsylvania tracked the participants' weight with staggering results. After just eleven days the sleep-deprived had gained three pounds on average. That's nothing to yawn about.

5. POSITIVE ENERGY

Scrap words like *fat* and *ugly*. People who look on the bright side are more likely to keep weight off than downers, according to a recent study. And with more than half of participants admitting to negative thoughts about their bodies each day, there's plenty of room for improvement. Resolve to give yourself a compliment at least once a day.

6. GET CRACKING

Past research on the incredible egg has been scrambled, but a study published in the *Journal of the American College of Nutrition* found that eating eggs for breakfast could trim your daily intake by more than four hundred calories. This nutrient-rich food is packed with protein and will keep you satisfied all morning—think weight loss over easy.

2. PRIME TIME

Ditch plans for that Netflix marathon. People who spend an average of four hours a day watching TV, playing video games, or using a computer outside of the office are more likely to gain weight than those who spend less than an hour relaxing in front of a screen. Try rejuvenating with a book, board game, or candlelit dinner instead.

Joint Ventures

BY P. ANN CHEN

○→ It's been twenty-five years ←○
since BYU's School of Management was
rechristened in honor of J. Willard and Alice S.
Marriott. To celebrate the silver anniversary,
seven couples recount how their time in the
Tanner Building paid the ultimate dividend:

a life of wedded bliss.



Sterling & Marinda Crowder

MARRIED 18 AUGUST 1988

Theirs was a Marriott union that began with—what else?—a business negotiation. At an orientation barbeque, Marinda chatted briefly with Sterling about a used economics book he was selling. “It wasn’t that great of a bargain, but I bought it anyway,” Marinda says.

The pair started going out that fall, but the relationship was rocky and they broke up a few times. “I put Marinda on a roller-coaster ride,” says Sterling, who earned his MAcc in 1990. “It was partly because I felt uneasy dating

someone in my ward and because I was trying to keep up with rigorous academic demands. Fortunately for me, she was able to hold on.”

Since their marriage in 1988, however, it’s been smooth sailing. Sterling teaches accounting at Maryland’s Montgomery College and serves as tax director for the United States Enrichment Corporation. He and Marinda have three daughters attending BYU, where the girls are treading on familiar ground.

Alicia worked in the Tanner Building’s computer lab, Emilee is a business management secretary, and Kara is a business major. Their youngest, Natalie, is still in middle school. “It’s fun to think that a building that held so many memories for us is a part of our children’s lives as well,” says Marinda, who earned a bachelor’s degree in accounting in 1989. She occasionally still broods over that book swap, though. “Maybe if he knew I’d be his wife, he would have given me a better deal!”





Doug & Lisa Peterson

MARRIED 5 MAY 1989

“I might get killed for this, but I don’t remember when we had our first date,” Doug says. Not to worry: Lisa’s not entirely sure either. After meeting on the first day of the MPA program—he was struck by her baby blues and she by his six-foot-three frame—Doug and Lisa ended up in the same study group. They transitioned seamlessly to a steady romance by Thanksgiving, an engagement by Christmas, and a wedding in the spring of 1989. By

the way, the chronology comes from Lisa, not Doug, who had the years mixed up. “I’m a typical guy with this kind of stuff,” he admits.

But when it comes to his career, Doug is obviously good with numbers. After earning his MPA in 1990, Doug worked as a legislative auditor for the state of Utah and then Nevada, where he’s now an information

systems audit supervisor in Carson City. Lisa, who also earned an MPA in 1990, is a former research analyst and a stay-at-home mom to sons Adam and Quinn. With their oldest child, Jessica, attending BYU, there are plenty of sentimental campus visits on the horizon. “The Marriott School gave me a wonderful husband, lifelong friends, and the tools to support my family and contribute to our community,” she says. “I cherish it all.”



Tom & Danelle Hall

MARRIED 24 AUGUST 1993

Not many couples can say they came together because of a vending machine malfunction, but that's the sweet backstory to the Halls' romance.

"I noticed Tom in the hallway before class," says Danelle. "He was always reading scriptures and eating something—feeding body and soul." A few weeks into the term, she was sitting in the back row with him just across the aisle. Another student came in late and offered Tom an ice cream sandwich, explaining that the machine had given him two for the price of one.

"My ears perked up since I wasn't looking forward to sitting through three hours of accounting after a lunch of yogurt and an apple," Danelle says. "I must have been salivating, because Tom looked over and asked me if I wanted half. That's how it all started."

For his part, Tom was instantly smitten. "I'd bring other snacks and share them with her, and I knew there might be something to this when she started bringing food to share with me," he says.

Tom invited Danelle on a double date, took her to the movies, and studied with her at the library almost daily. Two months into the relationship, he got her a dozen roses and a new book bag for her birthday. "That was a little much for me," Danelle recalls. "I wasn't on a marriage mission. I wanted a degree, and I was going to be a great accountant!"

She relayed her feelings to Tom and was relieved when he graciously agreed to take a few steps back. "It was obvious I was much

more into her than vice versa," he says. "When one person says they need more space, it's usually the kiss of death, but for some reason it didn't bother me."

His instincts were spot on. "I felt like there were fewer strings attached, but I just got hooked in even deeper," Danelle says. One day Tom got sick and didn't show up for class, so Danelle decided to pay a visit. "He didn't come to the door for a minute because the vacuum was running and he didn't hear the doorbell," she says. "When he opened it, I saw he was the one vacuuming. That was the clincher for me."

The Halls got their MAcc degrees in 1994 and had their pick of job offers from the major services firms. "Danelle got five offers and I got four, which figures," says Tom. "I'm a pretty smart guy, but she has always been smarter." The couple moved to Denver, where she signed up with Ernst & Young and he with Deloitte. They've moved around a lot since—including stints in the Cayman Islands and Pennsylvania—before settling down in Newport Beach, California, where Tom works for PIMCO, a global investment company. Danelle runs her own accounting business—mostly taxes and consulting.

With four children, their home is a busy one: Tyler is a high school senior, Kristen is a freshman, Trevor is a fifth grader, and Ryan is a first grader. "We've been happily married for twenty years," Tom says. "I'm really thankful for that broken vending machine in the Tanner Building!"





Troy & Jessica Sheen

MARRIED 6 DECEMBER 2003

Talk about missed opportunities. As freshmen, Troy and Jessica both lived at Deseret Towers, passing each other in the halls but never connecting. Two years ahead of him at the Marriott School, Jessica was the TA for one of Troy's classes, but he never had to meet with her. When Jessica, who earned her MAcc in 1999, started working for Price-waterhouseCoopers in California and Troy interned there, they rarely talked. Even after Troy earned his MAcc and landed a full-time job with PwC in 2001—finally joining Jessica's social circle—she kept setting him up with her gal pals. “How many chances did we need?” Jessica laughs. “But it was such a busy time, and we were both working late nights and weekends.”

They had their first unofficial date at a coffee shop over a slice of carrot cake, and the rest is history. Troy is a senior manager with PwC in Los Angeles, and Jessica is a stay-at-home mom to Matt, Jake, and Zachary. When their tenth anniversary rolled around last December, they celebrated with—you guessed it—carrot cake. “It has become a tradition,” Troy says. “Looking back, it’s funny how long it took for us to find each other, but it has been a blast ever since.”



Mark & Tamarie Stoker

MARRIED 2 SEPTEMBER 2005

He was a year behind her as a business undergrad—and had some catching up to do when it came to money management. Mark spotted Tamarie in a finance class and asked a mutual friend to set them up on a blind date. Their first outing—to Park City, Utah, for dinner and window-shopping on Main Street—went smoothly until it was time to head home. “The parking garage wouldn’t take credit cards, and I didn’t have cash,” he says. “We had to rummage through my glove box and Tamarie’s purse to find enough change. You’d think that as a finance major I would have been better prepared!”

But Tamarie didn’t mind. “I loved the way he’d always leave me little notes here and there,” she says. One stood out in particular—a missive Mark attached to a bottle of Gatorade wishing her luck in her marathon training and inviting her to a fireside. “It cost a dollar, but it was one of his smartest purchases,” she smiles.

Four months later there was another note, this time left with roses on Tamarie’s work desk, telling her to look for something special on her bed at home. It was an ATV helmet, and Mark was waiting outside, ready to whisk her to the hills near Bountiful, Utah. “As he drove up the mountain, I could tell he was trying to find the right spot to propose,” Tamarie says. “We walked down a little trail to a small clearing with wildflowers everywhere. It was just perfect.”

They exchanged vows in 2005; by the next year, both had their business degrees. Mark went on to earn his MBA in 2011 and now works with Cisco Systems in San Jose, California. Tamarie is a stay-at-home mom to Justin, Carly, and Megan, who was born in April 2013.

“I’m forever grateful for finding Tamarie at the Marriott School,” says Mark. “Getting an education there is paying lifelong dividends for both of us.”





Dan & Autumn Iverson

MARRIED 17 NOVEMBER 2007

Autumn was a second-year MBA student who had been asked to speak to the incoming class about her summer internship, and she was definitely dressed to impress. “I was wearing a new suit, and I thought I looked pretty cute,” she recalls.

Dan, who was in the audience, agrees. “I can’t claim it was love at first sight, but I certainly noticed her,” he says.

A week later they were introduced at an FHE in Autumn’s student ward, and this time her interest was piqued. Autumn invited Dan to an upcoming MBA singles’ social, where they squared off playing Apples to Apples. “Halfway through the game she declared, ‘I’m going to win.’ She wanted to bet, with the loser treating the winner to lunch,” Dan says. He won, but Autumn wouldn’t give up that

easily. They played another round, and Dan bested her again. “That was unusually good luck for me,” he says, “but it was a great start to our relationship!”

Not that there weren’t a few bumps along the way, like when Dan decided to go fishing with his dad instead of taking up Autumn’s invite to a Cougars game. “I just about dropped him off my radar after that,” Autumn says. “But he made it up to me, and we were dating exclusively by Christmas.” She was so serious about Dan that after graduating in 2007, she took a job in Park City, Utah, to keep the relationship going.

That summer Dan got serious too. “I realized I wanted to marry Autumn,” he says. “Our professors and MBA friends were excited to hear the news, and our

announcement was even posted on a wall in the Tanner Building.”

After Dan got his MBA in 2008, the couple moved to Tucson, Arizona, where Dan works for Raytheon. Autumn is a stay-at-home mom to daughters Audrey, Sadie, and Hailey but plans on resuming her career down the line. Last July the couple returned to BYU with the kids and headed to the Tanner Building. “It was mostly deserted, but we found our pictures in the hall where the MBA class photos are posted and walked by the Career Center. We couldn’t help but smile, reliving so many happy memories,” Dan says. “Many students go to BYU hoping they will meet their future spouse there, and I was no exception. Finding Autumn at the Marriott School was one of the greatest blessings of my life.”

Joseph & Elizabeth Hilton

MARRIED 4 AUGUST 2012

To some secretaries in the Tanner Building, he was known as “the red-hoodie guy.” It wasn’t a compliment. Joseph, a second-year MBA student and director of the business plan competition, had fallen for Elizabeth, who was working full-time for the finance department and cutting the checks for his team. They’d had one casual lunch, which Liz made clear was not a date. But Joe started showing up at her office, hoping to kindle a romance. “I learned from my student secretaries that he was roaming the halls trying to find me,” she says. “I was annoyed, but I’d stick my head into the corridor to watch him walk away—and get even more annoyed at how good looking he was.”

She enlisted her office staff to play interference, defense—anything short of tackling—to ward him off. “I thought it was going to be a real uphill climb just getting her to go out again,” Joe says. Then he realized that if he waited until after 5 p.m., when the staff went home, he’d be able chat with her. One day he appeared in her doorway, and Liz dropped her guard. The pair talked for hours about life, church,

and family. “It would have been a pretty sappy conversation from a bad movie if we hadn’t been so serious about it,” Joe says. After grabbing a quick dinner, they returned to the Tanner Building—room 151, to be precise—where he played Broadway show tunes on the piano at Liz’s request.

That sealed the deal. Liz called off the assistants, and the pair got engaged in June 2012, shortly after Joe earned his degree, to much rejoicing from friends, faculty, and the administration. “Everyone loved it when they found out we were dating,” Liz says. “They even threw me a bridal shower in the dean’s office.”

With her husband’s encouragement, Liz started the MBA program right after their August wedding. Joe is now CEO of Recurrent Engineering, a clean-electricity company, and Liz will join GE Capital after she graduates this year, when they’ll relocate to New York. But for now, they still spend lots of time at the Tanner Building, where Joe visits for lunch. **M**



Want to keep the wedding bells ringing? Visit marriottmag.wordpress.com for more tales of love in the TNRB.

ABOUT THE AUTHOR

P. Ann Chen, a native of Los Angeles, is a graduate of the Columbia University School of Journalism. Her work has appeared in People, Allure, and O, The Oprah Magazine, among others.



School News

Marriott School Ranked Most Family Friendly—Again

The Marriott School was recently ranked the most family-friendly business school in the nation in The Princeton Review's new book, *The Best 295 Business Schools*. The school has held the top spot since 2006.

"We believe that excellence in both family and career go hand in hand," says **Craig Merrill**, former MBA program director. "We attract top students who feel that the family experience is integral to their pursuit of a top-quality business education."

With 70 percent of its MBA students currently married, the Marriott School emphasizes family through clubs such as the MBA Spouse Association. MBASA offers a large support network and a variety of activities for students and their families.

"Our main goal is to build friendships and help support each other," says **Lori Frandsen**, MBASA president. "As we discover new talents and hone the ones we already have, we elevate our potential to be able to give to our families and our communities."

The Princeton Review determined its 2014 rankings by surveying more than twenty thousand students who attend the top 295 business schools in the nation. An eighty-question survey asked students to rate their schools and report on experiences regarding different areas of the institution. The schools were ranked into categories, such as Best

Career Prospects, Best Professors, Best Classroom Experience, and others, giving prospective students a better understanding of which schools will meet their individual needs.

"For BYU and the Marriott School, being family friendly is basic to our institutional DNA," says **Lee Perry**, Marriott School dean. "We make a point to give the best quality education while supporting families in that process so students will be able to serve the world and their families to the best of their ability."

Medal of Honor Recipient Speaks at BYU



Staff Sergeant Clinton Romesha received the Medal of Honor from President Obama at a ceremony in Washington, DC.

The Battle of Kamdesh in northeastern Afghanistan was more harrowing than anything you'd find in a Hollywood blockbuster—invading enemy, outnumbered troops, rapid gunfire, and rampant destruction. Amidst the atrocities, though, there was a hero—Staff Sergeant Clinton Romesha—whose actions garnered him the Medal of Honor, the military's highest award, given for bravery above and beyond the call of duty.

As a special guest of the BYU Army ROTC, Romesha spoke on 5 September 2013 about what he learned in combat to a campus crowd at the Varsity Theatre.

"There are seventy-nine Medal of Honor recipients now; there aren't a whole lot of us left," Romesha said. "I

want to make sure I get out and talk to people about the experiences I went through and let people know we're just regular people doing our jobs."

During the daylight battle, however, every move Romesha made was extraordinary. Numerous times he went unprotected amidst enemy fire to save comrades, destroy enemy targets, and recover wounded soldiers. He was even severely injured by shrapnel from a rocket-propelled grenade but continued undeterred, leading his troops.

"Clinton will say that he was only doing his job, performing his duty, and doing what any soldier would have done," said historian and retired Lieutenant Colonel Sherman L. Fleek, who introduced Romesha. "This is very true, but with one added caveat—the opportunity may present itself, but one still has to act. Clinton Romesha acted, and that made all the difference."

A Latter-day Saint and father of three, Romesha emphasized that learning and preparation must be accompanied by courage to make a difference.

"Each of you has greatness; you've got to know that," Romesha said. "Are you going to let the opportunity pass by quietly, or are you going to act, regardless of the odds, to do the right thing?"

Romesha's remarks had a deep impact on many attendees, including sophomore Dustin Belliston, from Salem, Utah, who plans to major in information systems.

"I appreciated the humility and calmness Staff Sergeant Romesha displayed," Belliston says. "His speech deepened my appreciation for what our troops go through to preserve our freedoms."

Marriott School Hosts Third Annual Entrepreneurship Week

The Marriott School held its third-annual Entrepreneurship Week last fall, reaching out across campus to engage more students in entrepreneurial efforts.

"E-week brings a general awareness of entrepreneurship to campus because we try to involve every college and department," says **Scott Petersen**,



BYU Joins Elite Company in Latest Rankings



BYU joined Harvard, Yale, Princeton, and Stanford when it was named a Top 10 Best Value school in *U.S. News & World Report's* 2014 Best Colleges rankings.

The rankings, which take into account a school's academic quality and cost of attendance, also included MIT, Columbia, Caltech, Dartmouth, and Cornell.

BYU continued its upward surge in other categories within *U.S. News* annual rankings, including rising six spots to sixty-second among all national universities.

BYU rose four spots to twenty-seventh among undergraduate business programs while also posting strong marks in two specialty business rankings: No. 3 for accounting and No. 8 for international business.

The 2014 Best Colleges guidebook ranks more than 1,800 four-year accredited colleges and universities. BYU falls into the category of National Universities, which includes schools that offer a full range of undergraduate majors plus master's and doctoral degrees.

This year BYU also moved up to fourth in the category of Least Debt, which compares the average debt carried by departing graduates.

The university's Ira A. Fulton College of Engineering and Technology was also listed among the top engineering schools, with its undergraduate program ranking seventy-eighth.

Princeton took the top spot in the National Universities category, followed by Harvard, Yale, Columbia, and Stanford.

Rollins Center for Entrepreneurship and Technology director. "Students don't have to make a choice between majoring in entrepreneurship and doing what they're passionate about—they can do both."

The Rollins Center hosted the festivities, which began with nearly one thousand

students attending the week's kickoff event. Attendees with majors ranging from elementary education to neuroscience heard insights about entrepreneurship from keynote speaker **David Boyce**, founder and CEO of Fundly.com. Boyce, a Marriott School alumnus and graduate



of Harvard University, made it clear that Marriott School students are not the only ones capable of starting a business.

"Energy, intelligence, and passion are all you need," Boyce said. "If you are inspired by money and things, it's not going to get you through. It's the passion that drives you."

As students finish their education, Boyce believes they do not have to wait to become entrepreneurs. He emphasized that they have everything they need to start a successful venture.

"You will never be more ready than you are right now," Boyce said. "If you have ideas, don't sit still. Don't be afraid to be great."

Boyce's excitement for entrepreneurship energized students for the coming week of activities that included pitching investors, networking, and being instructed by professionals.

During Investors Day, a new E-week event held at Zions Bank Tower in Provo, teams pitched their business ideas to investors in the Utah community. After months of preparation, some students' ambitions were realized as they walked away from the event with new business partners.

Other events throughout the week provided attendees opportunities to become stronger entrepreneurs. Activities helped participants network with potential business associates and obtain expert advice on managing a start-up.

Students like **Steven Dewey**, a pre-management junior from Portland, Oregon, used these opportunities to solidify their thoughts about launching ventures.

"The week motivated me to be an entrepreneur; I can be one and should be one," Dewey says. "It also helped me recognize what my motive should be. The motive of being an entrepreneur shouldn't be wealth. It should be the experience of starting and creating your own company."

STUDENT NEWS

BYU, Indiana University Top Business Language Case Competition

Teams of three from universities across the country gathered at BYU to present practical solutions to real-world business cases in the 2013 Business Language Case Competition.

BYU garnered first place in the Chinese division of the annual competition for the second consecutive year, while Indiana University took the title in Spanish for the second time in three years.

The daylong competition, hosted by the Marriott School's Whitmore Global Management Center, featured model business plan presentations from students to a panel of judges in Chinese or Spanish.

"I was impressed at how well the students prepared for this competition," says **Laura Ricks**, GMC international program coordinator. "They did this on top of their schoolwork, jobs, and other activities, and they all did an incredible job."

Teams were composed of non-native speakers and were allotted only fifteen minutes to present their business plans to the judges, followed by a rigorous question-and-answer session. After three rounds of presentations, the top three teams faced off in the decisive final round.

BYU's Chinese category champions consisted of Jace Stoker, a senior in history from Henderson, Nevada; Braden Nielson, a senior in Chinese from Doylestown, Pennsylvania; and Chad Faulkner, a senior in economics from Provo. The University of Notre Dame took the second and third spots.

From left: Braden Nielson, Jace Stoker, and Chad Faulkner won first place in the Chinese category at the 2013 Business Language Case Competition.



"The judges really enjoyed our analysis and how we presented it," Nielson says. "The competition inspired me to put more effort into improving my Chinese daily."

The Spanish winners from Indiana University were led by Nathan Lohrmann, a senior in operations management and marketing; Brianna Terrell, a finance and international business senior; and junior Paul Gilson, majoring in business economics and public policy. Emory University and the University of Washington followed up in second and third place, respectively.

"It feels really good to win," Lohrmann says. "We lost a close race last year, so we had very high hopes. To actually win is great."

The combination of presenting an engaging business solution and doing it in a foreign language was a confidence builder for students considering a future in international business.

"After successfully presenting to three panels of native Chinese businesspeople, I really feel I can effectively use my language skills to solve problems in real business environments," Faulkner says.

The competition was cosponsored by the University of Colorado Denver and Michigan State University. Other participants included Emory University; the University of Connecticut; the University of Washington; the University of Nevada, Las Vegas; the University of Pittsburgh; and American University.

Two Students Receive Paul Morris Marriott Scholarship

Two business management undergraduates recently received the Paul Morris Marriott Business Management Scholarship, rewarding the students' dedication and service with yearlong, full-ride scholarships.

The scholarships are presented to well-rounded Marriott School students who have shown active involvement and leadership in their communities from an early age.

The 2013 recipients are **Jared Conder**, a senior from Modesto, California, with an emphasis in business management, and **Daniel Villanova**, a senior from Porto Alegre, Brazil, with an emphasis in organizational behavior.

Conder has been involved with business



Jared Conder



Daniel Villanova

since he was a child. His father, an entrepreneur by trade, taught Conder many valuable life lessons, one of which was to be a great problem solver. Conder's father has always encouraged him to work hard and follow his dreams. Conder is passionate about music education

and started South County Percussion, an independent drumline that competes in several competitions annually.

"Receiving this scholarship had a major influence in what I was doing," Conder says. "It has allowed me to focus on school and help me graduate debt-free."

Villanova recently returned from a business trip where he helped twenty-six Utah-based companies open their doors in Brazil. Villanova works part-time in the international trade department of the Utah Governor's Office, helping companies get started in the international business market. Villanova is excited about business and hopes to return to Brazil with his family to start his own company.

"I was very humbled to receive the scholarship," Villanova says. "It's a great feeling to be recognized for something I've done and to know I am going in the right direction."

Conder and Villanova were selected from a large pool of well-qualified applicants. They have both shown exceptional talent academically and within the business world.

"We are proud of our students who have demonstrated such a strong work ethic," says **Jennifer Fitzgerald**, scholarship coordinator. "These students are recognized for their history of service to both church and community, and we feel they have the potential to make a difference."

Rebecca Marriott Champion founded the Paul Morris Marriott Business Management Scholarship in 2010 to honor her father, a businessman who helped his brother establish what became the Marriott Corporation. Through

How Instagram Can Ruin Your Dinner

• School News



Warning Instagrammers: you might want to stop taking so many pictures of your food.

New research out of BYU finds that looking at too many pictures of food can actually make it less enjoyable to eat.

Turns out your friends' obsession with taking pictures of everything they eat and posting it on Instagram or Pinterest may be ruining your appetite by making you feel like you've already experienced eating that food.

"In a way, you're becoming tired of that taste without even eating the food," says study coauthor and BYU professor **Ryan Elder**. "It's sensory boredom—you've kind of moved on. You don't want that taste experience anymore."

So if you're on Instagram all day looking at the salads your friends post, you're probably not going to enjoy your next salad quite as much.

Elder and coauthor **Jeff Larson**, both marketing professors in BYU's Marriott School, said what happens is the overexposure to food imagery increases people's satiation. Satiation is defined as the drop in enjoyment with repeated consumption. Or, in other words, the fifth bite of cake or the fourth hour of playing a video game are both less enjoyable than the first.

To reveal this food-photo phenomenon, Larson and Elder recruited 232 people to look at and rate pictures of food.

In one of their studies, half of the participants viewed sixty pictures of sweet foods like cake, truffles, and chocolates, while the other half looked at sixty pictures of salty foods such as chips, pretzels, and French fries.

After rating each picture based on how appetizing that food appeared, each participant finished the experiment by eating peanuts, a salty food. Participants then rated how much they enjoyed eating the peanuts.

In the end, the people who had looked at the salty foods ended up enjoying the peanuts less, even though they never looked at peanuts, just at other salty foods. The researchers say the subjects satiated on the specific sensory experience of saltiness.

Larson and Elder, along with University of Minnesota coauthor Joseph Redden, published their findings in the *Journal of Consumer Psychology*.

"If you want to enjoy your food consumption experience, avoid looking at too many pictures of food," Larson says. "Even I felt a little sick to my stomach during the study after looking at all the sweet pictures we had."

Then again, Larson says, if you have a weakness for a certain unhealthy food, say, chocolate, and want to prevent yourself from enjoying it, you may want to look at more pictures of that food.

The authors said the effect is strongest when more pictures are viewed. Thus, if you've only got a few friends who post food pics on your social media feed, you're probably okay to keep following them.

"You do have to look at a decent number of pictures to get these effects," Elder said. "It's not like if you look at something two or three times you'll get that satiated effect."

That's good news for food-photo enthusiasts, because, let's be honest, showing everyone the awesome food you're eating really is cool.

Wearing High Heels Can Change the Way You Shop

When shopping for a big-ticket item, such as a television, there is a checklist of things you should always do:

1. Read reviews
2. Compare prices
3. Wear high heels

If you're uncomfortable with number three, you have other options. You can ride up and down the escalator, play a few games using the Wii Fit, or go shopping immediately following your yoga class.

A new BYU study finds that consumers experiencing a heightened sense of balance are more likely to weigh the options and go with a product that falls in the middle of the high-end/low-end scale.

"If you're someone who tends to overspend, or you're kind of an extreme person, then maybe you ought to consider shopping in high heels," says study author **Jeffrey Larson**, a BYU marketing professor.

Larson and BYU coauthor **Darron Billeter** have discovered that almost anything that forces your mind to focus on balance affects your shopping choices as well.

The study is part of an emerging area of research that examines the relationship between physical sensations and decision making. Previous studies have looked at the role of warmth, weight, and hunger.

For their study, which appeared in the August 2013 issue of the *Journal of Marketing Research*, the Marriott School authors set up experiments where balance was introduced to the consumer experience, including leaning back on a chair while shopping online, playing a Wii Fit game while simultaneously answering questions about product choices, and standing on one foot while considering which printer to purchase.



Other elements that could have similar effects but were not included in the experiments include making purchase decisions while on a cruise ship or walking on icy sidewalks during winter shopping.

The authors say the most important takeaway from their study is that people should be aware of how physical forces can change the way we think about things.

"We need to sit back for a minute and consider, 'Is this really what I want, or are the shoes I'm wearing influencing my choice?'" Billeter says. "We need to be more aware of what is influencing our choices."

The results of the study, the authors write, demonstrate that influential cognitive processes are at play as people stumble through life, regardless of whether those stumblings are literal or metaphorical.

sacrifice and creativity, Marriott contributed to creating a successful business during the Great Depression, building a legacy that Champion is sharing with students who show similar dedication.

BYU Undergrads Manage Stock Market Portfolio

In Finance 415, BYU students are earning big returns. Outperforming the market by at least 1 percent annually and 2.5 percent each of the past five years, students in the portfolio management course are reaping dividends and real-world experience by the fistful.

"This course was put together to give undergraduate students the opportunity to value real money in a portfolio," says **Bryan Sudweeks**, Marriott School finance professor and course founder.



"The experience is unique because the students get authentic money management experience and the opportunity to analyze companies."

Seven years ago Global Financial Advisers of Plano, Texas, established the \$625,000 fund and, in a bold move, commissioned undergraduate business students to manage their portfolio long-term. The fund finished this July at more than \$1 million.

"A lot of emphasis is put on understanding the revenue and cost structures that form a successful business," says senior **Tyson Bryan**, a finance major from Las Vegas and senior analyst in the course. "This consistency helps us align our goals and priorities for the fund while establishing solid habits for our future careers. The skills obtained in this course can't be found anywhere else on campus and provide a strong sense of the industry and how companies generate revenue."

Students follow a set of core principles as they analyze companies and make decisions concerning when and how to invest. Principles include engaging in thorough background research of potential companies and carefully tracking valuations to aid in the transition to next year's class.

“Even though we have new students every semester, we continue to be successful after seven years because we are following a strict discipline,” Sudweeks says. “The students are really good at what they do.”

Alumni from the class have used this experience to go on to prestigious finance careers, working in organizations such as Goldman Sachs, JP Morgan, Merrill Lynch, and Fidelity Investments.

“The portfolio management class offered by Professor Sudweeks was the crown jewel of my résumé,” says April Jones, private client specialist for Fidelity Investments and participant in the 2009 class. “Not only did it give me a theoretical knowledge to discuss in interviews, but it also provided me with experience of how the stock market works for portfolio managers and investors.”

BYU Student Wins International Entrepreneurship Award



Spencer Quinn is presented with the GSEA championship trophy by the Entrepreneurs' Organization's global chairman Rosemary Tan and emeritus chairman Peter Thomas.

Beating out more than 1,600 applicants from thirty-seven countries, Brigham Young University student Spencer Quinn took home the 2013 Global Student Entrepreneur Award with his repair tape company FiberFix. He also walked away with \$150,000 in cash and in-kind business services from Entrepreneurs' Organization, a global network of more than 7,300 business owners.

Quinn, a genetics and biotechnology senior from Chandler, Arizona, won the regional competition in San Francisco before moving on to the undergraduate finals at the International Finance Corporation in Washington, DC, where he accepted this year's Innovation Award.

“Each year we see an increase in applications and the quality of the businesses

presenting,” says Adam Robinson, global GSEA subcommittee chair. “We were absolutely blown away by the talent of the 2013 GSEA participants.”

FiberFix, a resin-coated repair wrap that claims to be one hundred times stronger than duct tape, got its start with help from the Marriott School of Management. Quinn and his team participated in business competitions sponsored by the school's Rollins Center for Entrepreneurship and Technology and received mentoring from its many successful entrepreneurs.

“Spencer's achievement, as well as the success of our students during the past few years in this elite global competition, is evidence that our program is making a huge impact,” says **Scott Petersen**, managing director of the Rollins Center. “Students are learning the correct process for starting and scaling a business. We will continue to see large numbers of student ventures competing at the international level.”

The Rollins Center has helped build up strong competitors for the Global Student Entrepreneur Awards in years past. BYU student **Garrett Gee**, founder of Scan, a QR code generator and scanner, was named runner-up in the 2011 undergraduate competition, and **Brad Moss**, Marriott School MBA student and founder of React Games, was the graduate student winner in 2012.

“I am so incredibly grateful for the support from Entrepreneurs' Organization and GSEA,” Quinn says. “I look forward to nurturing the relationships I've made through this process and to growing FiberFix over many years to come.”

FACULTY NEWS

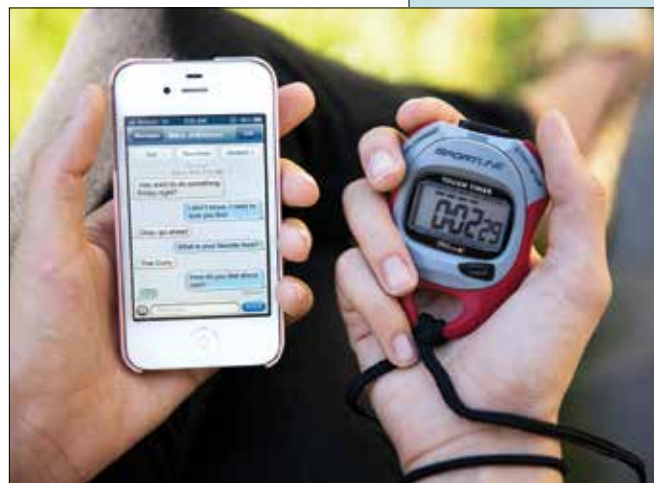
Digital Deception: People Who Lie While Texting Take Longer to Respond

Ever been trading a flurry of text messages when there's an awkward pause? Well, research from BYU shows you probably should be suspicious.

A new study finds when people lie in digital messages—texting, social media, or instant messaging—they take longer to respond, make more edits, and write shorter responses than usual.

“Digital conversations are a fertile ground for deception because people

can easily conceal their identity and their messages often appear credible,” says **Tom Meservy**, BYU professor of information systems. “Unfortunately, humans



are terrible at detecting deception. We're creating methods to correct that.”

According to Meservy, humans can accurately detect lies about 54 percent of the time—not much better than a coin flip. It's even harder to tell when someone is lying through a digital message because you can't hear a voice or see an expression.

With the many financial and personal safety implications of digital deception, Meservy and fellow BYU professor **Jeffrey Jenkins**, along with colleagues at the University of Nebraska and the University of Arizona, set up an experimental instrument that tracked possible cues of online lying.

The researchers created a computer program that carried out online conversations with participants—similar to the experience consumers have with online customer service forums.

More than one hundred students from two large universities, one in the southeastern United States and one in the southwestern United States, had conversations with the computer, which asked them thirty questions each.

The participants were told to lie in about half of their responses. The researchers found responses filled with lies took 10 percent longer to create and were edited more than truthful messages.

“We are starting to identify signs given off by individuals that aren't easily tracked by humans,” Meservy says. “The potential is that chat-based systems

could be created to track deception in real-time.”

The findings appeared in the academic information systems journal *ACM Transactions on Management Information Systems*.

Meservy and Jenkins, who coauthored the study, said we shouldn’t automatically assume someone is lying if he or she takes longer to respond, but the study does provide some general patterns.

The researchers are furthering this line of study by using a variety of other sensors, including Microsoft’s Kinect, to track human behavior and see how it connects with deception.

“We are just at the beginning of this,” Jenkins says. “We need to collect a lot more data.”

Douglas C. Derrick, assistant professor of IT innovation at the University of Nebraska Omaha, was the lead author for the study.

BYU Accounting Professor Named Outstanding Educator



Marriott School accounting professor **Robert Gardner** was recently honored with the prestigious 2013 Outstanding Edu-

cator Award from the Utah Association of Certified Public Accountants (UACPA).

The UACPA annually presents the award to a full-time college accounting educator who demonstrates high ideals and is actively involved in the accounting profession.

“Bob has an incredible knowledge of the tax code and a penchant for teaching students how to research and think

critically,” says **Jeff Wilks**, School of Accountancy director. “We recognize Bob’s talent and love of teaching and know he is very deserving of this award.”

Gardner, the Robert J. Smith Professor, has taught at the Marriott School since 1979. He received the Marriott School’s Outstanding Faculty Award in 2001 and served as the director of the School of Accountancy from 1996 to 2002. Outside of academia, Gardner received the 2006 Outstanding Service Award from the American Taxation Association and served as a member of the American Accounting Association Council and the National Tax Academic Advisory Boards for Ernst & Young and Deloitte & Touche.

“I’m privileged to receive the award,” Gardner says. “When you consider the quality of the accounting faculty at BYU and the other universities in Utah, it’s quite an honor.”

Gardner was presented with the award at an event in Salt Lake City on 23 August 2013 and joins **Kevin Stocks**, **Boyd Randall**, and **Dave Stewart** as recent Marriott School professors to receive the award.

“Bob has been an outstanding teacher and mentor to his students at BYU and has inspired many individuals to pursue careers in public accounting,” Stewart says. “Bob is well respected by his students, fellow BYU faculty, and academic peers.”

Accounting Professor Recognized By National Association of Corporate Directors

One Marriott School accounting professor is leaving his mark on big business.

W. Steve Albrecht was recently named one of the top fifty corporate directors of 2013 by the National Association of Corporate Directors (NACD).



Nominees were selected for integrity in their personal and professional lives, mature confidence in

leaders, and superior board performance. They were also recognized for demonstrating discretion and achieving high performance standards.

“It is very humbling to be honored among some of the greatest corporate directors in the world,” Albrecht says. “This is a tremendous award, and I count myself lucky to have been recognized.”

Albrecht, the Andersen Alumni Professor of Accountancy, currently serves on three public boards, Cypress Semiconductor, Red Hat, and SkyWest.

“One thing I have learned while working on several boards is that you should never make big decisions alone,” Albrecht says. “Working in both the business and academic worlds has given me the great opportunity to work alongside some great individuals.”

Albrecht has received numerous awards since he began teaching at the Marriott School in 1977. While serving as associate dean of the Marriott School from 1998 to 2008, he received BYU’s highest faculty honor, the Karl G. Maeser Distinguished Faculty Lecturer award, for superior scholarship and teaching. Outside of the many accolades garnered in academia, Albrecht has been recognized as one of the most influential accounting professionals in the United States by *Accounting Today* magazine on five separate occasions. Albrecht’s extensive experience with fraud fighting has also earned him the Cressey Award from the Association of Certified Fraud Examiners, the highest award given for a lifetime of achievement in fraud detection and deterrence.

“Steve’s service has been remarkable,” says **Lee Perry**, Marriott School dean. “We are delighted about this recent honor from the NACD and count it a privilege to work alongside such a capable and widely esteemed colleague.”

Albrecht, along with the other NACD award recipients, was honored at a black-tie gala in New York City in December.



Join Our Celebration

On 28 October 1988 the Marriott family shared more than a name with the BYU School of Management. They also shared a philosophy: **THE SPIRIT TO SERVE.**

To commemorate the Marriott School’s twenty-fifth anniversary, students, faculty, alumni, and community members are donating **25,000 HOURS OF SERVICE** during the 2013–14 academic year.

BE A PART OF THIS EFFORT and report your service hours at marriott25.byu.edu.

Alumni News

MANAGEMENT SOCIETY

Shanghai Chapter Hosts BYU Professor

Shanghai—China's most populous city—is now home to a growing BYU Management Society chapter, the only one in mainland China.

"I arrived in Shanghai in August 2011 and noticed there wasn't a chapter there," says **Sean Luangrath**, former chapter president. "After collaborating with other alumni, along with **Helena Hannonen**

and **Rixa Oman**, we were able to get a chapter organized in April 2012."

The young chapter has evolved from nearly all expats into a group comprised of local residents and international alumni.

"Today the mix of members is about 60 percent expats and 40 percent locals," Luangrath says. "The active president is a local, which is helping in the chapter's transition to complete self-sufficiency as expats leave to different locations."

Following Management Society tradition, the Shanghai chapter hosted its first

large event in May 2013. The conference featured **Tom Foster**, a renowned global supply chain management professor from the Marriott School.

Foster focused on best practices and global trends within the supply chain industry in his evening address at Shanghai's Hong Kong New World Tower.

"Professor Foster's presentation was very relevant to our Chinese audience," Luangrath says. "A large portion of the business here involves supply chain, and the members are keenly interested

Serving Up Goodness

Pretty Govindji was always an avid viewer of the Food Network, but when her sons came into the picture, her investment in tasty meals took on new meaning. Dinnertime goals soon centered on organic cooking, and before too long, Govindji realized what she served food on might matter just as much as good fruits and veggies.

Govindji is the cofounder of Kangovou, a line of dishes designed for moms who want sophisticated and safe dinnerware for their families.

All of Kangovou's products are free from BPA, PVC, phthalate, melamine, and lead. The plates, cups, and bowls Govindji designed are made from high-quality, food-grade stainless steel that doesn't leach chemicals. Each piece comes with an outer jacket, which locks in the temperature and prevents burns.

"As an entrepreneur I love the idea that in building a business I can give back to the community by providing safe dishware for kids," Govindji says.

Prior to starting Kangovou, Govindji directed the human resources department at 1-800-CONTACTS. Her desire to better understand the financial side of things led her to complete an Executive MBA at the Marriott School in 2002. By the time she decided to pursue an MBA, she already had two degrees under her belt: a psychology BS from Virginia Commonwealth University in 1996 and an MS in industrial and organizational psychology from the University of Baltimore in 1998.

Despite her impressive credentials, Govindji knows that starting a business can be terrifying. "As most entrepreneurs will tell you, you are scared about the things you don't know more than the things you know," she says. "I found that if you are honest with people when you don't know something, they are often willing to provide advice and guide you. I feel so fortunate to have found people willing and able to help me, and I am profoundly grateful."

Now Kangovou is growing domestically and internationally. Govindji admits that maintaining a balance of work and life can be tricky, but she still has at heart her original motivations for starting the business.

"One of the reasons I started my own business was to have the



flexibility that comes with it: to make my own schedule, allowing me to spend time with the inspiration behind my company—my sons, Devan, Dhru, and Akash."

Along with their children, she and her husband, Rakesh, live in Raleigh, North Carolina, the perfect spot for their family. "We are only three hours away from the beach and three and a half hours away from the mountains," she says. When the family decides to stay in, you might find her at home enjoying her go-to comfort foods: roasted chicken enchiladas and her husband's famous three-cheese baked macaroni.

The Kangovou dishes in her cupboards can also be found at more than twenty retailers. Since its beginnings, the business isn't the only thing that's grown. Govindji feels her confidence has increased tremendously. "I know whatever lies ahead with my business I will be able to handle. Just keep moving forward."

in adopting and optimizing it in China's unique environment."

The business environment isn't the only thing that sets the Shanghai chapter apart, however. It is operated to comply with China's religious policies too.

"Chinese policy prohibits local members from meeting with expats for religious purposes," Luangrath says. "Because of that, there are no prayers during meetings or any church-related discussions. We focus solely on professional

networking and promoting moral and ethical leadership."

CLASS NOTES

1973

In March 2013 **William Griffin** was appointed senior vice president and general manager of BioMimetic Therapeutics, following the company's acquisition by Wright Medical. The company specializes in orthopedic, extremities, and



biologics manufacturing. Griffin, a 1973 BS accounting graduate, began his career in medical devices at Becton Dickinson and

Company (BD). After twenty-three years at BD, he moved to Johnson and Johnson Medical in 1997, where he became vice president of worldwide operations and later vice president and general manager. Griffin spent six years at Smith &

A True Entrepreneurial Experience



When **Josh Steimle** won the BYU business plan competition (now known as the Miller New Venture Challenge) in 2001, he was awarded the \$5,000 he needed to make payroll for the week and the confidence to keep his new company, MWI, going for the next twelve years.

"There have been many days when I felt like a failure," says Steimle, who graduated in 2002 with a master's degree in information systems management, "but looking back on some of those awards makes me think, 'If we won all those awards I can't be that much of a fool. All those people believed in me, so I've got to figure out how to make this work.'"

MWI, which Steimle founded in 1999 while still an undergraduate, now offers everything needed for online marketing. They have clients worldwide, including big names like Sony, LG, and Novell. Steimle is the company's CEO, and he's willing to admit that it's the only job he's kept for more than five months.

"When I started MWI I never thought I would be running it for this long," he says. "Over time my goals changed from merely wanting to make money to wanting to change the world for the better. And I'd like to think I've been changed as these experiences have taught me to be less judgmental of others and less ego-driven."

Though Steimle is mostly focused on MWI, he describes himself as a "stereotypical entrepreneur" and has the side projects to prove it. He is a board member for the Management Society's Hong Kong chapter, maintains his blog donloper.com, and writes as a contributor for Forbes Online and several other freelance outlets. He's also writing a book about all those foolish failures, called *You Might Be an Entrepreneur If...*

"The first seven years of running MWI were very difficult, mostly due to bad decisions on my part," Steimle says. "Now I'm in a much better place, and I'm putting together all those experiences into a book, but with commentary given in hindsight. I have three objectives with the book: first, to show the harsh reality of what entrepreneurship can be like so that those going into it are aware of the risks; second, to let those entrepreneurs who are going through what I went through know that they are not alone; and third, to show that even when things are as bad as they were for me, once you take responsibility for it all, you can work your way through and overcome those challenges."

Though his work involves a lot of it, Steimle still loves writing. He also counts skateboarding, triathlons, trail running, and reading among his hobbies. He and his wife, Brynn, live with their two children in Hong Kong, where they are opening up a new MWI office.

Nephew before joining Wright Medical.

Griffin's interests include boating, fishing, gardening, and antique cars. He and his wife, Brenda Jo, reside in Memphis, Tennessee, and have three children and seven grandchildren.

1981



Rexburg, Idaho, to Moldova is a long trip of 5,689 miles. Going west from Rexburg to the Solomon Islands is even longer: 6,590

miles. But that is how far **Shane Berger** is willing to go to help developing credit unions—something he knows a lot about. Berger has worked for Beehive Federal Credit Union for more than twenty-eight years and is now CEO of the credit union, which has more than \$180 million in assets and serves twenty-one thousand members. He is currently the board chair of the Idaho Credit Union League and Affiliates and a member of the World Leadership Development committee through the Credit Union National Association. Previously he served on the board of the Rexburg Chamber of Commerce and chaired the Idaho Corporate Credit Union Board. Prior to joining Beehive he spent four years with First Security Bank of Utah, after receiving his bachelor's degree in finance from BYU in 1981.

Berger enjoys golfing, hiking, fishing, and singing. He and his wife, Jean, have seven children and live in Rexburg.

1984



As a new convert to the LDS Church, **John Pilmer's** missionary call brought him to Salt Lake City. After completing a bachelor's

degree in business management at BYU in 1984, Pilmer returned to Salt Lake to earn an MBA at the University of Utah. Recently he's found himself back in the classroom; Utah Valley University has invited him to return to teach a fourth semester of their weekend entrepreneurship class.

Pilmer is CEO of PilmerPR, which provides online marketing, particularly for clients interested in green technology

and social responsibility. He also volunteers with the Utah Valley Entrepreneurial Forum.

Diane, Pilmer's wife of thirty years, is also a Marriott School alum. She received her BS in administrative management in 1980 and her master's degree in organizational behavior in 1984. The couple has three children and resides in Orem. Pilmer is working on his second novel and plays bass in a blues band. His dream is to be back in the mission field; only this time he'd like to go to Nauvoo as a wagon tour guide.

1987



Greg Tunney, who received a BS in retailing in 1987, has been named chairman of the Footwear Distributors and Retailers of

America, the oldest and largest footwear trade association in the United States. He was previously serving as its vice chairman. Tunney is currently the president and chief executive officer of RG Barry Brands, an accessories and slipper marketer. He joined RG Barry in 2006 and has since led the company through two successful business acquisitions. Because of his dedication to organization development, he was selected to participate in the Growth Champions' program at the National Center for the Middle Markets. In 2009 he was recognized with an Ernst & Young Entrepreneur of the Year award. Tunney gives back to other footwear professionals as a director of the Two Ten Foundation. The foundation gives \$2.5 million each year in financial support and scholarships to footwear employees and their families.

Tunney enjoys cycling, surfing, and skiing. He and his wife, Heidi, have four children and live in New Albany, Ohio.

1993



Ron Haas has consulted within the telecommunications, technology, and media industries for twenty

years. Currently employed at PricewaterhouseCoopers, he is a consulting partner and the US leader over their communications

industry consulting practice. Haas also serves on the board of the PwC Charitable Foundation. Prior to joining PwC, Haas worked for Arthur Andersen and Deloitte following the completion of a BS in accounting at BYU in 1993. Haas makes his return to BYU each fall as a member of the Marriott School's National Advisory Council. Back home in Fairview, Texas, he can be found advising the Boy Scouts of America as an executive board member of the Circle 10 Council. The council covers central northern Texas and a portion of Oklahoma. In 2011 they involved more than 54,000 youth and adults. Like a true Scout, Haas counts camping, fly fishing, and snow skiing among his hobbies. He and his wife, Janice, have eight children.

1995



In September 2013 **Michelle Dennis Christensen** was recognized as a top contract writer for her work at OrangeSoda.

For the company she writes content articles, website copy, and blog posts for small business. She was selected to write crucial articles for clients of OrangeSoda from a pool of more than a hundred other contract writers. Christensen's other independent work includes editing and proofreading a book of family history stories published by an independent author. Previously she has worked in property management and human resources. She earned her master's degree in organizational behavior from BYU in 1995.

Christensen is currently the PTA president at a local elementary school and has also served as course director for seven Boy Scouts of America Wood Badge courses. In 2011 her husband, Martin, was diagnosed with kidney failure. The following year she was able to donate one of her kidneys to him. They currently live in Bountiful, Utah, and have six children.

2001

Since 2011 **Travis Bird** has been holding the financial reins of a system unlike any other. As the CFO of Wireless Seismic, Bird manages the international expansion of a rapidly growing business. Wireless Seismic has combined two traditional



types of technology to create the world's first fully scalable seismic system. This system relays crucial data in real time without

the use of cables, allowing users to see what's happening below ground level—a major benefit in the oil and gas industry. Bird has also worked as the corporate development director for Novatek International and as the CFO of NovaDrill and of StoryRock.

He received his bachelor's degree in finance from the Marriott School in 2001 and his MAcc from Notre Dame University a year later. After completing his degree Bird was a senior consultant for Ernst & Young. He and his wife, Heidi, live in Houston and have four children. His hobbies include mountain biking, scuba diving, and woodworking.



By day **Chris Woidka** is surrounded by scientists and medicines, but when he goes home he's interested in a different kind

of experimentation: biscotti recipes. Woidka is currently the senior manager of finance for Amgen, one of the world's largest biomedical companies, which has more than \$17 billion in annual revenues. The company produces treatments for patients with various diseases, including inflammation, nephrology, and bone disease. Woidka oversees the financial activities of Amgen's global development operations division, the group associated with planning and executing clinical trials worldwide. He also teaches and trains new staff members as an MBA recruiter and talent evaluator for Amgen's financial planning and analysis team.

After hours, Woidka, who earned his BS in accounting from BYU in 2001 and his MBA in 2006 from the University of Michigan, enjoys inventing board games and composing music for a local men's choir. As for the biscotti, he's perfecting recipes loaded with the good stuff: chocolate, candy, and peanut butter. Someday he hopes to open up a cookies-and-milk café. He and his wife, Emily, live in Camarillo, California, with their two children.

2002



As **Clark Cotterell** specializes in placing other professionals in jobs, he's finding himself placing in the top

ten. Clark is currently president of the NaviTrust Group, which earned a top-ten ranking this year out of seven hundred worldwide franchises connected by MRINetwork. Cotterell's not just on the winning team, though. Before becoming president of the company in 2009, he was ranked as a top-ten recruiter three years in a row among a peer network that includes more than three thousand executive recruiters worldwide. Since 1995 Cotterell has been a part of the NaviTrust Group, formerly known as Management Recruiters of Salt Lake City, and has helped clients across the globe hire mid-level and senior executives.

Cotterell graduated from the Marriott School in 2002 with a BS in business, marketing emphasis. Now he regularly assists with the school's résumé review workshop and can also be found taking time out to enjoy mountain biking and road cycling. He and his wife, Susy, have five children and live in Draper, Utah.



Heather Frushour is competing for a new team: her own. The former BYU cross country and track team member is now running

the 2 Percent Consulting Network as its owner and managing partner. Her company assists businesses with branding, HR, loyalty programs, and crowdfunding. In addition to these responsibilities, she currently provides office support to the LDS Seminaries and Institutes of Religion and advocates for children with severe food allergies on a school health advisory council.

Frushour graduated in 2002 with a BS in business, organizational behavior emphasis, and has since brought her training to several small and mid-sized businesses. Her previous jobs include credit advisor at Dun and Bradstreet Credibility Corp. and human resources manager at NurseWeek Publishing, among others. Since her college days have passed, she has continued

running—only now she makes biking and swimming part of the program as a triathlon competitor. She lives in Tucson, Arizona, and has four children.

2004



Melissa Eggertsen is always a full-time mom, but from January to April she also puts in time as an accountant. Eggertsen

received her BS in accounting and her MAcc from the Marriott School in 2003 and 2004, respectively. During tax season she works at Hawkes & Hastings, an accounting firm started by **Jeff Hastings** and **Mark Hawkes**—both BYU alumni; Hastings earned a BS in tax in 1992, and Hawkes received his MAcc in 1978. Before joining Hawkes & Hastings, Eggertsen was a senior income tax accountant at Williams-Sonoma for more than two years, and prior to that she worked as a senior accountant for Deloitte.

Eggertsen enjoys baking, sewing, knitting, and crocheting, as well as caring for her two children. Her husband, **Scott**, is also an accountant and a Marriott School alum. He received his MAcc in 2006 and works at Kaiser Permanente in its treasury department. The family lives in Pleasant Hill, California.

2005



At the head of the class this semester is professor **Nate Cannon**. For Cannon, who received his PhD from Bentley University in the spring

of 2013, his move to assistant professor at Texas State University marks a fresh adventure as well as the next stage in his career. The new accounting professor is teaching the university's graduate auditing class and continuing his research on auditor judgment and decision making, audit policy and procedures, the broker-dealer industry, and issues surrounding the auditing and reporting of fair values.

Prior to beginning his professorship, Cannon received the Center for Audit Quality research grant and the PwC INQUIRES grant, both in 2011. He completed his bachelor's and master's degrees in accounting at BYU in 2005 and then

spent several years working as a senior associate auditor for KMPG.

He and his wife, Angie, live in Austin, Texas, with their two children.

2006



In the far north of the world is Finland's University of Oulu, an international science university and just the place for **Greg Moody**.

After Moody received his MISM from BYU in 2006, fate found him moving between two continents. He completed two PhDs: the first in business with an emphasis in management information systems at the University of Pittsburgh, and the second at Oulu in information systems, behavioral security emphasis. Now Moody has left the northern reaches for an assistant professorship in the desert surrounding the University of Nevada, Las Vegas. There he researches and teaches on security, e-commerce, and other topics within information systems. He recently became an associate editor for *Transactions on Human-Computer Interaction*, an international scholarly journal published by AIS. He and his wife, Kelly, currently live in Henderson, Nevada, with their two children.

2008



For **Jessica Blankenberg**, the wrong train turned out to be the right train. During a layover in Germany, she got lost and ended

up sitting across from her future husband, Jason. Now the two are married and have two children, Noah and Micah. Blankenberg, who received her BS in finance in 2002 and her MBA in 2008, both from the Marriott School, is an HR associate manager at Procter and Gamble. Prior to taking a one-year maternity leave, she supported research and development for Gillette blades and razors and also did HR for their manufacturing plant. Before returning to BYU for her MBA, Blankenberg worked as a statistical analyst in Houston. She also taught high school business classes and coached volleyball and softball for three years. From 2005 to 2008 she completed several volunteer trips to orphanages in China and Ghana.

She and her family currently reside in Boston, where they enjoy exploring the city and its parks.

2011

For Marriott School grad **Mark LeMonnier**, this new year also brought with it

a new role. As of January 2014 he began helping millions worldwide discover their family history as Ancestry.com's senior director of engineering. With this new promotion he will be focusing on leading best practices in agile and data-driven development and building

One of DC's Decision Makers



In the area of market research, **Cathy Chamberlain** is a one-woman political powerhouse. Her influence, as well as the results of her studies, has been spread across the country from Washington, DC, back to the West Coast, and overseas as well. Since graduating from BYU in 1973 with a degree in business education, she's tallied up more than thirty years of experience in market research and is still going strong.

Just before Ronald Reagan ran for office, Chamberlain was in Washington, DC, working for what is now known as Wirthlin Worldwide. She quickly found herself immersed in the political arena, where she developed her skills designing and conducting studies for presidential, senatorial, gubernatorial, and congressional races both in the United States and abroad. During Reagan's time in office, she was responsible for two landmark studies on women and the gender gap—an area of expertise she has become well known for.

Currently Chamberlain is the managing director of market research and strategy for Deseret Book and also conducts research for other entities owned by the LDS Church. Through her work at the LDS publisher, she developed and executed the Time Out for Women conference program, which draws crowds of thousands in cities around the country.

Prior to starting Time Out for Women, Chamberlain created her own nonprofit organization called Options, which hosted and coordinated educational conferences for women and families. Chamberlain has facilitated more than seventy-five of these conferences and reached out to more than seventy thousand people. She also directed a major study in Arizona about domestic violence, which was instrumental in the program design for a women's self-help center in Phoenix.

And her ties to the Oval Office still run deep. She conducted a study under the George H. W. Bush administration about families in crisis and has recently worked with America's Promise, a foundation created by Colin Powell to help youth.

Though much of her research and efforts have tracked and benefited women, she couples this with a broad research base.

"I have an expertise in women's attitudes, but I've always done research among both men and women," she says. "You don't just focus on women. If you don't understand men and how women are juxtaposed to men, you don't understand how women work and think."

Through her involvement with the Marriott School's National Advisory Council, Chamberlain mentors students and gives lectures. She also helps with the Women in Business club and conducts research about women and the school.

Of her own success, Chamberlain says the varied opportunities have been a blessing.

"I'm grateful for the opportunity to understand what motivates people to do what they do, because it's been a gift that has served me all of my life," she says. "It makes you less judgmental. It makes you more compassionate."

Though Chamberlain, who makes her home in Murray, Utah, thinks these are the winding-up years of her career, she will probably never retire.

"As long as I feel like I'm contributing and making a difference, you'll probably see me out there."

A New Home for Your Nachos



During the housing collapse, the sweltering summer heat of Phoenix was no place for a young salesman pushing pest control. But for **Adam Keys** it was just the kind of pressure needed to get the creative juices flowing. "Nobody had money and nobody liked salesmen," Keys remembers. It was then that Keys matched the perfect product with its target audience. "I sold No Soliciting signs door-to-door," Keys says. "Eighty percent of people who would laugh when they opened the door would buy it." But this wasn't just funny business: the 2011 finance graduate paid his college bills, learned graphic design, and gained experience running his own company.

This early venture is paying off in Keys's latest start-up: Stadium Bowls.

During the 2013 football season, BYU fans had the option of eating their game-day goodies from a small replica of the LaVell Edwards Stadium. These

shaped bowls are perfect for nachos, ice cream, or chili. When the last play is over, fans can take the bowl home as a reusable souvenir. Keys designed and produced the bowls along with father-and-son team Leonard and Matthew Lee, his business partners and neighbors.

Stadium Bowls are not only a one-of-a-kind item but also involve a new printing technique. After coming up with the initial idea, the group searched for a plastic manufacturer before realizing no one was capable of producing a double-sided print that was still safe for food contact. After several attempts and tweaks, they finally arrived at a marketable version.

"We learned through a lot of failures," Keys says. "We tried the next thing and the next thing before we got to how we're making them now. We keep everything in-house—the molds, printing, forming, and cutting."

Keys contributed most to the creative aspects of the process, bringing the product all the way from a prototype on the screen to its plastic form today. Keys also drew on his experience interning with WTAS and CitiGroup to complete the financial projections for Stadium Bowls.

In addition to BYU, Stadium Bowls can be seen at the University of Cincinnati sporting a Bearcats logo. After successfully navigating these two big clients, the Stadium Bowls team is preparing samples to woo its next hopeful market: the college bowl games, naturally.

Keys, his wife, Brittany, and their new daughter, Laela, live in Orem. Keys enjoys mountain biking, dirt biking, skiing, and snowboarding but says spending time with his family tops the list.



great teams and leaders. LeMonnier began working at Ances-try.com as a junior software engineer after receiving his

bachelor's degree in computer science at Utah Valley State College in 2002. He later joined the Executive MBA program at BYU, graduating in 2011. He credits the EMBA program with helping him reach his current position. He and his wife, Marci, have three children and live in Provo. His hobbies include reading, hiking, and Legos.



If there's anything more exciting than working for one of the Big Four in New York City, it might have to be working for the same company in London. That's exactly the leap **Jonathan Young** made. Young completed his Macc in 2011 and started his career with Deloitte Touche as an audit assistant in New York City. Early in 2013 he and his wife, Jessica, decided that if ever there were a time to travel, this was it. He accepted a promotion to be an assistant manager in London, where Jessica

could also build the international brand of her photography business, JKB Young.

Post-move the couple is enjoying exploring another big city. Young also likes to read books on history, politics, and economics. At a recent event hosted by the London Economics Debating Society, he lectured and debated on the benefits of privatizing the Royal Mail.

2012



Since graduating, **Rachel Evans** has packed in a lot of work experience in a little bit of time. After departing the Marriott School in

2012 with her bachelor's degree in business management, OBHR emphasis, Evans embarked on a one-year rotational program with National Oilwell Varco, where she dealt with several varying aspects of human resources. Her time with National Oilwell Varco also included spending three months in Norway. Evans, her husband, Jacob, and their son now live in Iowa City, Iowa, where Jacob attends medical school and Evans works part-time as an independent contractor for JL Rush, an HR consulting company. As a human resources analyst for JL Rush, Evans researches and recommends HR technologies and reviews company policies. Her hobbies include playing sports, singing, serving others, and creating a home for her family.

2013



Though still a recent graduate, **Marissa Nielsen Twitchell** is on the job and working hard. In June 2013 she received both her

bachelor's and master's degrees in information systems through the Marriott School's integrated degree program. Now she works as a consultant for Pariveda Solutions. This company works at the forefront of business technology, offering companies solutions for mobility, cloud computing, and user experience. In addition to her responsibilities as a consultant, Twitchell serves as a community service coordinator for the company. She enjoys rock climbing, cooking, and spending time with family. She and her husband, David, reside in the Seattle area.



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