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FALL 2012





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◀ AUTUMN COLORS SHINE FROM A
LITTLELEAF LINDEN TREE ON BYU CAMPUS.
PHOTO BY JAMES WINEGAR.

**OVERHEARD
IN THE
TANNER**

He would always say after each test, “Remember, **sunk costs are irrelevant**, so have a great day.” I was like, yeah, even though I just failed that test, it’s OK because sunk costs are irrelevant. • I like the term *disposable income* because it’s disposable, you know? **You can just throw it away on something stupid.** But my wife calls it *spendable income*—so that might throw a wrench in things. • It’s hard to get a good vibe about it. You know you did well, but you know everyone else is doing well too. **Interviews are tough.** • When you think about your 401(k), you stand in front of the mirror saying, “I’ll put more in next year; I’ll put more in next year.” No, you don’t want to be like that. Start working on building your future now. •

If you have any questions about the finance major, just come to the closing social. **I have a high-speed PowerPoint that will address all your questions.** Even if you’re not a finance major, you can meet other people and get some free pizza. • What are you talking about? You don’t have to worry about benefits. You can stay on your parents’ insurance for four more years. Thank you, Obama. • **The library saved my life.** I would’ve gone crazy without it, especially during finals week. I’m not trying to be dramatic, but it’s true. • I don’t like to walk around like this. Like what? With these radios. I see. But at the same time, **it makes me look official, so I kind of like the look.** Yeah, that look is good for you. • Have you ever passed out? Before you do, you get this irrational thought, like, **“I have to keep going; I’ve got so much to live for!”** • It’s such a hard decision to make. I could have either married and had minimum-wage jobs or gone to New York and worked in advertising. It’s different for everyone, but I think I made the right decision to get married. • I’m winded. **I think it was all that sugar.** Those stairs are killer. • Capitalism and democracy are so different from communism, but Russia and China are our biggest economic rivals. So how does that work that **OUR biggest rivals** have systems totally opposite from ours? • It’s the compromise effect you see, especially in cameras and cars. Companies will create a top-end product in the line so people will buy the next-best option. The top-end won’t sell very much, but it leads consumers to buy the next-best one. • It’s so hot in here. **Are your pants sticking to you? Mine are.** • What’d you do all summer? I was doing an internship out in Missouri. No way! Your wife must have just loved that. Actually, she kind of hated it. Yeah I figured; that was a sarcastic comment. • When fall semester starts **it’s like the first open day of hunting season.** Why? Everyone is just anxious and excited and just biding their time until they can get a good shot at a date.



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Brad Rencher had his eyes set on a career in sports, but his path took him to another place: the top of a digital universe.

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The secret to a productive life starts with determination, organization—and, possibly, a clean desk.

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Nine Marriott School alumni share the influence their first jobs had on them. Don't miss the faux pas they made climbing their ladders of success.

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Cover illustrations by Kathryn Rathke

Brad Rencher
BS FINANCE, 1997





VIRTUAL VISIONARY

In an ever-expanding digital universe, Brad Rencher and his team at Adobe Systems Inc. navigate the Cloud like rocket men. From sleek offices in Utah Valley, the digital marketing experts thrust themselves with gusto into a vast frontier—a rapidly evolving world of ideas and information. Instead of wearing jetpacks, they tote sophisticated software, that captures nearly sixteen million digital transactions per second from five thousand companies around the globe. Their mission: to help businesses connect with online consumers in smarter, more personalized ways—all at dizzying speeds.

■ BY BREMEN LEAK
■ PHOTOGRAPHY BY BRADLEY SLADE

Since joining Adobe in 2008, Rencher has fostered and steered growth with a steady hand. A former Morgan Stanley banker who executed mergers and acquisitions in the tech sector, he drove the January 2012 acquisition of Efficient Frontier, which applies the kind of algorithmic trading used for hedge funds to buying advertisements in the digital realm.

That shift—from classic marketing to data modeling—is ushering in a new era in the industry. “The days of buying advertising and pushing your message over a lunch with a few people in New York are changing,” says Rencher, senior vice president and general manager of Digital Marketing, one of two global business units at Adobe.

That type of change excites Rencher, whose passion reverberates across a billion-dollar business. But he is also driven

It was 1989, and Rencher’s contemporary issues teacher—one of his favorites—pulled him aside and said, “Your future is not in sports. You have bigger things to do.” That was a turning point for Rencher.

A year later as a missionary in Korea, Rencher received a letter from his former basketball coach, Clyde Nelson, whose squad had just won the state championship. In recognition of Rencher’s contributions to the team, a piece of the basketball net from the winning game had been carefully tucked inside the envelope.

“That taught me that you can have an impact in lots of different types of organizations, and you don’t have to be the guy playing all the minutes or scoring all the points,” he says.

Foreign missionary work brought its

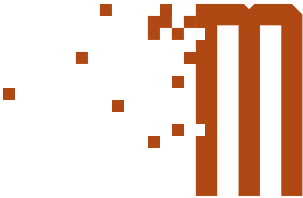
school alumnus, by enrolling at Brigham Young University. There he majored in finance and minored in organizational behavior, a pairing that helped him understand both the numbers side and the people side of business.

“I learned pretty quickly that if you’re going to exceed expectations, you have to put in the time. There’s no shortcut. I got to know the night watchman at the library pretty well,” he says.

■ A MARKETING REVOLUTION

In the fifteen years since Rencher graduated from BYU, he’s witnessed how the internet has drastically changed the way people communicate and consume information.

“All of us have what we call a digital self—a collection of all of the signals we send



y father taught me early on that the way to balance a career and a family is to dive into some of the things that your kids are doing.

by devotion to family, faith, and personal development—the things that complement people’s professional ambitions and make them whole, he says.

What’s more, he has stored away life lessons from a wealth of personal experiences—serving a mission, attending college, meeting his wife, learning the banking business, and entering the technology sector. “Finding your calling can take time,” he adds.

■ DOING HARD THINGS

A little league coach and cyclist who logged three thousand miles last year, Rencher straddles the fence between geek and jock, but it wasn’t always so. The third of six children, he grew up in Centerville, Utah, a town where sandlot kids would point to the mountains as they stepped up to the plate, determined to hit a homer over the craggy peaks.

Like his childhood friends, Rencher dreamed of becoming a major league baseball player. He had an untouchable curveball. But as he entered his last years at Viewmont High School, the unthinkable happened.

“I didn’t get any better, and everyone else did,” he says.

own challenges. “In my family we have a saying: ‘Renchers do hard things,’” he says.

The opportunity to put the family motto to the test came while learning Korean. According to the Defense Language Institute of the United States Department of Defense, Korean ranks among the five most-difficult languages for a native English speaker to learn, alongside Arabic, Chinese, Pashto, and Japanese.

“To be a successful missionary, I felt strongly that I had to communicate—and communicate well,” Rencher says.

He gained inspiration from the Korean youth, who dedicate themselves to long hours of intense study, first at school and then through after-school academies focused on math, science, and languages. This work ethic is what Rencher believes has transformed Korea into the economic juggernaut that it is today—a nation with more high-speed broadband access than any other place on earth. It’s also what helped transform him into a successful Korean speaker and missionary.

After his mission, Rencher followed in the footsteps of his father, a BYU business

out online—and those signals define us,” Rencher says.

Companies from Sprint to American Eagle Outfitters rely on Adobe technology to capture those signals, based on the interests and activities that people willingly share online. Then they transform data into personalized experiences that inspire customers to act. It’s part predictive, part reactive, Rencher says, but it’s all data driven.

The topic was part of a recent keynote address at Adobe’s digital marketing summit in Salt Lake City, where Rencher shared the stage with executives from Facebook, Viacom, and The Huffington Post. Clad in a black cardigan and dark-rimmed glasses, he emerged in front of giant screens that shimmered like the aurora borealis; faced the four thousand marketers, publishers, and advertisers in the auditorium; and asked, “Can you read our signals? Can you map our patterns? Can you actually learn the small things that bring meaning to our lives and delight us? If you can do that, it will change everything.”

For Adobe, business is booming as chief marketing officers around the world look



to do just that—harness new technologies to better drive their businesses. Based in San Jose, California, Adobe experienced a record year in 2011, achieving \$4.2 billion in gross revenue and 11 percent year-over-year growth.

About three-quarters of that revenue funneled through Digital Media, maker of the Adobe Creative Suite software. The remainder flowed through Digital Marketing, developer of the Adobe Digital Marketing Suite. Under Rencher's leadership, this arm of the company is now its fastest growing.

■ ROAD TO ADOBE

While at BYU, Rencher met his future wife, Sara, who had sold his father a gift at a ZCMI department store in downtown Salt Lake City.

"It was not an arranged marriage," Rencher jokes, "but my father set us up. He said, 'You've got to come meet your future wife.'" Rencher resisted at first, but he was instantly smitten when he finally saw her—hard at work, helping a customer.

The couple married in 1998, and Rencher began working for a small investment bank

in Minneapolis—a job he says he landed by flying all over the country, beating down doors, and saying, "You can work me really hard."

It was during the fast-paced, high-tech years of the dot-com bubble. Microsoft had just released Windows 98, a successor to its groundbreaking Windows 95 operating system, and Corel had just purchased WordPerfect—developed at BYU—from Novell.

In Rencher's experience, the big firms in New York were too distracted to learn the needs of budding web-based companies. His was a boutique firm that orchestrated mergers and acquisitions for tech clients. Rencher began to develop a niche—and his family.

In 2004 the Renchers moved to Evanston, Illinois, a leafy Chicago suburb on the shore of Lake Michigan, where Rencher earned an MBA at Northwestern University. He was introduced to successful entrepreneurs and executives from around the world. They inspired him.

"These people are really just like you and me," Rencher says, "but they encompass

what I call the 'why not us?' mentality, that if someone is going to change the world, then why not us? That's when I started to think bigger about what was possible for me and my family."

Empowered with management skills and a new vision, Rencher joined investment firm Morgan Stanley in Silicon Valley, where he continued to work with technology clients until one of them, an Orem-based web analytics company called Omniture, recruited him. The move to Utah gave Rencher the opportunity to work on the people side of a business and help others drive innovation, even after Adobe bought the company in 2008. It also gave him more time with Sara and their three children.

"My father taught me early on that the way to balance a career and a family is to dive into some of the things that your kids are doing," says Rencher, who now coaches baseball and basketball, just as his father did.

That balance is something he encourages at Adobe, which employs more than 9,700 people around the world. Close to home, a new office will open this fall for 1,100 workers near the Point of the Mountain, between Utah Valley and Salt Lake Valley, with inspiring views of Utah Lake and Mt. Timpanogos. Like the company itself, the building is collaborative, creative, and cutting edge. It links to a light-rail system and bike trails—great news for Adobe's cycling team.

"I love technology. I love what it brings and the innovation that it drives in our lives, and I believe that it is changing the world—how we communicate, how we connect with our families and friends, and how productive a person can be, both in his or her personal and professional lives," Rencher says.

At the same time, he says, there's no substitute for being present—as a manager, husband, father, and coach. "It's the small things that make a difference," he adds.

In the digital revolution, that might be the most revolutionary idea yet. **M**

■ ABOUT THE AUTHOR

Bremen Leak studied journalism at BYU before joining BusinessWeek in 2005. He now works for Johns Hopkins University, splitting his time between Washington, D.C., and Africa—where there's always a good story to be found.

around the COOLER

BY MICHELLE KAISER

1. CONSUMER CONFUSION

At the crossroads of marketing, psychology, and law, professors **Eric DeRosia** and **Glenn Christensen**'s work in *Psychology and Marketing* argues that if a large company extends its brand to a new product, the brand confusion for the new product—which shares the same name—will increase. Consumers subconsciously categorize each product and brand they see, which makes them vulnerable to source confusion—being unsure about a product's maker.



Tanner Building Research

It's said in the academic world that professors live and die by their research. We're pleased to report that many at the Marriott School are thriving. Regular publishing in some of the industry's top journals has put them on the leading edge of business and made some stars in their fields. One interesting note is that Marriott School professors are the third most-published group in the prestigious Harvard Business Review. Here's a taste of some of the research that's creating a buzz around water coolers in the Tanner Building.



2. DEVELOPING TEENS' IDENTITIES

Recreation management professors **Mark Widmer**, **Stacy Taniguchi**, and **Mat Duerden** consider the structure of programs that help teens establish identities. Published in the *Journal of Adolescent Research*, the professors created a framework describing what helps teens develop: new experiences, challenges, and supportive relationships.

3. CREATING PROCESSES

Information systems professor **Anthony Vance** co-authored an article in *Communications of the Association for Information Systems* on the option of using a moldable, team-oriented model for establishing software development processes. They suggest combining the fluidity of new products and developments with established processes.

4. DEVELOPING QUALITY EMPLOYEES

In an article published in the *Journal of Management*, strategy professor **David Kryscynski** and his co-author, Russell Coff, find ways to attract, retain, and motivate talented employees. Their research builds on the principle that well-developed human capital leads to a sustained competitive advantage.

5. DEFINING LIQUIDITY

Liquidity matters, writes finance professor **Hal Heaton** in "Liquidity and the Value of a Business," published in *Business and Economy*. Since the 1980s, money in retirement funds has risen from less than \$1 trillion to more than \$14 trillion. The recent economic crisis made liquid securities illiquid and proved that liquidity is most crucial in bad markets, which is when it is hardest to get.

6. CHANGING THE ROLE OF AUDITORS

The work of auditors is getting more difficult, argue accounting professors **Steve Glover** and **David Wood** in their article published in *Auditing: A Journal of Practice and Theory*. To close the gap between financial expectations and reality, they suggest a series of changes to reporting and standards, designed to make a difficult job easier.



BY
JENNIFER
MATHIS

ORGANIZING

ILLUSTRATIONS
BY JOSH
COCHRAN

When the best time to talk with Jeff Strong is while he's on his way to an airport, you know you've reached a busy person. Managing a full schedule is a responsibility that Strong may have mastered as well as anyone. For several years he was traveling nearly two hundred days a year—both domestically and internationally—as global president and chief customer officer for Johnson & Johnson. “Looking back,” he says,

YOUR WAY TO A BETTER
CAREER AND LIFE

“I don’t think anybody could have survived that time without being organized.”

Strong, like many working professionals, has a family—a wife and five children—along with church and other responsibilities. Organization, he notes, helps him hone each area of life. “Regardless of how busy somebody might be,” he says, “the idea is to enjoy life more and be effective at work and at home. Being organized helps you do that.”

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Although his new position as executive vice president of Sun Products is equally busy, he now spends a lot less time in the air—traveling only a couple times a month. Even then, planning flights, meetings, and a tight schedule takes major coordination.

“In simple terms, calendar management is massive,” says the 1988 Marriott School graduate. He also relies heavily on his iPad to keep notes and maintain to-do lists. Like traveling, getting organized requires planning and time—but in both cases, the payoff makes the journey worthwhile.

We’ve gathered ideas and tips from some highly organized and successful people that can help you organize your way to a more successful career and a better life.

A Clean Slate—or Desk

On the road to getting organized, it helps to start with a clean desk. Organized space allows individuals to focus on their work rather than on the surrounding clutter—hence increasing productivity. This clutter can be distracting and its effects far-reaching.

In a recent workspace organization survey, nine of ten felt clutter had a negative impact on their lives, affecting productivity, state of mind, motivation, and even happiness. Participants noted that it even went so far as to damage their professional images and personal relationships. Those who felt organized experienced opposite feelings: accomplishment, motivation, confidence, and relaxation.

Where does one start on the path to a clean desk? Lori Robinson, a self-made organizational expert and mother of four in Tucson, Arizona, suggests starting by removing everything off the desk and separating items into three piles: keep, throw away, and give away.

She recommends using three trays or drawers on top of the desk with the following labels: inbox, action items, and to be filed. The inbox is where all papers should be sorted through daily. Documents are then moved into the action items tray—items needing immediate attention. The to-be-filed tray needs its contents filed, recycled, or shredded on a weekly basis.

The key to staying organized, says Robinson, is to avoid piles. “You have to

always be putting papers in the appropriate trays,” she says.

If organizing a desk seems insurmountable, Robinson suggests starting small. “Take one stack of papers or take one section of your desk and clean it.” Stay late one night after work, if necessary, to get the process started—or finished.

“Your office gives someone a first impression of you,” says Kimberly Blackburn, who works for the Maryland Small Business Development Center and graduated in management from the Marriott School in 2011. “It helps others have confidence in you,” she says.

The workspace study reinforces her sentiments. It revealed that 40 percent of respondents felt the occupant of an unorganized office must be struggling in other facets of the job too.

One way to ensure the desktop stays organized is by following Strong’s example; he developed a simple filing system to manage the constant flow of papers that land on his desk.

“Staying organized is a never-ending challenge,” Strong says. “I found I’m not smart enough to manage a lot of chaos. This system helps me keep things simpler.”

Strong has thirty-one hanging folders, each numbered to represent the days of the month. He’ll receive a document and, depending on its level of importance or due date, file it to the day he wants to work on it. For example, he might have a meeting on the twenty-first of the month, so instead of reading the meeting report when he receives it, he’ll insert the memo in the file labeled “20” so he can read the report the day before the meeting. This way the information is fresh on his mind when he attends the meeting. The system helps him not only to stay organized but also to use his time wisely.

Realistically Plan Your Steps

While having a methodical workspace can certainly be an asset, there are other aspects of organization that contribute to peace of mind and success both at work and home. Whether it’s conquering that messy closet or preparing an annual company presentation, segmenting work helps get the job done.

Stephen Stathis, a historian at the Library of Congress in Washington, D.C.,

has authored several books chronicling the history of Congress. When beginning a book project, he outlines his work so it's psychologically manageable and then takes one chapter at a time.

For more than two decades, Stathis also managed several historians and political scientists in the library's Congressional Research Service and spent countless hours under rigid deadlines reviewing and rewriting their work.

He says that the most challenging aspect was helping them to avoid becoming overwhelmed with the tasks at hand. Often what proved most effective was to have employees create outlines of their projects and establish deadlines for completing each section. With manageable benchmarks, they found their stress was significantly lower.

Stathis, who earned a master's degree in history from Utah State University, says, "Completing smaller segments provides satisfaction and the reassurance people need to keep going."

The concept of breaking up work is undoubtedly transferable to almost any task—something learned by Blackburn, who breaks her work into checklists.

As training and marketing director, Blackburn plans multiple trainings a week for small business owners in Maryland. She developed a six-week checklist to keep track of the details: everything from what days emails should go out to what days presenters should be contacted.

"The list even reminds me to bring pens and water bottles," Blackburn says. "The meetings are what people see of our company and organization, so they need to be professional and run smoothly."

Mile Markers to Greater Organization

One day while volunteering at her son's school, Robinson, the organizational guru, overheard a distraught woman in search of car keys. "They're the keys to my husband's Porsche," the woman explained, a painfully expensive, \$400 set of keys. The woman walked away disappointed.

"Organization is all about having a place for everything," Robinson stresses, especially car keys. Here are several ideas from

her and others who have discovered strategies for improved organization to help save time and reduce stress:

Home documents—Robinson's most important documents, such as Social Security cards, car titles, birth certificates, marriage certificate, passports, insurance policies, even love letters, are housed in an accordion-style folder. The folder is lightweight and easy to grab in case of an emergency.

Less-important documents—credit card bills, pay stubs, phone bills—are stored in a filing cabinet, something she won't be grabbing in the event of a fire. "In fact, I really wish my filing cabinet would burn," she jokes.

Cleaning—Strong, who earned his MBA from Kellogg School of Management at Northwestern University in 2004, cleans up his desk at the end of each day. "That's what



my mom taught me, and it stuck. I still don't eat my spinach though," he quips. Others, like Stathis, clean off their desks each Friday.

Regular list making—As Vince Lombardi said, "Plan your work and work your plan." Stathis creates a list each Friday of what needs to be done the following week. That way he can walk in on Monday and know exactly what needs immediate as well as long-term attention. It's also helpful to keep a pad of paper handy to record and check off to-do items.

Office supplies—Robinson suggests using an organizing tray to keep pens, pencils, paper clips, and other office supplies organized and within easy reach.

Email—Strong checks his email each morning. If an email is urgent and needs to be acted on, he'll try to handle it right away. If it can wait or if it is too complex, he'll suspend it so he can stay focused on critical work. He dedicates an hour at the end of each workday to power through emails and an hour or two each Friday. He catches any stragglers on Monday.

Electronic files—Besides categorized electronic folders for storing documents, other systems can help keep things simple. If a group is regularly updating the same document, old versions can easily get mixed with the new version. Pat Bluth, human resources operations director for The Church of Jesus Christ of Latter-day Saints, created a share-point site to store and update documents, rather than having five or six different versions floating around in emails.

Correspondence—Organizing and communicating thoughts so they are digestible to others is a critical way to exude professionalism on the job.

Bluth, who earned her MBA from the Marriott School in 1986, recalls once having a boss who requested that all reports be seventeen lines or fewer—basically limiting the correspondence to only the most important details. When sending work correspondence, Bluth, who also worked for Procter & Gamble for twenty years, recommends writing or bulleting two main points, followed by a few descriptive sentences.

“WHAT
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PEOPLE
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THEM TO BE
PRODUCTIVE
AND
EFFICIENT.”

Calendaring—Maintaining a daily calendar—electronically or on paper—improves the chances that nothing important slips through the cracks. Some married couples synchronize their calendars to help family life run smoother.

Food/toys/other items—Robinson uses clear bins for everything—toys, snacks, toiletries. “Even though I think colored bins are cute, clear bins are the way to go,” she says, “because you can see what’s in them.”

Miscellaneous items—Robinson says everyone needs a junk drawer—whether it’s at home or at work. Even then, she says, the junk drawer should be organized. Group like things together in a compartmentalized tray—be it sticky notes or plastic utensils.

Enjoy the View

Stathis recalls a colleague, one of the nation’s preeminent constitutional scholars, who had hundreds of books piled up on the floor and desk in his office. “Frequently, I would ask him for a book that invariably would be at the bottom of one of his piles. Without hesitation, he’d reach down and hand it to me. He knew exactly where everything was,” he says.

What may be organized to one person, says Stathis, may be complete chaos to the next. Strong agrees that people have to find a system, a style that helps them to be productive and efficient.

Once you’ve attained a system of organization that works for you, it calls for celebration. Sit back and enjoy the view. Resolve to maintain the newly organized space. Do a little each day. Whether it’s daily cleanups or immediate paper filing, organization is a journey—one that could lead you to feeling more satisfied, relaxed, productive, and perhaps more successful.

Isn’t that a trip worth taking? **M**

About the Author

Jennifer Mathis is a freelance writer living in Tucson, Arizona, with her husband, Michael, and two sons. She earned her bachelor’s degree in journalism in 2000 and her master’s degree in mass communications in 2002, both from BYU.

UNDER- STANDING CONSUMERS' MINDS



STEPHANIE RHODES

AFTER STANDING ON ONE FOOT while trying to decide which printer to buy, students hobble out of 340 TNRB with some extra credit but without the slightest clue what their answers will be used for.

The Marketing and Behavioral Research Lab, one of the Tanner Building's newest additions, helps students learn the ins and outs of research. Inside the lab, undergraduate research assistants administer tests, surveys, and other objective activities designed by professors.

"The studies introduce students to academic research," says Jeff Larson, an assistant professor of marketing. "We have several students applying for PhDs every year. Many of

them discovered that interest by participating in some of these studies."

In the study where participants stood on one foot, they were asked to decide which printer they'd buy: the first was fast and expensive, the second was average speed for an average price, and the third was cheap and slow. The majority of times the students chose the middle option. This research was looking at how physical experiences affect how consumers evaluate a product. By balancing on one foot, participants were more likely to pick the option with uniform attributes.

Students sign up for studies in which they would like to participate, earning extra

follow a subject's eye movement. The lab has a license to use Qualtrics software, created by former Marriott School professor Scott Smith, for online data collection and analysis.

"The lab gives students an opportunity to be experimenters and participants," says Darron Billeter, marketing professor and chair of the lab's steering committee. "At many other universities, primary research is done by graduate students. Here, mostly undergraduate students are conducting research. They have exposure to scientific inquiry, how experiments are conducted, and the tools used."

Brady Hodges, a senior with a double major in marketing and Chinese from Idaho Falls, Idaho, says the experience he has had in the lab is invaluable. He is currently writing a study of his own that he hopes will be administered this fall.

"The lab is a great opportunity to get hands-on experience in research as I prepare for a PhD," Hodges says. "I get ideas while I'm participating in studies and running them. I see things in subjects that spark new thoughts."

Many of the results that come out of the lab offer interesting insights into the mind of the consumer.

"A big part of academia is conducting research and adding to the knowledge pool," Billeter says. "The lab allows our faculty to be engaged in testing their theories, writing articles, and contributing to new thought and dialogue."

"Here, mostly undergraduate students are conducting research. They have exposure to scientific inquiry, how experiments are conducted, and the tools used."

credit points or a few dollars. In most of the studies, the student participants don't know the research topic. "It would ruin future studies if we told them," Larson says.

Before the marketing lab was completed in 2011, studies were conducted in various classrooms. The lab changed that—adding greater professionalism and consistency to the research. It also introduced new high-tech tools for studies, including voice recognition software and an eye-tracking device to

Please complete all sections

EMPLOYMENT AUTHORIZATION

EMPLOYEE INFORMATION:

WHY MY		
FIRST JOB		
MATTERED		
MICHELLE KAISER <i>writer</i>	KATHRYN RATHKE <i>illustrator</i>	BRADLEY SLADE <i>photographer</i>



From the mid-level marketing manager to the partner in a top accounting firm, Marriott School grads agree on at least one thing: their first jobs mattered. Despite the mistakes and invariable snafus, most grads look back in awe at how much these first experiences shaped their future successes.

Here are nine examples of what grads from marketing, finance, information systems, accounting, and human resources learned on the job and how those experiences launched their careers.



PROFILE:

NAME:

Bill Benac

DEGREES:

YEAR:

B	A		G	E	R	M	A	N				'	7	1
M	B	A										'	7	3

CURRENT POSITION:

P	A	R	T	N	E	R		A	N	D		C	O	-
O	W	N	E	R	,		P	R	I	M	A	-		
L	E	N	D		C	A	P	I	T	A	L			
P	A	R	T	N	E	R	S							

CITY:

D	A	L	L	A	S	,		T	E	X	A	S		
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FIRST JOB:

Associate, GTE (now Verizon)—Stamford, Connecticut

MAIN RESPONSIBILITIES:

As a new hire I was given surprisingly broad responsibilities to act on my own. In my first eighteen months I ran the corporation's commercial paper and short-term financing; traded foreign exchange and set up various hedging and cross-border funds flow mechanisms; and helped execute a vast employee stock ownership program.

MENTOR:

Both the CFO and corporate controller, Bill Harrison and Doric "Doc" Mauro, took a direct interest in my success by letting me operate independently while still trying to help me avoid mistakes; they answered my questions and listened to my ideas. Only years later did I really appreciate how important having the right mentors was—those connections served me not only throughout my seventeen years at Verizon but also many times in the years since.

BIGGEST CHALLENGE:

Choosing where to work within a 225,000-person global organization. I spent my first years bouncing around accounting, treasury, budget, and corporate planning to discover my strengths and interests. It challenged me to avoid the mistakes that can occur when a person with high zeal is given great latitude but only limited air cover.

BIGGEST FAUX PAS:

Failing to check a small but important detail that allowed the biweekly payroll direct deposit to hit the bank accounts of the entire headquarters staff as a debit, not a credit. The president was the first person to call my boss and let him know we had withdrawn funds *from*—not deposited funds *into*—his bank account!

WHAT IT DID FOR MY CAREER:

My first job gave me confidence to move forward boldly in subsequent jobs, dive into thorny problems, and deal effectively with team members at all levels.

PROFILE:

NAME:

Mitch Hill

DEGREES:

YEAR:

B	S		A	C	C	T	G	.				'	8	3
M	B	A		H	A	R	V	A	R	D		'	8	7

CURRENT POSITION:

C	F	O	,		C	A	M	E	R	O	N			
H	E	A	L	T	H		I	N	C	.				

CITY:

S	A	N		C	L	E	M	E	N	T	E	,	C	A
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FIRST JOB:

Financial and Systems Analyst, IBM Corporation—

White Plains, New York



MENTOR:

My hiring manager, executive vice president Brian O'Connor, took a chance on me as the first BYU grad in the rotating financial management program. He tracked my progress as I moved from one position to the next and always gave me advice—some of which I took more readily than others.

BIGGEST CHALLENGE:

My biggest challenge then, and to some degree still now, was life balance. I would arrive home from work at 10 p.m. each night and then try to spend some time with my wife. When I made the decision to attend business school full time after working for a few years, it almost felt like I was going on vacation.

HOW I EXCELLED:

I was already unique as the only BYU grad in finance at IBM, but I had to make sure my work stood out too. I found there were people who were smarter than me, but no one was willing to work as hard. I put my Idaho work ethic to good use by distinguishing myself as someone who always attempted to go the extra mile.

UNIQUE EXPERIENCE:

I gained broad exposure to many of IBM's largest divisions by working on a number of accounting, finance, and systems projects. We developed a common ledger system for IBM subsidiaries and made pricing recommendations, which helped me gain a somewhat diverse finance perspective in a short time.

BIGGEST FAUX PAS:

One day early on, I wore a light-blue, button-down, long-sleeved shirt to work. My hiring manager saw me in the hallway and said, "Nice shirt, Mitch, but I've never promoted anyone wearing a blue shirt." Needless to say, I dropped those from my wardrobe.

PROFILE:

NAME:

Whitney
Seamons

DEGREES:

B	A		E	N	G	L	I	S	H			'	O	O
M	B	A										'	O	4

YEAR:

CURRENT POSITION:

S	R	.		G	L	O	B	A	L		P	R	O	-
D	U	C	T		M	A	R	K	E	T	I	N	G	
M	G	R	,		M	I	C	R	O	S	O	F	T	

CITY:

R	E	D	M	O	N	D	,		W	A				
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FIRST JOB:

Associate Marketing Manager, Johnson & Johnson—Philadelphia, Pennsylvania

MAIN RESPONSIBILITIES:

I managed the packaging, web presence and digital advertising, trade and consumer promotions, and brand forecasting for the St. Joseph Aspirin brand.

HOW I LANDED THE JOB:

A colleague from the MBA program was an intern at J&J when his supervisor asked if he knew anyone else from BYU interested in working in marketing. He thought of me, and I went through the interview process and got an offer.

MENTOR:

My boss, Ajoy Mahtab, was an energetic and passionate guy who listened to my interests and guided my career. He also told people I worked *with* him not *for* him, which was subtle but influential in how I work today. He always supported and encouraged my desire for work-life balance by encouraging me to spend less time at work and more time with my family.

HOW I EXCELLED:

I worked hard, was eager to do well, and loved what I was doing. When you love what you do, you tend to be really good at it.

WHAT IT DID FOR MY CAREER:

My first job opened so many doors in the marketing world. I learned how to be a "classically trained" marketer and then took those skills and leveraged them across multiple brands within J&J and now in a completely different industry.



PROFILE:

NAME:
Dicy Burton

DEGREES:										YEAR:				
B	A		C	O	M	M	S	.				'	9	6
M	B	A										'	0	0

CURRENT POSITION:													
F	U	L	L	-	T	I	M	E		M	O	M	;
F	O	R	M	E	R								
M	A	R	K	E	T	I	N	G		D	I	R	,
M	A	R	S		I	N	C	.					

CITY:												
C	H	I	C	A	G	O	,		I	L		

FIRST JOB: Associate Marketing Manager, The Pillsbury Company—Minneapolis, Minnesota

MAIN RESPONSIBILITIES:

Analyzing shipment and consumption information and proposing marketing plans, budgets, and forecast adjustments as necessary for the Toaster Scrambles business.

MENTOR:

Erin Newkirk, a senior associate, was just one year ahead of me and was a natural leader and mentor. Working alongside her taught me how to think through all of the moving parts of a business and how to communicate with different levels of management.

BIGGEST CHALLENGE:

Finding my voice among so many talented and experienced people. My co-workers certainly had more experience than I did, and at first I was afraid to speak up. I soon learned my job was to run my piece of the business so that my superiors could focus on their responsibilities.

BIGGEST FAUX PAS:

A co-worker asked me to submit his daily reports while he was on vacation. After seeing that his new product was significantly outperforming forecasts, I sent congratulatory emails to his team. However, when the associate returned he quickly realized that shipments were significantly *under* forecasts and the proclaimed success was the result of my spreadsheet error. I was mortified, but I don't think I've made a significant spreadsheet error since.

HOW I EXCELLED:

I found that I could move beyond my inevitable new-hire mistakes quickly if I took responsibility, corrected any issues, and avoided making the same mistake twice. I also tried to really understand my business—you can lose people's confidence quickly if your numbers or rationale fall apart easily.

NAME:

Stephen Sloan

DEGREES:

YEAR:

B	S											'	9	6
A	C	C	O	U	N	T	I	N	G	/	I	S	Y	S
M	B	A		W	H	A	R	T	O	N		'	0	2

CURRENT POSITION:

M	A	N	A	G	I	N	G		D	I	R	,		
C	O	G	E	N	T		P	A	R	T	N	E	R	S

CITY:

S	H	A	N	G	H	A	I	,		C	H	I	N	A
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FIRST JOB:

Staff Accountant, Price Waterhouse LLP—

San Francisco, California



I assisted in the audit and preparation of financial statements, which involved working with clients to obtain financial and operating information, checking its accuracy, and making sure my work was properly documented. I was also sent to faraway places in the middle of the Mojave Desert to do inventory counts at year-end. Always an interesting experience!

Being patient and learning the important but not as glamorous parts of the job, such as reviewing client schedules, documenting work, and organizing audit files. I was anxious to do more complicated and challenging work but first needed to learn the fundamentals and build the respect and confidence of my colleagues.

Chance favors the well prepared, and I tried to be prepared so that when opportunities presented themselves, I was ready for the challenge. In every interaction I had with my colleagues, I tried to leave the impression that I was diligent and reliable.

I was in Seattle doing work for one of the shipping unions when the rental car company offered me a free upgrade to a convertible. Showing up every day at shipping yards and union buildings in a red convertible was not my best decision.

My first job allowed me to work with accomplished people and learn what separated and distinguished high performers.

NAME:

DEGREES:

YEAR:

CURRENT POSITION:

CITY:

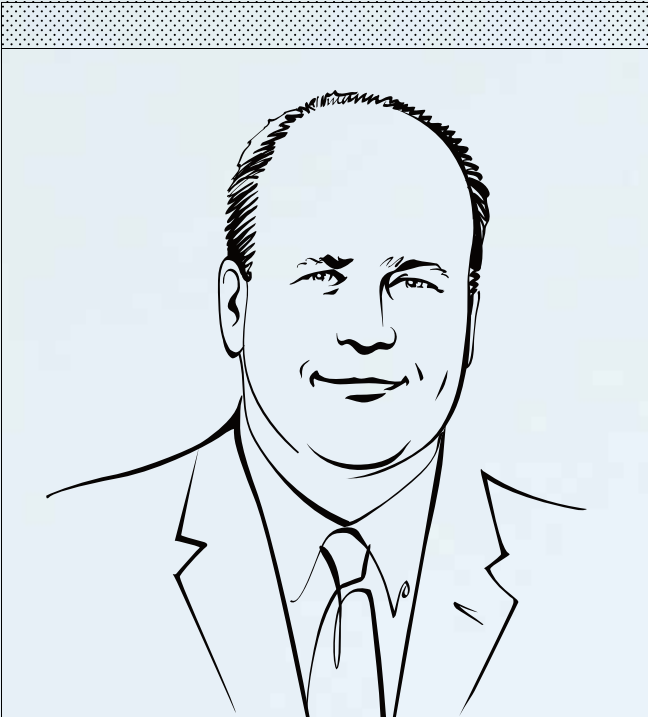
**MAIN RESPONSIBILITIES:**

HOW I EXCELLED:

UNIQUE EXPERIENCE:

BIGGEST FAUX PAS:

WHAT IT DID FOR MY CAREER:



PROFILE:

NAME:

Brian P.
Murphy

DEGREES:

YEAR:

B	S		F	I	N	A	N	C	E			'	8	6
M	B	A		C	O	L	U	M	B	I	A	'	8	8

CURRENT POSITION:

M	A	N	A	G	I	N	G		D	I	R	,		
P	O	R	T	F	O	L	I	O						
A	D	V	I	S	O	R	S	,		L	L	C		

CITY:

D	A	R	I	E	N	,		C	T					
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FIRST JOB:

Associate—Investment Banking, Chemical Bank—New York, New York

HOW I LANDED THE JOB:

After twelve weeks of rotating through various product teams and skill-assessment case studies as a summer intern, I was offered a full-time position following graduation.

BIGGEST CHALLENGE:

I received major responsibility early in my career without formal training, which required significant personal study and mentoring to analyze and solve complex issues. In my first year, I merged two companies, liquidated another, and took a company public—among other tasks. I relied a lot on outside research and friends in many fields to ensure success.

HOW I EXCELLED:

I developed a group of colleagues and friends whom I could learn from and lean on while I was “drinking from the fire hose.” I also learned that if I worked eighty hours

hours per week, I would learn twice as fast and my productivity would more than compensate for the mistakes I would make in the learning process.

UNIQUE EXPERIENCE:

I had only been with the bank's restructuring and reorganization group for two years when we merged with another bank. My division director left, hiring away all our senior-level professionals. Their departure not only caused chaos but also created great opportunities to learn, take on hard tasks, be noticed, and excel.

WHAT IT DID FOR MY CAREER:

It gave me the confidence, network, and skills I needed to establish my first investment management company only three years after graduation. We're still going strong twenty-one years later.

PROFILE:

NAME:

Brad Taylor

DEGREES:

B	S		P	S	Y	C	H	.					'	8	4
M	B	A											'	8	6

YEAR:

CURRENT POSITION:

V	I	C	E												
P	R	E	S	I	D	E	N	T	,		H	R	,		
G	E	N	E	R	A	L		M	I	L	L	S			

CITY:

O	N	T	A	R	I	O	,		C	A	N	A	D	A	
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FIRST JOB:

Associate HR Manager, General Mills—

Minneapolis, Minnesota



MENTOR:

Jim Galovan, an HR leader at General Mills, became a wonderful example and friend. He took time each week to meet and review my current projects and took interest in me outside of work, genuinely caring about my family and me.

BIGGEST CHALLENGE:

Having grown up in Palo Alto, California, I always thought I'd return there, so my biggest hurdle was learning that there are other great places in the world to live. In my twenty-six years with General Mills, I've worked in five states and three countries. Each place is great in its own way.

HOW I EXCELLED:

Hard work, mentoring from great people, and an emphasis on striving for innovative solutions. One example: forming an alliance with four other corporations to share retiree talent. This brought a tremendous infusion of external innovation.

UNIQUE EXPERIENCE:

I love being part of a company that develops its own leaders and builds pride in its brands—while also providing flexibility so I can spend time with my family and serve in church callings. General Mills has an extraordinary work culture that focuses on winning with integrity, incorporating creativity, and encouraging flexibility and fun.

BIGGEST FAUX PAS:

In my first month on the job, I placed a direct call to our CEO to ask him if he'd appear in the campus recruiting video I was creating. I learned that even in a great open culture like General Mills', there's a bit of protocol involved in contacting the CEO. But he did appear in my video!

PROFILE:

NAME:

Christian Matsumori

DEGREES:

B	S		F	I	N	A	N	C	E			'	9	9
M	B	A		Y	A	L	E					'	0	5

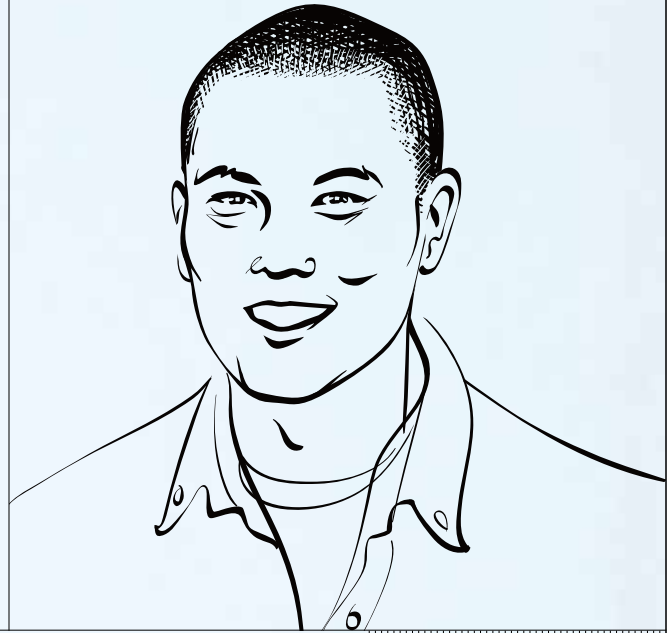
YEAR:

CURRENT POSITION:

D	I	R	E	C	T	O	R		O	F				
P	R	O	D	U	C	T	,							
E	L	E	C	T	R	O	N	I	C		A	R	T	S

CITY:

R	E	D	W	O	O	D		C	I	T	Y	,	C	A
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FIRST JOB:

Financial Analyst, Intel Corporation—Santa Clara, California

MAIN RESPONSIBILITIES:

Determining cost-saving strategies, approving purchases, as well as tracking and analyzing our software license procurement for a \$100-million semiconductor design team.

HOW I LANDED THE JOB:

I had no idea what it meant to work in technology, but I liked playing video games when I was a kid, so I thought it might be interesting. I dropped off my résumé at Intel's booth at the campus job fair because it was a big technology company, and it went from there.

MENTOR:

I relied on my father and my friends who were a few years older than me to serve as guides. Early on I also made it a regular routine to meet with more-senior people in the company to get their viewpoints on various career and work-related topics.

BIGGEST CHALLENGE:

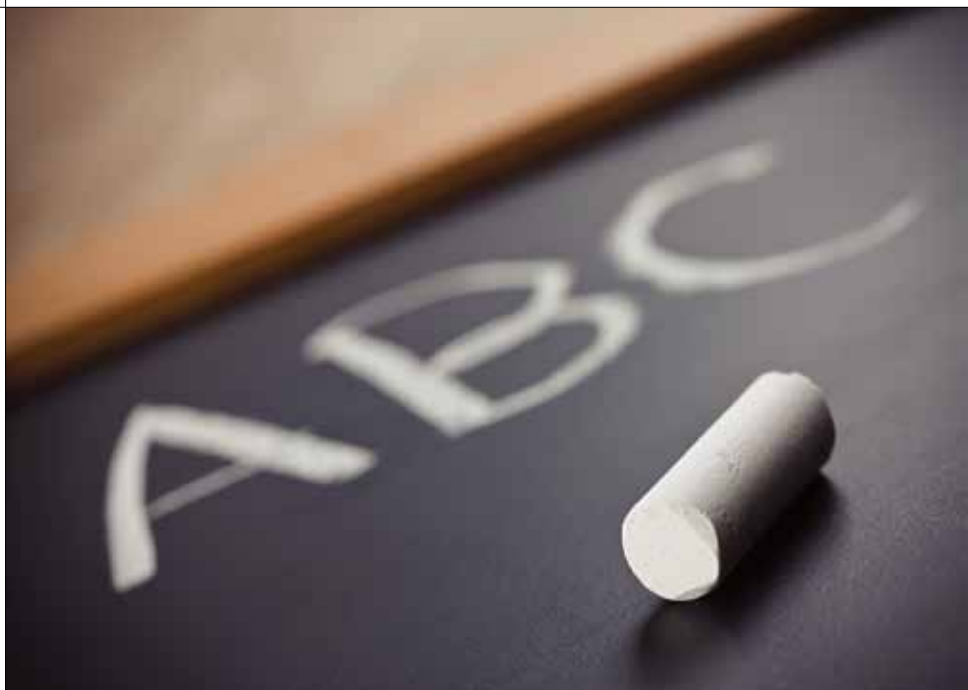
Going into technology with pretty much zero experience or understanding of the industry and trying to make an impact. I had to take lots of notes, ask lots of questions, and read as much as I could.

WHAT IT DID FOR MY CAREER:

Starting out in finance gave me a solid base that has benefited me in the various positions I've had. Exposure to the complexities of the tech industry gave me a foundation that has helped me be a fast learner as I have moved to other sectors in the industry.

School Days

The lemonade stands have shuttered, the swimming pools are empty, and the yellow buses are back on the roads. We've pulled some interesting data about what it takes to get back to school.



9

**THE PERCENTAGE
OF TEN-YEAR-OLDS
IN A STUDY WHO HAD
DAMAGED SPINAL DISKS.**

Some kids end up hauling too many books and supplies around their schools, which can lead to bad posture, back problems, or poor circulation. Make sure backpacks are worn with the weight distributed evenly—this means one-shoulder schoolbags are a no-no.

TIP: Don't let your kids carry more than 10 to 15 percent of their body weight in their backpacks. A child who weighs eighty pounds shouldn't carry a bag that's more than twelve pounds.

Sources: kidshealth.org and chow.com/good-posture

11

**THE HOURS OF SLEEP THAT
CHILDREN, AGES FIVE TO TWELVE,
SHOULD GET EACH NIGHT.**

If kids skip out on their zzz's, it can lead to difficulties such as mood swings, behavioral problems, and cognitive issues, all of which can cause them to struggle in school.

TIP: Keep TVs and computers out of their bedrooms to help them avoid poor or inadequate sleep. Establish a nighttime routine and schedule. Also make sure bedrooms are dark, cool, and quiet.

Source: sleepfoundation.org





\$689

THE ESTIMATED AMOUNT PARENTS SPENT PER CHILD IN PREPARATION FOR THE NEW SCHOOL YEAR.

July and August make up one of the most popular shopping seasons, second only to Christmas. This year marked the first since 2003 that back-to-school spending increased. It is estimated that \$83.8 billion was spent on all U.S. students, including those in college.

TIP: To reduce cash doled out, purchase only items essential for your child's first few weeks of school. After that, items get pushed to the clearance shelves. Also avoid sending dad to do the shopping; men spend about \$40 more on school supplies than women.

Sources: *bloomberg.com* and *finance.yahoo.com*

3.7 MILLION



THE ESTIMATED ENROLLMENT OF U.S. KINDERGARTNERS THIS FALL.

Enrollment is down 100,000 from last year's high when 3.8 million five-year-olds walked through U.S. elementary school doors; almost three-fourths of those kiddos attended kindergarten all day.

TIP: To prepare your little ones for their school debuts, talk with them about the upcoming changes in their schedules and ask if they have any concerns. If possible, try to arrange a meeting with their new teachers so they can feel more comfortable in the unfamiliar environment.

Sources: *National Center for Education Statistics*, *U.S. Census Bureau News*, and *education.com*

42

THE PERCENTAGE OF PARENTS WHO PLANNED TO BUY BACK-TO-SCHOOL TECH GADGETS.

Shopping for laptops, phones, tablets, and e-readers was popular, with electronics on half of schools' required lists this year. Budgets for these gadgets hover just above \$200—an all-time high. Almost 40 percent of shoppers planned to snag their electronics deals online.

TIP: Teach your kids to take charge (pun intended) and plug in their electronics after school. Also don't forget to talk with them and monitor their internet use on these devices—free and unprotected connections are readily available.

Sources: *prnewswire.com* and *usatoday.com*



PROFESSOR BILL BAKER'S FORTY-TWO-YEAR QUEST TO TEACH PRESENTATION SKILLS

BY MEGAN BINGHAM

PHOTOGRAPHY BY BRADLEY SLADE

Wha, wa, wha, wa.” The speaker was reaching Charlie Brown levels of incomprehensibility. And the longer after lunch the meeting dragged on, the further Bill Baker’s mind wandered.

Until a thought popped into his mind.

“I remembered the devices given out at political events so the audience members could indicate if they liked what they were hearing,” explains Baker, professor of organizational leadership and strategy at the Marriott School. “I asked myself, ‘Wouldn’t it be great to have one now?’”

Abandoning any appearance of paying attention, Baker started sketching on a sheet of paper. He left the meeting not only feeling inspired but also with the genesis of a computer program that would change the way presentation skills are taught at BYU and across the country—REACT.

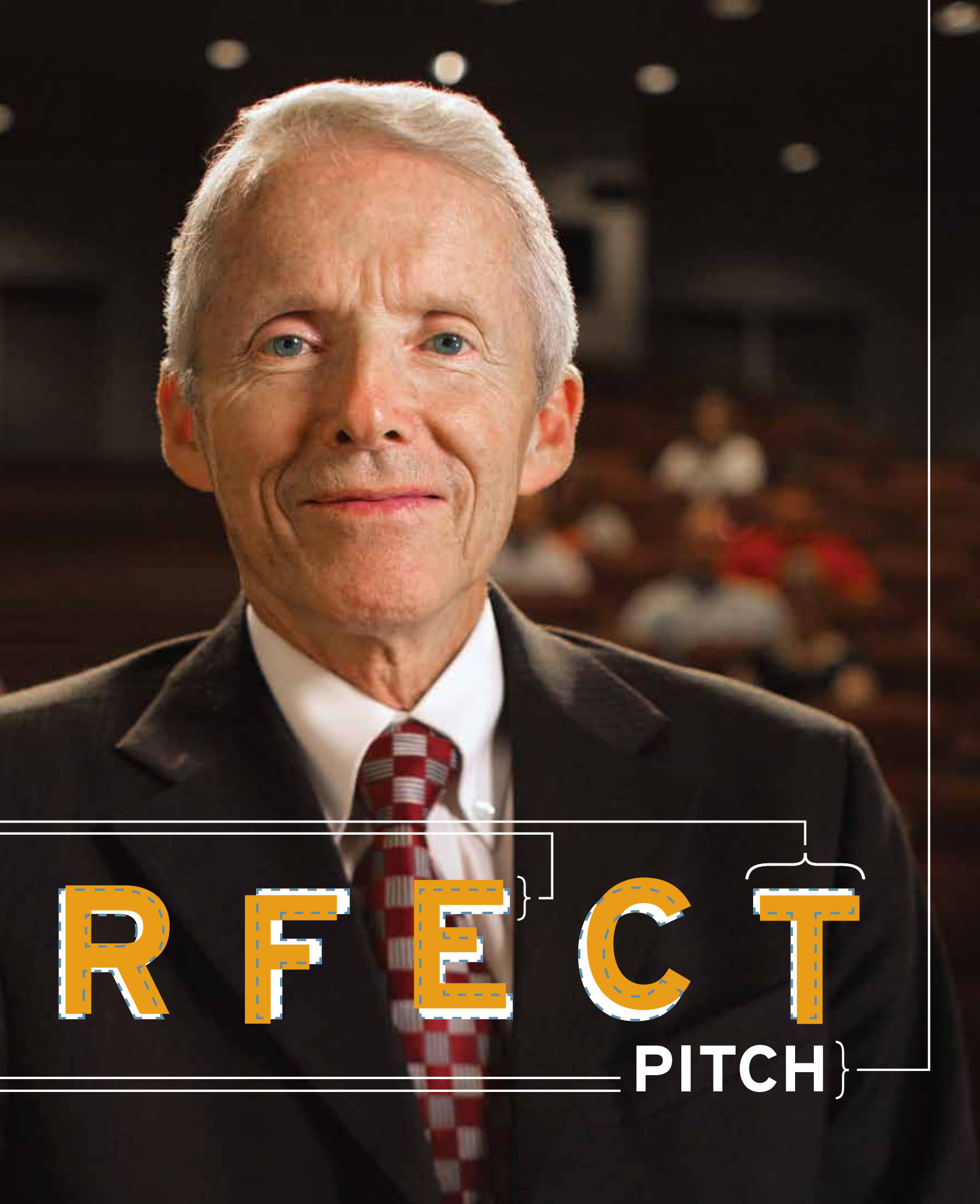
ABCs OF PRESENTING

It’s no secret that Baker is a fan of acronyms. His MPA students once gifted him the AKA (Acronym King Award). When it came to labeling his new idea, Baker stayed true to form. REACT stands for real-time audience critique technology, and it couldn’t be more aptly named.

It’s a web-based system that records student presentations, allowing instructors and peers to leave time-stamped comments. The presenter can immediately review the video, read the feedback, and see a line graph showing how listeners related to what he or she was saying. And unlike the gadget Baker originally envisioned, REACT requires only a laptop and a webcam. It may sound simple, but it’s revolutionized business communication instruction at the Marriott School.



{ THE
P E }



R F E C T PITCH

Before REACT, Baker's students would receive a DVD copy of their presentations and a few handwritten comments on how to improve. The process was further complicated by the specially equipped rooms and specialized staff needed to film and distribute the recordings. Often feedback was so delayed that not much progress was made between presentations.

Michael Allred, who graduated from the EMPA program last spring, managed the time-consuming process of preparing the DVDs as a teaching assistant. When REACT was introduced, it quickly became an advantage. With the help of two other TAs, he was able to record and provide feedback for fifty EMPA group presentations in just three hours.

"REACT is so easy to use," Allred says. "The setup involves plugging in the camera, logging on, and starting a session to record—it's phenomenal."

FRONT OF THE CLASS

But the real benefit of REACT isn't its time-saving interface. It's the way it improves students' experiences.

"Presentation skills are vital in the business world," Baker says. "There are presentations where million-dollar deals hang in the balance, and there are times when you're asked to share a simple report. Either way, if you can't present in a clear manner, people won't respond to your ideas."

Researchers estimate that people spend up to 80 percent of their workday communicating (two-thirds of that is verbal), according to a study in the *Journal of Communications*. This stat is part of the reason Marriott School curriculum focuses heavily on students' abilities to develop and present ideas.

Tommy Montoya, a recent MPA grad who previously coached students on their presentation skills, spent his last two semesters

"IT WAS IMPORTANT TO ME TO STRIVE FOR IMPROVED PERFORMANCE RIGHT UP UNTIL THE END."

PROFESSOR BILL BAKER

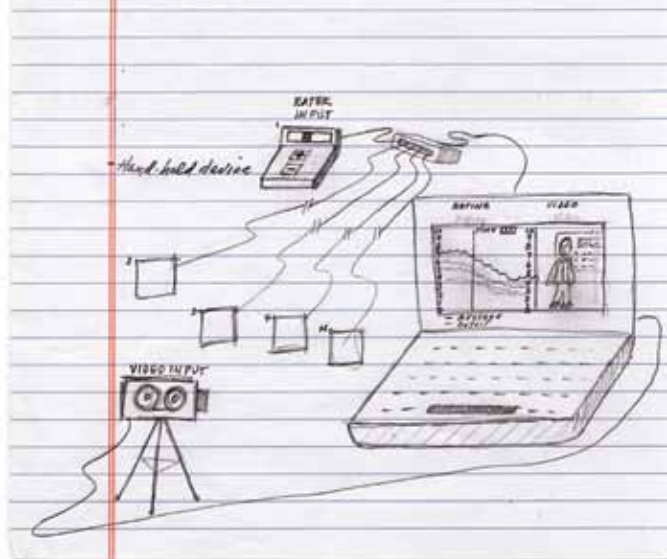
facilitating more than a thousand REACT sessions for undergraduate and graduate courses. The results were dramatic.

"On more than one occasion students have asked me, 'Do I really do that?' or 'Oh, was I that jumpy?' when we're watching the recording together," he says.

And according to Montoya, that introspection is what leads to improved performance.

He remembers when, following a particular presentation, Baker commented on how well the group had done. Montoya had worked with the students the night before and couldn't help grinning.

"REACT makes an incredible difference," he says.



BAKER'S ORIGINAL SKETCH

FINE-TUNING

As intuitive as the system now is, it's come a long way since its inception in 2009.

Baker took his initial sketch to BYU's Center for Teaching and Learning (CTL), which is dedicated to helping teachers develop ideas to improve student learning. The staff was excited, but due to an already busy schedule, it took a few months before work began in earnest on REACT.

The initial version, which featured only a line graph charting the audience's numeric approval, was tested in Baker's fall 2010 MPA classes, where the consensus was that written feedback was also needed. Baker took the students' suggestion back to the CTL, and by the next semester, students in management communications (MCom) courses were testing the revamped design.

But the addition of written commentary presented a new challenge—getting the students to leave comments while at the same time creating a graph. To keep multitasking from complicating the process, classes were divided into two groups. One focused on typing in comments while the other generated the line graph using the arrow keys to signal how well a presentation was going.

This was the winning combination. REACT is now part of all MCom and MPA classes. More than 2,000 students have used the program, and with other disciplines—education, law, and com-

munications—clamoring to incorporate it into their curricula, that number is set to grow exponentially.

OFF TO MARKET

REACT isn't just making a splash at BYU though. It's currently improving student presentations at Cornell, Baylor, Iowa State, George Washington University, and several state institutions.

That's thanks to entrepreneur Ken Meyers.

Meyers has worked with several internet start-ups since earning an MBA from the Marriott School in 1999. But by April 2011 he was searching for a change.

THANKS FOR FORTY-TWO FANTASTIC YEARS }

In his forty-two years at BYU, Bill Baker has seen a lot: the business school's transformation into a nationally ranked institution, the construction of the N. Eldon Tanner Building, and the tenure of all seven deans. And that doesn't even touch on his personal accomplishments.

But when asked about his fondest memories, Baker doesn't talk about any of those milestones. Instead, he talks about people.

"Teaching has always been my number-one love. I've done enough research along the way to avoid getting fired," Baker laughs, "but the thing I've enjoyed most is working with students."

He's being modest, but the sentiment rings true—people, not accolades, have made his work meaningful. That philosophy stems from a lesson Baker learned more than twenty-five years ago.

In the mid-1980s BYU's business school was just beginning to teach microcomputers, and Baker found himself teaching computer programming. While he was knowledgeable on the subject, he realized he didn't know everything.

As department chair, Baker often observed his colleagues' courses. One afternoon he found himself in Gary Carlson's class, watching as students took turns presenting their projects. One student demonstrated a technique on an IBM PC that Carlson had never seen before.

"How'd you do that?" Carlson asked. "Show me that again!"

Baker was astonished.

"I thought Gary knew everything," Baker discloses. "The fact that he was willing to admit to his students that he

was still learning completely changed me."

Since then, Baker's career has been marked by a quest for knowledge and excellence. In addition to inventing REACT, Baker, who is the school's senior-most faculty member, has taught more than 270 classes, authored *Writing and Speaking for Business*, and published fifty-three articles in academic and practitioner journals.

"I determined early in my career that I did not want to retire on the job," Baker says. "It was important to me to strive for improved performance right up until the end."

Baker did just that, teaching and innovating until his retirement in August. But taking a break isn't in his plans. He and his wife, Jeannie, are awaiting a mission call, where Baker will continue doing what he does best—working with people.



On a whim he stopped into Baker's office to inquire about adjunct teaching opportunities. There weren't any openings, but Baker did mention his pet project. Meyers' ears perked up. He had to see a demo.

"I couldn't stop thinking about the market opportunity," Meyers says. "I did some research with faculty and IT staff at various universities as well as sales executives. The reaction was so positive I decided to buy the rights from BYU to commercialize it."

His company became SpeakWorks and launched later that year. The first three months were spent prepping the software for commercialization and scalability, and the updated version was tested at BYU in the fall of last year.

While the company is still in its infancy, the initial reaction has been positive. Aside from realizing the educational platform, both Meyers and Baker believe there is a huge opportunity for growth in the professional sector. They also envision applications for smartphones and tablets in the not-distant future.

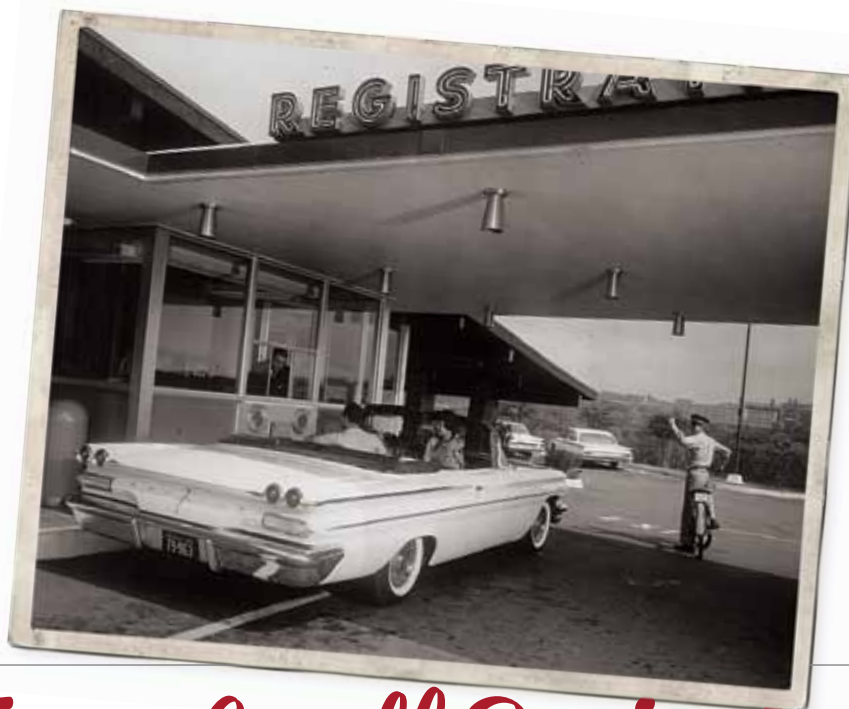
For Baker it all boils down to creativity: the ability to dream something no one has thought of before.

He particularly relates to the philosophy of Utah-based artist James C. Christensen: the human mind is like a library card catalog, and creativity is simply a matter of putting the cards together in a new combination.

Baker seems to have struck a winning formula: boring meeting + a spark of ingenuity = a thoroughly fresh approach. **M**

ABOUT THE AUTHOR

Based in New York City, Megan Bingham is a writer and editor at Family Circle magazine. She graduated from BYU in 2010 with a degree in communications.



From Small Beginnings

BY J. W. MARRIOTT JR.

Every day our Marriott associates welcome three-quarters of a million people to one of our hotels around the world. Today I wanted to share with you our story and a few things I've learned about making the most of opportunities. • Marriott has grown as a company because it has been faithful to a purpose bigger than profits. Through the years we have developed core values and a culture that I believe gives our company an edge over the competition. • The Marriott story has its roots in Utah. Six of my great-grandparents crossed the plains with the pioneers and helped settle the Salt Lake Valley in the 1850s. My dad was born in 1900 in Marriott Settlement, near Ogden. He worked as a farmer and a shepherd and served a mission in New England. After his release he visited Washington, D.C., on his way home.



He was impressed with the city and vowed he would someday return and start a business there.

He worked his way through Weber College and then the University of Utah. He graduated and married my mother in the Salt Lake Temple in June 1927. They left Salt Lake City on their wedding day and began their journey to D.C. in a Model T Ford, which took them eleven days. When they arrived, they opened a nine-stool A&W Root Beer stand. When the weather got cold, they added hot dogs, chili, and hamburgers and called their little place The Hot Shoppe.

My dad was an entrepreneur. Before Ray Kroc and Dave Thomas were flipping burgers, my mom and dad were selling hot food, fast. They continued to grow their restaurant business until 1957 when they opened their first hotel, the Marriott Twin Bridges in Washington, D.C.

I started working for the company in 1950 at our Hot Shoppe in Salt Lake City. My first job was soda jerk. After a year I graduated to the deep-fat fryer. I loved the fast pace and decided I would like to join our restaurant company when I grew up.

After I graduated from the University of Utah, I joined the navy and served for two years as an officer on the aircraft carrier USS *Randolph*. It was the end of the Korean War, and young men still weren't being called on missions. In 1956, after my service in the navy, I joined our family restaurant chain. Six months later, we opened the Marriott Twin Bridges hotel. Three months after opening, the hotel was struggling, and I asked Dad if I could take over. He said, "What do you know about the hotel business?"

I said, "Not very much, but I know as much as anyone around here!" Now, fifty-six years later, we have nearly 3,800 hotels in seventy-three countries.

When I think that my parents started with a root beer stand and now we have beautiful hotels in all parts of the world—including some places you've probably never heard of—I'm simply blown away.

I always said my philosophy of business was "more." I guess I got what I asked for. In my explaining to my assistant, Phyllis, that the company had become too big and complex for me, she said, "Well, it's your fault; you made it that way."

Let me give you an idea of what it's like to run a global hotel company. A typical day starts at 8 a.m. at our corporate headquarters in Maryland with a video-conference call to Hong Kong. At 9:30 I talk face-to-face with our new Middle East president based in Dubai. By 11 I get business reviews from our Europe team in London. At 1 the Ritz-Carlton executives, from our luxury brand, are in our boardroom for their business review, and at 3 I hear from the Americas team. We go around the world in eight hours. That's fun, but it's also big and complex.

The thing I love most is visiting our hotels, and I generally get to see two hundred to three hundred of them a year. I also love looking for opportunities in new markets and pushing to get deals in places where we could have more hotels. We have thousands of associates and more than one hundred executives focused on developing new hotels around the world.

We're opening one hotel a month in China this year, each more beautiful than the last. In 2011 we opened the highest hotel in the



"When I think that my parents started with a root beer stand and now we have beautiful hotels in all parts of the world, I'm simply blown away."



world, a new Ritz-Carlton in Hong Kong, which rises from the 102nd to the 118th floor of a beautiful skyscraper. And later this year we'll open the 1,600-room J. W. Marriott Marquis Dubai—even taller than the Hong Kong hotel and just eighty-five feet below the tip of the Empire State Building.

These new hotels have come a long way from the Marriott Twin Bridges, where the front desk clerk would check you in from your car and a bellman on a bicycle would lead you to your room. But in many ways it's not that different. The bottom line: it's about taking care of our customers. That hasn't changed, and it's a strong competitive advantage for us.

A group of BYU business students set out a few years ago to measure the financial benefits of corporate culture. They chose to examine the hospitality industry. They looked at the cultures of Marriott, Hilton, and Starwood. I'm thrilled with what they found. They reported that the culture and brand identity of Marriott helped give us a 2.8 percent higher occupancy rate and an additional \$12.80



per room over our toughest competitor. This means our brand and culture add an estimated \$110 million in net income a year. The students also found that our associates were more productive and that we had a 35 percent lower employee turnover rate than the industry average—both of which add to the bottom line.

I want to thank these Marriott School students for helping us quantify what we have long believed: our spirit to serve not only makes us a better company but also enables us to take better care of our associates and our guests. I hope the students earned an A.

You all recognize it's a brand new world out there. Jet travel long ago replaced that Model T Ford my parents drove across the country. Rising incomes in China, India, and Brazil—not to mention in Europe and in the United States—have created



"I know that many of you are concerned about how you will balance your time in the future. My advice is to put family first, then church, and finally your profession."

millions of new travelers who want to see the world. In 2012 the travel industry will hit a big milestone when 1 billion people will have left their homes and visited another country. My dream is to have them all stay in a Marriott, a Courtyard, or a Ritz-Carlton. When we sell a hotel room in New York City to a Brazilian, it's an export.

There is a great demand for people around the world to visit the United States, which is one of the reasons I have worked hard to convince Congress and the White House to get a smarter visa system so it's easier to visit the United States. My daughter Debbie, who graduated in the BYU class of 1979, has been my campaign aide, and we've made some real progress with the Obama administration, which recently announced that it will shorten the wait times to get a visa to welcome millions more international travelers to America.

This means more jobs. One new job is created for every thirty-five visitors who come to this country. Just as important, we know that coming to America changes people's minds and hearts. They fall in love with the country, and that's good for our diplomacy. Travel expands horizons, as you who have served missions around the world know.

We're at the threshold of a golden age of travel that will create tremendous opportunity and help grow the global economy. Already, travel and tourism are a larger contributor to America's GDP than the automotive industry.

Many of our senior leaders at Marriott started with the company when they were your age. Bob McCarthy worked his way up the ladder from his first job as a waiter at a Marriott steakhouse when he was in college, and now he's our chief operations officer for the whole company.

Erica Qualls started her career with our company eighteen years ago, answering telephones on the night shift. Today she is general manager of the 1,500-room Atlanta Marriott Marquis.

That's what I love about this job. We pride ourselves in being a company where the pathway to promotion is open if you work hard. That's one of the reasons we keep moving up the list of *Fortune* magazine's "best places to work" year after year.

Our success stems from the opportunities we create for our associates and the experiences we help create for our guests.

Right now we're building a hotel in Haiti, which will create two hundred jobs and help rebuild the country's devastated economy. The thousands of Haitian associates who work in our hotels in Florida, New York, and New Jersey were thrilled when they heard this news. With a new Marriott, we're helping Haiti announce once again, "We're open for business."

Eighty-five years ago, my parents created this culture of opportunity that has changed the lives of hundreds of thousands of people. It wasn't easy. They opened their first restaurant just before the Great Depression. My mother counted the sticky nickels they earned from the root beer. Together they grew their business one nickel at a time.

They based their hard work on the principles established by their pioneer ancestors and created the culture that is the foundation of our business today. We are a company that believes you should

- Put people first
- Pursue excellence
- Act with integrity
- Embrace change
- Serve our world

Those values will never be compromised, even though many things have changed in our business.

Today people turn to the internet and to their mobile devices to make reservations. They expect high-speed wireless internet in the rooms and lobbies. Our brands use Facebook and Twitter to engage our guests. I've even learned to blog to connect with our associates and customers.

But the basics remain the same: taking care of people, delivering memorable experiences, and helping our guests be more effective when they have business meetings. It's providing great food, a superior sleep experience, and public spaces to gather, socialize, work, and have fun.

In a survey of opinion leaders and global travelers in China, India, Europe, and the United States, we learned that people believe international travel is considered more important than the internet, TV,

movies, or political diplomacy for breaking down cultural barriers. Eight out of ten said the more people experience other countries and cultures, the more peace will spread. Ninety-six percent said travel and tourism stimulate their country's economy.

This is a great business! And I, for one, would rather inspect a hotel on a Saturday morning

than play a round of golf. It's the reason I'll always stay involved and why I never learned how to play golf.

Before I close, I want to say something I feel strongly about. Our family's success has been possible because my mom and dad based their hard work on the foundation of the gospel of Jesus Christ. The LDS Church has had an overriding influence on our steadiness and success. It has influenced the way we do business: how we see each person's potential and how we care about their happiness. The Savior set this example, and each one of us should strive to emulate His life.

Let me end with one final piece of advice. I know that many of you are concerned about how you will balance your time in the future. My advice is to put family first, then church, and finally your profession.

Then find something you really love to do. Unless you are excited about going to work each day, you'll just be filling in the hours. It won't be fun, and if it's not fun, you'll have a hard time achieving the success you deserve.

Thank you for being here and for listening to the Marriott story. **M**

ABOUT THE SPEAKER

J. W. Marriott Jr. is executive chair and chair of the board of Marriott International Inc., one of the world's largest lodging companies. His leadership spans more than fifty years, and he has taken Marriott from a family restaurant business to a global lodging company with more than 3,700 properties in more than seventy-three countries and territories. This text is adapted from a BYU forum address given on 3 April 2012.



The Marriott Recipe for Success

People ask me, "What's the secret of your success?" Here's an attempt at the Marriott recipe:

"M" is for "more." More satisfied customers, more opportunity for our associates, more return for our investors, and, of course, more hotels.

"A" is for "ask." I've always tried to hire people who are smarter than I am. I ask a lot of questions and listen. Almost all of the great ideas at our company have come from our team. If I had not been willing to listen and act, I would not be standing here.

"R" is for "respect." I have no time for arrogance. Be humble and respect others, regardless of their backgrounds, and you will have an unbeatable team!

The second **"R"** is for "recognition." Recognize people for their contributions. I write hundreds of notes of appreciation every year to our associates and our customers. I try to say thank-you as often as possible.

"I" is for "innovation." We were the first hotel company to develop a guest loyalty program and the first to develop and acquire multiple brands—we have eighteen today. Innovation continues with more exciting lobbies, guest rooms, and leading technology.

"O" is for "opportunity." The driving force behind our core values is to open the doors of opportunity for all our associates. It also stands for the opportunity that comes from taking risks, like building our first hotel in Asia in 1989 and starting many new brands.

"T" is for the "tenacity" I learned from my parents. As my dad said, "Success is never final."

And the last **"T"** is for "time." Don't waste it. Make every minute count.



School News

Glover Named School of Accountancy Chair



Marriott School dean **Gary Cornia** announced the appointment of **Steven M. Glover** as chair of the BYU School of

Accountancy (SOA). He assumed the position on 1 May, succeeding **Kevin Stocks**, who was chair for nine years.

"We are indebted to Kevin for his many years of service and are pleased with the growth he brought to the program," Cornia says. "Looking forward, we are grateful that Steve has accepted this opportunity to lead the SOA. He is an accomplished and respected scholar and a gifted teacher."

Glover joined the Marriott School in 1994 and has been consistently recognized

for his achievements in research and teaching, including receiving the Marriott School's Outstanding Teaching Award in 2009. Glover also served a year as president of the auditing section of the American Accounting Association and has been an editorial board member of multiple academic journals.

"BYU, the Marriott School, and the School of Accountancy have been great to me, and I am very happy to give back and serve in any way I can," Glover says.

During Stocks' tenure, the School of Accountancy continued its streak of seventeen straight years in the top three of the *Public Accounting Report* rankings. Under Stocks' leadership, the BYU SOA established the nation's largest accounting PhD preparation program and won the Innovations in Accounting Education Award from the American Accounting Association.

Stocks joined the faculty at BYU in 1983 and became department chair

in 2003. He has also held numerous leadership positions in the American Accounting Association, including a year as president.

Social Innovator of the Year Award Given to Journalist

The Ballard Center for Economic Self-Reliance recently presented the Social Innovator of the Year Award to David Bornstein, an author and *New York Times* journalist who reports on high-impact solutions for social problems around the world.

Since 2001 the Ballard Center has been honoring outstanding individuals who have shown their dedication to social innovation by participating in and committing to finding solutions to social problems. Bornstein received the distinguished award as well as \$15,000 to benefit an organization of his choice.

"As a journalist, you're taught to be behind the scenes. The field of solutions

TEDxBYU Energizes Students

The event that took Brigham Young University's campus by storm last year returned in 2012 just as strong. This year's TEDxBYU conference was jam-packed with inspiring speakers, a webcast, and an energetic crowd.

Hosted by the Ballard Center, TEDxBYU is an independently organized event modeled after TED, a global conference where "ideas worth spreading" are explored. From founders of international organizations to award winners to students and to alumni, the notable TEDxBYU speakers focused on the theme "Foundations for Good."

One of the many inspiring messages came from Amy Albo and Zoë Rodriguez, who jointly spoke on their book and exhibit *What I Thought I Saw*. They commented on the imperfect way people see one another and challenged audience members to reconsider their beliefs in collective stereotypes.

Other speakers included Greg Van Kirk, co-founder and executive director of The New Development Solutions Group; David Bornstein, journalist and founder of Dowser.org; **Jeff Dyer**, professor of strategy at BYU; Christopher Mattson, mechanical engineering professor at BYU; Leigh VandenAkker, 2012 Utah Teacher of the Year; Travis Pitcher, BYU alumnus and founder of Good Line; **Wilfried Eyi**, finance student and associate with University Impact Fund; and **Eduardo Zanatta**, finance student and employee at Innosight, LLC.

Archive video of the TEDxBYU talks can be watched at tedxbyu.com/video.



Sheila Bair Honored as 2012 Administrator of the Year

The Romney Institute of Public Management honored Sheila C. Bair as its 2012 Administrator of the Year for her management of the Federal Deposit Insurance Corporation (FDIC) during the recent economic downturn.

Speaking to nearly 175 students, alumni, and faculty at the event, Bair, who served as chair of the FDIC from 2006 to 2011, reflected on her experiences in public service and praised those seeking to enter the industry.

"For those wanting to go into public service, I think you deserve not only a standing ovation, but you also deserve a ticker tape parade," Bair said. "One of the best things that an organization like the Romney Institute can do is teach students to have courage to lead. No matter what kind of push back you get, your job is to serve the public interest. If you've done that, you will be recognized."

Bair's leadership during a tumultuous period in the nation's financial sector has led her to receive many accolades, including being named by *Forbes* magazine as the second most-powerful woman in the world in 2008 and 2009. Also in 2008, Bair topped *Wall Street Journal's* annual "50 Women to Watch" list.

When Bair arrived at the FDIC in fall 2006, she realized that operational issues within the organization needed to be fixed. Employee morale was down after recent layoffs

gave the perception that the reductions were not based on merit but on personal opinion.

After commissioning an employee survey, Bair opened up lines of communication, initiated quarterly call-ins, and revamped a troubled pay-for-performance system. Before long, employee morale soared as the FDIC was listed number three of the "Best Places to Work in the Government for 2010."

Bair also led FDIC resolution strategies to sell failing banks to healthier institutions while providing credit support of future losses from failed banks' troubled loans. These strategies saved the Deposit Insurance Fund the \$40 billion it would have incurred if the FDIC had liquidated those banks.

After stepping down as FDIC chair in September 2011, Bair joined the Pew Charitable Trusts as a senior advisor.



journalism is not something that has awards right now," Bornstein says. "I am very moved to receive this; it's an unexpected surprise."

Through his articles and books, a wide-ranging audience is informed about genuine solutions to the world's greatest problems. Bornstein explores

the rare and valuable ideas he has found in his books *How to Change the World: Social Entrepreneurs and the Power of New Ideas* and *Social Entrepreneurship: What Everyone Needs to Know*. This theme carries into Dowser.org, a website he created that specializes in solutions journalism, and into his regular column in the *New York Times*.

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 their early ages.

The 2012 recipients are **Tyson Lander**, a senior from Roseburg, Oregon, with an emphasis in global supply chain, and **Trevor Taylor**, a senior finance major from Baker City, Oregon.

Taylor was also a 2011 recipient of the award and earned a repeat acknowledgment due to his involvement several causes, including service positions at BYU, in his community, and within his family. He says he lives to embody the spirit of service.

Lander has been an entrepreneur since elementary school and has turned a venture he started at age five into profitable wholesale for his family's retail garden center. His entrepreneurial spirit has expanded and created companies to help him get through school. Lander is working toward a career in supply chain management with hopes of one day starting his own retail store.

"When I learned I had been awarded

David Bornstein





Tyson Lander

the scholarship, a wave of relief flooded over me," Lander says. "It means more to me than I could ever express. I have worked hard to avoid debt and can't describe how grateful I am to have help in that pursuit."

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 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.

STUDENT NEWS

MBA Students Win Stoddard Prize



Twenty-one MBA finance students received a significant return on investment by being awarded the George E. Stoddard Prize, which comes with a cash award of \$2,000. This year ten second-year and eleven first-year students received the honor.

"The Stoddard Prizes are intended to recognize and reward outstanding finance majors in the MBA program," says **Grant McQueen**, a finance professor who oversees the awards. "The finance faculty view these prizes as a vote of confidence in the students, their professional potential, and their role as representatives of the BYU MBA program around the globe."

The second-year MBA 2012 Stoddard

Scholars are **Ryan Allenbach** from Farmington, Utah; **Locke Anderson** from San Bernardino, California; **Jared Christensen** from Vernal, Utah; **Matt Cowan** from Salt Lake City; **Everett Crane** from Rupert, Idaho; **Ava Huang** from Shanghai; **Janice Kirk** from Blanding, Utah; **Tyler Larson** from St. George, Utah; **Ammon Shumway** from Moab, Utah; and **James Toone** from American Fork, Utah.

The first-year MBA 2012 Stoddard scholars include **Zachary Bellows** from Fairfax, Virginia; **Andrew Flamm** from Salt Lake City; **Spencer Hafen**

from Kaysville, Utah; **Mitchell Hiatt** from Sandy, Utah; **Mark McLean** from Thousand Oaks, California; **Jordan Monson** from Naperville, Illinois; **David Nash** from San Jose, California; **Preston Peterson** from Rigby, Idaho; **Brandon Poyfair** from Plano, Texas; **Matthew Shumway** from Kaysville, Utah; and **Phil Williams** from Pleasant Grove, Utah.

The second-year students were chosen with input from faculty and fellow MBA classmates based on academic performance and commitment to the finance program. The selection of first-year

Software Company Wins 2012 Business Plan Competition



This year's Business Plan Competition proved one thing: student entrepreneurship throughout campus is alive and well. At the annual competition that recognizes the best student ventures, the team Autobid captured first place and won \$50,000 in cash and in-kind services.

Autobid provides insurance estimate software that transfers quote information from insurance companies to collision repair shops. This eliminates the time it takes for repair shops to reenter the information sent from insurance companies.

"We found that estimators were wasting hours duplicating collision estimates sent to them from insurance companies," says **Jordan Furniss**, Autobid co-founder and a senior studying entrepreneurship from Idaho Falls, Idaho. "We knew that this industry was pretty complex and our solution could be confusing if we were not careful, but we had great help from mentors."

Coming in second, Flexleg won \$30,000 in prizes. Flexleg creates and sells prosthetic braces as an alternative to crutches or scooters for lower-leg injuries. Third place and \$20,000 in prizes went to Active Alarm. The company developed a smoke detector that prevents house fires by cutting power to the stove.

The Rollins Center for Entrepreneurship and Technology, which hosts the competition, also awarded \$5,000 to winners of three specialty categories. A Sugared Frenzy won the home-based business category, Freedom's Family won the social category, and ZEN Personal Assisting won the lifestyle category. The BYU Global Management Center awarded \$5,000 to Revolving Closet in the global category.

Eighty-two final business plans—a record number of submissions—were entered. Throughout the year the Rollins Center received more than 1,000 ideas from more than 100 teams in weekly pitches, workshops, and other events.

After the winners were announced, the audience was treated to a surprise unveiling of the competition's new name. Beginning next year the BPC will be known as the Larry and Gail Miller New Venture Challenge.

students was based on registration in the finance major and academic performance.

The Stoddard Prize was established in 1985 by **George E. Stoddard**, a 1937 BYU alumnus. His numerous credentials include acting as senior managing director of W. P. Carey & Co., a leading global real estate investment firm in New York.

School Hosts 'Major Shopping' Event for Female Students



On a windy March day women gathered in the Tanner Building holding shopping bags and taking flyers. Unlike those at a normal shopping experience, women at the "Major Shopping" event for freshmen and sophomores, co-hosted by the Marriott School and

the Undergraduate Women in Business Club, were perusing majors.

The purpose of the event was to introduce women to business degree options and increase the number of women who take business classes. The Marriott School usually hovers around 23 percent female enrollment.

"Women are definitely in the minority in the business school, and we'd like to change that by creating more awareness of what the Marriott School has to offer," says **Christie Foley**, president of the Undergraduate Women in Business Club.

Tina Ashby, manager of women's initiatives and mentoring for the school, says she's heard recruiters say they would like to see more diversity at BYU.

"We had to look at ourselves and figure out why female enrollment is low," Ashby says. "Some women feel that choosing a degree in business is saying they want to choose career over family. It couldn't be further from the truth. We wanted to show them that a business degree can give them flexibility."

More than 350 women attended the event, where they learned about various Marriott School programs and their

prerequisites. The women were divided into four groups and were taught by professors in accounting, information systems, marketing, and finance.

The women also heard from **Emi Dalton Edgley**, who had a successful career before staying home full-time to raise her daughters. She explained to the women that she uses her management skills as much in the home as she did in the workplace.

After Edgley's remarks, the participants talked with junior- and senior-level women in the business programs and emphases and asked questions about their experiences. Students also learned about internships, study abroad programs, and other opportunities offered through the Marriott School.

BYU MBA Students Win ACG Cup Competition

A team of BYU MBA students bested teams from other Utah schools by winning first place and \$5,000 at this year's Association for Corporate Growth (ACG) Cup Competition in Salt Lake City.

Student teams were given a case study that required them to play an advisory

Internationally Minded MBAs Named 2012 Eccles Scholars

The Kay and Yvonne Whitmore Global Management Center announced ten first-year MBA candidates as Eccles Scholars and awarded each recipient \$9,000 to aid with schooling costs, international projects, and global career exploration.

"The award comes with the important expectation that the students will continue their positive representation of BYU," says **Ervin Black**, Whitmore Center faculty director.

The 2012 Eccles Scholars are **Bryan Belnap** from Oakley, California; **Adam Charles** from St. Gallen, Switzerland; **John Dodson** from Honolulu; **Fagner Donadon** from São Paulo; **Matt Frandsen** from Lehi, Utah; **Vandita Razdan** from Kurukshetra, India; **Brandon Seiter** from Tempe, Arizona; **Maryna Storrs** from Sumy, Ukraine; **Ying "Peter" Xie** from Wuhan, China; and **Kellen Zollinger** from Idaho Falls, Idaho.

A committee of Marriott School faculty members interviewed thirty-one applicants and selected the top ten candidates. The award winners were chosen based on their international business expertise and experience, second-language fluency, GPA, GMAT score, and desire to further their careers in international business ventures.



From left: Maryna Storrs, Kellen Zollinger, Peter Xie, Vandita Razdan, John Dodson, Brandon Seiter, Bryan Belnap, Matt Frandsen, Fagner Donadon; not pictured, Adam Charles.

The Eccles Scholarship is funded by the George S. and Dolores Doré Eccles Foundation. The foundation was founded in 1960 to ensure that the Eccles' philanthropic work continued beyond their lifetimes. It supports many projects and programs, particularly in education, throughout the state of Utah.

role to a private equity firm considering an investment. The teams used their knowledge and skills to formulate strategic recommendations. Teams then pitched their ideas to a panel of professionals from within the ACG community.

“We presented to investment bankers and private equity investors who do this kind of work every day,” says **Cory Steffen**, a second-year MBA student on the winning team. “The insightful feedback and comments they gave helped us view the case from a real-world perspective. We learned a great deal by putting our financial modeling and valuation skills into practice during the competition.”

The BYU team included second-year MBA students **Tyler Casper** from Salt Lake City; **Todd Castagna** from Newhall, California; **Steffen** from Salt Lake City; **Adam Mabry** from Mesa, Arizona; and **Michael Cox** from Ogden, Utah.

“The case study was quite a challenge, and our team put in several late nights to complete our analysis—one night we worked until four a.m.,” Steffen says. “We interacted well as a team and debated the issues in the case until we felt comfortable with our recommendations. In the end our hard work paid off.”

ACG Utah presented a total of \$8,000 in awards to four winning teams at the second annual competition. The University of Utah, Utah Valley University, and Westminster College placed as finalists, and each received a \$1,000 cash prize.

SVC Competition Hosts Students with Big Plans



This year's Social Venture Competition (SVC) attracted students focused on improving lives through sustainable businesses around the world. Sponsored by the Ballard Center for Economic Self-Reliance, the eighth-annual competition encouraged participants to enter ventures addressing social problems.

“The SVC is about promoting sustainable businesses that are going to really make

a positive impact on a community,” says **Melinda Wells**, competition director and second-year MBA student from Cleveland, Utah. “Whether that's next door to BYU or somewhere in Africa, it really doesn't matter. You can build a sustainable business that's going to create jobs and services that will make a difference.”

First place and a \$10,000 cash prize went to Trano Mirary, a company three years in the making, that works to increase the availability of high-quality but affordable housing in Madagascar. It also received the audience choice award, with a \$3,000 cash prize, at the SVC finals.

Trano Mirary will involve families in building their own homes by using pressed earth and interlocking bricks, reducing costs of construction by 50 percent.

Second place and \$4,000 went to Achatina Snail Farms, named after the achatina snails currently in high demand for food exports in Ghana. The company helps locals become self-reliant by giving farmers a small loan, 1,000 snails, and other materials to start the farm.

Social media venture ServeSurfer won third place and a \$1,000 cash prize. The company connects volunteers and nonprofit organizations through a Facebook platform. Runner-up and a \$1,000 cash prize went to Freedom's Families Veteran Family Recreational Retreat, a company aiming to save veterans and their spouses from divorce through therapeutic recreation.

Whitmore Center Awards Global Management Certificates

Sixty BYU students received Global Management Certificates from the Kay and Yvonne Whitmore Global Management Center/CIBER at a banquet in their honor, joining a group of more than 500 others who have also earned this credential.

Students participating in the Global Management Certificate program, now in its tenth year, take international business and foreign business language classes in addition to completing an international internship or a study abroad.

For some students, earning the certificate opened doors never before imagined. **Brian Jepperson**, a 2012 accounting graduate from Salt Lake City, is planning to further his education



Global Management Certificate recipient Brian Jepperson in front of St. Paul's Cathedral in London during his study abroad.

overseas because of the international experience he had while obtaining the Global Management Certificate.

“I went on an accounting study abroad to London and was able to visit Belgium and France and see how accounting is done there,” says Jepperson, who recently completed a summer internship with Ernst & Young. “I'm planning to head back to London to pursue a master's degree. Earning this certificate sparked my interest in attending graduate school in Europe.”

Graduate Competition Aims to Improve Social Organization

Graduate students from across the country gathered at BYU to create solutions for problems facing social organizations in the second annual Innovation in Social Entrepreneurship Case Competition.

“This competition provides a forum for students to solve pressing issues for a real organization,” says co-director **Royce Riddle**, a second-year MBA student from Holladay, Utah. “It's a way for them to use their skills with a social focus. We're hoping this continues to feed the fire of social good in their lives.”

First place went to the University of Notre Dame, followed by BYU. Other schools participating included Cornell University, George Washington University, the University of Colorado, and the College of William & Mary.

The teams were asked to generate new strategies to expand innovative

social models and to present on the most effective way for organizations to magnify those strategies. The MBA student teams had one week to review the case, based on a real problem within Community Enterprise Solutions, a company that educates local entrepreneurs.

Accounting Students Take Second at Deloitte National Case Competition



From left: Greg Downs, Jacob Lane, Daisuke Taura, Megan Palmer, and Jeff Yeager.

A team of Marriott School accounting students recently demonstrated their analytical and presentation abilities, taking second place and a \$5,000 prize at the Deloitte National Audit Case Competition.

The team was given a situation about a company preparing to go public. Different accounting situations made it difficult to determine whether the case should be classified as either an equity problem or a liability situation.

"The case was pretty complicated, but we were concise in our presentation and clear in our communication," says team member **Greg Downs**. "Our presentation and our question-and-answer session really made us stand out for making a complex situation a lot easier to understand."

The student team was randomly generated as part of the Accounting 515 class last fall semester. In the course, students are divided into teams and spend the semester working together on cases. Near the end of the course, all the teams present to Deloitte partners in a competition held on campus, and the winner is selected to represent BYU at the national competition.

"Many of the schools at the competition interview potential team members

and create their teams from the best students they interview," says **Jeff Wilks**, associate professor of accounting. "Our randomly created groups have shown that they can compete with the best of the best at other schools, and this year was no exception."

Wilks coached the BYU team, comprised of first-year master of accountancy students **Downs** from Fountain Valley, California; **Jacob Lane** from Sanford, Maine; **Megan Palmer** from Lilburn, Georgia; **Daisuke Taura** from Chiba, Japan; and **Jeff Yeager** from Prescott, Arizona. Each student participant also received a \$1,000 prize.

The students had four weeks to prepare for the competition, held on 30–31 March at Deloitte University in Westlake, Texas.

FACULTY NEWS

Study: Budgeting Backfires

Setting a price limit when shopping often backfires, according to new research from BYU and Emory University marketing professors. The study found that merely thinking about prices leaves you likely to spend more than you would otherwise.

The researchers found that consumers who started shopping with a price in mind spent up to 50 percent more than those who didn't. The findings were so counterintuitive that the researchers tested them with six separate experiments, and the results held up each time.

"We don't mean to repudiate budgeting, because its positives probably still outweigh the negatives," says author **Jeffrey S. Larson**, assistant professor of marketing. "But it's important for consumers to realize how budgeting can affect our thought process and actually prompt us to spend more."

Experiments tested consumers' thinking about buying televisions, pens, laptops, earbuds, garage doors, mattresses, Blu-ray players, and luggage. Various approaches got shoppers thinking about price—they could select a target price from a set of choices, identify their own target price, select a maximum price they were willing to pay, or determine a budget for a specific purchase.

"The results were always the same—a preference for higher-quality, higher-priced items," Larson says. "The most surprising aspect of this study was that people's decision-making process can change so easily. Doing something as simple as asking, 'Hey, how much would you budget for this product?' completely changes their thinking."

The researchers reassure us that "aggregate" budgets still achieve their intended result. It's only when we focus on purchasing one specific product that budgeting can backfire. The study, co-authored by Ryan Hamilton of Emory University's Goizueta Business School, was published in the *Journal of Marketing Research*.

Here's what goes on in our minds, explains Larson. "When we start off the purchasing decision process with a price in mind, we first narrow down our options based on price. If we decide we'll spend about \$500 on a new TV, we look only at TVs around that price range," he says. "Of course, once we do that, we start to notice that higher-priced sets within that range have more features and are better quality, so we lean toward those."

Larson's study found that after we screen our choices based on price, we essentially ignore price and focus on quality. And better quality products usually cost more.



Alumni News

MANAGEMENT SOCIETY

Conference Unites Asia Leaders

The BYU Management Society recently brought together a powerhouse of Asian business leaders: more than eighty participants from eight countries to discuss ethical issues at the Asia Leadership Conference in Hong Kong.

The day began with training for

chapter leaders from Thailand, Mongolia, Singapore, Hong Kong, Korea, Japan, the Philippines, and New Zealand; the conference ended with a general session and several speakers for visiting students and local professionals.

"The highlight was meeting people from around Asia and the Pacific and hearing what they do in their chapters," says **Helena Hannonen**, steering

committee member over the Asia region.

"It was also exciting to see multiple generations working together—the more experienced members sharing their experiences and wisdom with all."

The general event focused on demonstrating strong ethics in developing countries. Keynote speaker **Rixa Oman**, Management Society executive director, spoke on the society's goal to spread

Southern California Chapters Connect at Event



Six Brigham Young University Management Society chapters in Southern California joined forces for the Connections Conference 2012 in Irvine, California.

Nearly two hundred business professionals located from Santa Barbara to San Diego came together for a day of lectures and networking with local business professionals.

The Connections Conference was the first regional conference of its kind in the United States put on by the Management Society. Similar conferences have been held in other

areas of the world with multiple chapters meeting together to enhance professional development.

"There is an appetite for quality content and opportunities to network with high-caliber people in Southern California," says **Ken Gibson**, chair of the organizing committee.

BYU professors **Gary Rhoads** and **John Richards** plus a dozen experts in entrepreneurship, leadership, and small business spoke to conference attendees, many of whom aren't Management Society members but were attending as guests.

"It was a great opportunity to bring together members of the society and those not yet members," Gibson says. "The event drew positive attention to the society and created a buzz about what a great organization it is."

The event provided new opportunities of connecting and learning. "I think the conference did a great job of catering to the young and the seasoned, the big business employee and the small business owner," says San Diego chapter president-elect **Troy Romero**. "I met at least thirty people I had never met before and learned some helpful tips for running our chapter better."

Many of the participating chapters have seen an increase in membership since the conference, and there is interest in creating a new chapter in the area as well. Likewise, the Management Society hopes to hold similar conferences regionally throughout the United States.

"I think everyone felt power from being instructed on something that was business oriented but had a very spiritual undertone," Romero says. "That is one of the greatest things about the BYU Management Society—you learn valuable information to help your business, but accompanied with that are occasional feelings of the Spirit that confirm truth. The information we learn is limited not only to business endeavors but also to your family, church, and community responsibilities and goals."



Participants at the Asia Leadership Conference in Hong Kong.

moral and ethical leadership around the world.

Participants also attended an ethics panel, which was considered by many to be a highlight of the event. Speakers included NCH's Troy Ford, HSBC's **Zeno Chow**, and David Berrett of the LDS Church.

"We wanted to talk about the tough choices people make in developing countries where rules aren't as consistent and cultural norms do not always encourage doing what BYU graduates might be used to in the West," says **Scott Leonard**, Hong Kong chapter president and event organizer.

Panelists cited real-life ethical dilemmas and the cultural issues that arise; comments from the audience turned the examples into a great discussion.

"I hope this discussion caused people to think more deeply about their behavior and how to deal with potential challenges down the road," Leonard says.

Management Society members and friends were grateful to come together for the international event, which Hannonen says many considered an "energy shot" to renew their commitment to ethics.

Learn, Earn, Return' Put into Practice

The words *learn, earn, return* proudly hang in the Rollins Center of Entrepreneurship and Technology as a motto for students and entrepreneurs alike. One entrepreneur took this mantra to heart after he sold his company to a major technology corporation.

After selling T-Splines to Autodesk in December 2011, **Matt Sederberg** decided it was time to give back to the entity that had helped him get his start. In 2004, T-Splines took second place at the Business Plan Competition (BPC). Matt recently donated \$7,500 back to the Rollins Center—the same amount he won at the competition.

"During the BPC we got a lot of good mentoring and advice, and all of it was free," Matt remembers. "No one ever succeeds alone. There were a lot of people who helped, and that was a huge part of our initial success. To be able to refill the coffers so more people get help seemed like a natural thing to do."

According to Matt, winning at the BPC was a pivotal moment because it gave him and his teammates momentum to successfully launch the company.

"BPC was the springboard," Matt says. "It gave us a chance to investigate the market and the motivation to form a company."

Matt's father, Tom Sederberg, a computer science professor at BYU, invented the T-Spline technology. Using this modeling software, engineers and design-



ers can produce more organic three-dimensional models.

Tom found it difficult to get companies in the computer-aided design (CAD)

industry interested in licensing it. He considered forming a company to commercialize the technology and asked Matt to be CEO. A friend from the Marriott School then convinced them to draw up a business plan and enter it in the BPC.

Although successful now, Tom admits starting and growing a company was no easy task. He says there was a lot of risk involved, but having a great team, receiving a grant from the National Science Foundation, and acquiring a board of directors composed of seasoned CAD executives all made crucial contributions.

Balancing Act



A typical day for **Marlene Hernandez** includes family, work, and a flurry of activities. The 2004 finance graduate and mother of

two young children works as a special projects manager and also advocates for young women in her native Mexico City.

At work, Hernandez is special projects manager for YeeMart SC, which began as Overstock Mexico and today is a wholesale business with specialties in housewares and appliances. There Hernandez maps business processes and finds ways to improve efficiency and modernization. In an ever-growing company, Hernandez is eager to help any way she can.

"Whenever I can do something nobody else can, I feel like I'm adding real value to the company," she says. "That is when I feel my worth as an employee."

Hernandez previously worked as a financial analyst for Overstock Mexico and as an account manager for currency exchange market E-link.

At home, Hernandez manages her family and children. There she found an opportunity to help others in a way she never anticipated.

"I like to help women who are victims of abusive behavior from their spouses," Hernandez says, noting she didn't seek the opportunity but is often approached by women on her doorstep or at church. She works with them as they look for employment, seek legal counsel, and often get professional therapy. After she

Sunny Side Up



Chances are the origins of your morning omelet were influenced by a BYU grad. After all, **Craig Willardson** oversees twenty-five million laying hens and is doing all he can for the incredible, edible egg.

A 1979 accounting graduate, Willardson made the jump from public accounting to the food industry a few years after graduation, working in the corporate offices of Denny's and for a number of egg farms. He is now CEO of Moark, a Land O'Lakes subsidiary and a leading national producer, processor, and marketer of fresh shell eggs. There he oversees 1,100 employees and more than \$600 million in annual revenue.

"Egg distribution is not a mundane business—it's very dynamic," Willardson says. "We have some of the biggest retail customers in the country, like Walmart, Costco, and Kroger."

Meeting with customers is one of Willardson's favorite parts of the job because he says that's where he can understand the company's success. He also enjoys working with the various management teams and traveling around the country for field visits—Moark's hens spread from California to Maine.

One of Willardson's best trips, however, didn't land him in the henhouse but in the White House. Willardson had recently finished his two-year term as chair of the American Egg Board and, per tradition, was invited to the White House Easter Egg Roll to present the annual commemorative egg to the First Lady and her family in 2010 and 2011.

"It's a privilege to present award-winning eggs to the first family," Willardson says, adding that it is a chance to see his product take center stage at the White House's largest annual event.

Willardson's time as AEB chair also gave him opportunities to lead the research and promotion arm of the entire egg industry, an organization mandated by the USDA.

Willardson also helps his company play a role in the community. Last year, Moark donated one million eggs to food banks nationwide around Easter. It also donated smaller amounts of eggs to needy areas throughout the year, and employees regularly volunteer their time at local food banks.

"It's a great opportunity to have the employees forget about themselves for a while and get involved in a service project," he says.

Willardson and his wife, **Betsy**, a 1978 BYU marketing graduate, have four children and live in Yorba Linda, California, where Willardson enjoys skiing, golfing, gardening, and frying his eggs sunny side up.

had helped a few women, word got out, and that led to numerous chances to help those around her.

Some experiences are particularly troubling, and Hernandez often finds herself in the middle of physically and emotionally abusive relationships. She has used her skills and connections to get women out of abusive situations and give them new hope.

"Sometimes women just need that nudge to help them raise their voices and speak," Hernandez says. "They just need a friend who will help them get out of the abusive cycle. They need a friend with courage and conviction who will guide them through their problems."

Hernandez's next balancing act is in full swing as she recently started the BYU MBA program. Initially accepted to the program five years ago, Hernandez's life circumstances and responsibilities in Mexico made it impossible for her to start school in Provo until now. As she pursues an emphasis in organizational behavior and human resources, she is grateful for the opportunity to take her education to the next level thanks to the support of her employer and her family, who have willingly left their lives in Mexico for the mountains of Provo. She plans to start a company someday with her husband and continue her great balancing act.

CLASS NOTES

1962



Robert N. Lewis, a 1962 accounting graduate, serves as the regional administrator for the Alaskan Region of the Federal Aviation

Administration. Lewis has served with the FAA in Alaska for more than forty-five years in a variety of positions and in 2008 was appointed the regional administrator. He is a private pilot and the father of eight children.

Lewis and his wife, Carla, live in Eagle River, Alaska.

1972

Since earning his MPA from BYU in 1972, **Greg Trainor** has worked in city government. He is a twenty-six-year veteran of the city of Grand Junction, Colorado, where he currently works as utilities and



street systems director. Trainor plans and directs the distribution of a variety of water and street services for the city's nearly

60,000 residents. He is currently leading the conversion of the city's public works equipment to compressed natural gas and the use of alternative energy in its treatment plants.

In true Coloradoan form, Trainor enjoys whitewater rafting and mountain biking. He is also an avid writer and an involved community member, serving as president of Friends of Westwater Canyon, Colorado River. Trainor and his wife, Paula, have five children.

1979

Gary Drew might be the ultimate BYU Cougar fan. The 1979 BS marketing graduate is founding chair of the



Colorado Springs chapter of the BYU Alumni Association and houses what he refers to as the "BYU shrine" in his home office, where

his walls, desks, and shelves are full of campus paraphernalia.

When he isn't cheering for the Cougars, Drew works as a senior systems analyst for CenturyLink. Drew holds a second bachelor's degree in computer science and an MBA in information systems from the University of Southern Colorado and Regis University, respectively. His position uses all three degrees to lead service assurance and data repair for various data products for the nation's third-largest telecommunications group.

Drew and his wife, Sherry, have three children and live in Colorado Springs. Aside from his love of BYU, Drew also enjoys scuba diving, skiing, and taking

care of his 1977 Pontiac Firebird, which he lovingly calls Smokey and the Bandit.

1982



Dave Fillmore knows a thing or two about the aloha spirit, having spent the majority of his life in Hawaii.

After earning a BS in marketing from BYU in 1982, he earned an MBA from the University of Hawaii at Manoa. Fillmore then worked as a senior auditor for KPMG in Honolulu before settling into his current position. He now works as audit manager at James Campbell Company, a Hawaii-based real estate company with commercial and industrial properties in sixteen states. Fillmore evaluates risks and identifies improvements for the company and its properties and communicates his findings to company management.

Against All Odds



Lynette Hansen has beaten the odds and exceeded expectations throughout her life, from graduating college early to surviving cancer. Now as a health care professional, she works to turn the odds in favor of the people around her.

Hansen graduated with her master's in organizational behavior in 1975, when she was just twenty-one years old, and says she tripped and fell into her career in health care. Hansen's jobs after graduation varied from an executive secretary for

a major dairy corporation to a music coordinator for the *Donny and Marie* TV show. She spent eight years as an office manager at a real estate firm before an acquaintance recruited her for a job in health care quality.

Hansen is now a manager over quality improvement and reporting at Altius Health Plans, which provides health coverage to customers throughout the Mountain West. Hansen leads a team to review thousands of medical records and analyzes how to increase compliance and maximize the number of clients taking advantage of preventative health screenings.

Hansen knows a thing or two about early detection. Just after the birth of her first child, she was diagnosed with cervical cancer and was told it was unlikely she would have any more children. However, because the disease was diagnosed early, Hansen avoided radiation and chemotherapy,

survived the disease, and went on to have two more children.

"For me it's very easy to teach people the importance of participating in screening programs," she says, drawing on her own experiences as a thirty-year-plus cancer survivor.

Hansen's role to educate and change lives is manifested in both her professional and community involvement. At Altius, she oversees more than one hundred health fairs per year and provides several health screenings and educational classes for customers. She also manages wellness programs through her company's partner clients, which Hansen says is one of her favorite parts of the job because it helps change people's lives.

Lives are also changed through Hansen's many community roles, particularly as co-chair of the Utah Cancer Action Network (UCAN). Hansen works with a number of local leaders and organizations to improve treatment for cancer patients through legislation and encouraging early testing. UCAN recently received a highly coveted CDC award for its work with colon cancer screenings throughout Utah and the resulting drop in the number of reported cases.

"Everyone will be touched by cancer in some way," Hansen says. "Education and knowledge are powerful ways to overcome some of those issues."

Outside of her work and community commitments, Hansen applies her tenacity in a different sense. Her husband, Mark, is also a cancer survivor. They have three children and live in South Jordan, Utah, where Hansen enjoys gardening, crocheting, and making ceramics. From all she has done in her career in the community, Hansen says her best role is that of wife and mother.

"I hope that what it comes down to is that I was a good mother—a great mentor and example for my family," she says.

Fillmore participated in the Aloha United Way Community Executive Program by using his business knowledge to help local charities. He enjoys golfing, skiing, and taking care of his golden retrievers. He lives in Honolulu.

1985



After earning a bachelor's degree in marketing from BYU in 1985, **Rob Saxton** earned an MBA from the University of

Phoenix. He is regional sales director for global pharmaceutical company GlaxoSmithKline, overseeing customers and transactions in the midwestern United States. Saxton previously spent twenty-two years in various positions with Wyeth Laboratories, most recently as associate director of sales training.

Saxton participates in several community organizations, including serving on his homeowners' association board of directors and volunteering as a youth athletics coach. He enjoys golfing, traveling, and reading. Saxton and his wife, Cyneil, have six children and live in Des Moines, Iowa.

1988

A 1988 MBA graduate, **Mark Brebberman** has a career that keeps rolling. As vice president and CFO of Maxon Wheels, he oversees the finances for the world's largest manufacturer of automotive wheels.

Before his company's acquisition by Iochpe-Maxon in 2012, Brebberman worked as the business unit controller for North American Wheels and then as corporate controller at wheel manufacturer Hayes Lemmerz International. He also spent thirteen years in various positions at French manufacturing conglomerate Compagnie de Saint-Gobain.

Brebberman and his wife, Katia, have two daughters and live in Plymouth, Michigan, where he enjoys watching sports and serving in church.

1989

Michael Colvin, a 1989 Macc graduate, was recently named leader of PricewaterhouseCoopers' Greater Toronto Area Human Resources Services Practice. As a specialist in HRS



tax practice, he also serves as a member of the Canadian National HRS Leadership Team. Colvin was previously

East Region Managing Partner for PwC's international area services practice in Boston. A CPA in three states, Colvin began with PwC in 1997.

In his free time, Colvin is active in the Boy Scouts of America and has co-authored the personal management merit badge book. He and his wife, Jerilyn, have six children and live in Toronto, where he enjoys fishing and traveling.

1990



Randall Bradford graduated from the Marriott School with a master of organizational behavior in 1990 and began a worldwide

career in international human resources. He recently moved from Singapore to Switzerland as vice president of human resources—Europe, Middle East, Africa, Canada, and Latin America for Medtronic, the world's largest medical technology company.

In this position he oversees HR strategy around the world. He also helps reach business goals and assist professional development for many of the company's 45,000 employees.

Bradford previously spent nineteen years with Merck and Company, leading HR functions and living in Norway, France, and Germany.

Bradford and his wife, Melissa Dalton-Bradford, have four children and are enjoying their new lives in Switzerland. Bradford is fluent in four languages and enjoys running, traveling, and spending as much time with his family as possible.

1996



Annie R. Brown is a student of the world. Born in Jamaica, Brown earned her bachelor's and master's

degrees in accounting from BYU in 1996 before pursuing an MBA from Utah State University. She worked in the United States as a public accountant and now spends a portion of

her time writing fiction.

Brown has written four books, two of which have been published with AuthorHouse. She lives in Jamaica.

2000



A 2000 business management graduate, **Rich Kettley** recently began a new position at MassMutual

Financial Group as director of advisor training and marketing. There he trains the company's financial advisors on how to market themselves using social media and how to educate potential clients on available financial tools.

Previously Kettley was manager of business development and call center operations at financial service technology company Advisys, where he still sits on the board of directors. He also held a variety of positions working on training, brand identity, and digital marketing with hundreds of clients throughout California.

Kettley enjoys doing yoga, playing hockey, listening to music, and working with special-needs children. He and his wife, Stephanie, have four boys and live in Orange County, California.

2001



Since earning his BS in accounting from the Marriott School in 2001, **Benjamin Simiskey** has been on the fast track in

the accounting world. He was recently named Young CPA of the Year by the Houston CPA Society and a Rising Star by the Texas Society of CPAs as a top up-and-comer in the state.

After starting his career in assurance and advisory services at Deloitte, Simiskey transitioned to the private sector and became a certified financial planner, working for several financial advisory groups. In 2009 he founded PLS Advisory, where he provides holistic financial planning using provident long-term strategies.

Simiskey is also involved in the community and serves as a member of the board of directors of the Houston

CPA Society, a member of the Houston Financial Planning Association, and president of the BYU Management Society Houston chapter.

Simiskey has two sons and lives in Richmond, Texas.

2004



Sara Sparhawk recently moved to the Bay Area after living in New York City for seven years. After

earning her MAcc from the Marriott School in 2004, Sparhawk headed east to work as a senior associate for PricewaterhouseCoopers in the banking and capital markets tax group. Three years later she moved to Guggenheim Partners as a fund controller.

In 2010 she decided it was time for a career change, so she quit her job and spent a year traveling around the world. She has now visited thirty-four countries in six continents, including her most recent trip to Kenya.

Sparhawk returned to her career roots and is now a campus recruiter for PwC. She lives in San Jose, California, and loves exploring new restaurants and returning to BYU for recruiting events.

2005



Joe Hart's recipe for success requires three things—passion, persistence, and being in the right place at the right time. After gradu-

ating with his EMBA in 2005, Hart went to work for Technicolor's digital cinema division, right as movie theaters began the transition from film to digital format. As director of distribution services, Hart helped pioneer the industry processes and standards, giving him opportunities to work with every Hollywood studio and in countries around the world.

Hart is senior vice president of global

digital cinema operations with Deluxe Entertainment Services. His experiences have made him a sought-after speaker for industry and government events across the globe. Hart feels his career has benefited by good timing and being able to lead the industry in a time of change.

Hart's hobbies cross lines with his work life, as he enjoys acting and screen-writing in his spare time. Hart and his wife, Debra, have three children and live in Agua Dulce, California.

2006



After graduating from the Marriott School with a degree in finance in 2006, **Chris Annison** joined GE's Financial Management

Program. During the next two years, he completed four rotations in different areas of GE, ranging from commercial finance to risk analysis. Annison was then promoted to senior analyst at GE Capital, where he worked for two years before heading back to school.

In 2012 Annison graduated with an MBA from Duke University. He recently moved his family to Seoul, Korea, to work as a global strategist for the Samsung Group. In his spare time Annison enjoys the challenge of learning Korean.

Annison is an avid golfer, fisherman, and connoisseur of good food. He and his wife, Heidi, have two young sons.



A 2006 MPA graduate **Melanie Wood** has spent her career with the Canadian government. She is the intern-

ship advisor for the Alberta Municipal Internship Program in the Ministry of Municipal Affairs. In that capacity she promotes, recruits, and trains twenty new interns each year. She enjoys watching interns develop and find their niche in local government as they

grow from students to professionals.

Wood enjoys traveling internationally, attending the symphony, and taking community classes. She lives in Edmonton, Alberta.

2007



2007 MPA graduate **Brodie Smith** has made his career into a global adventure and learning experience.

He joined ACS, a Xerox company, after graduation to manage its global incentive compensation programs, a position that sent him to live in India. A year later he joined the College of America Services as director of international programs, where he spent three years traversing the globe on behalf of the school, raising awareness, and bringing recognition to its programs.

Smith now oversees global incentive compensation programs at eBay. In that capacity he maintains performance management programs for the company's call centers around the world. Throughout his career he has been able to travel to nearly twenty-five countries.

Smith says a highlight of his career was the opportunity to work on the Salt Lake Organizing Committee for the 2002 Winter Olympics. He loves cooking, gardening, and, of course, traveling internationally. He and his wife, Katie, have three children and live in Sandy, Utah.



Becca Haynie spent her first few years after graduating from BYU in 2007 with her BS in accounting working for

Deloitte's international tax group in McLean, Virginia, as a staff accountant. She transitioned to PBGH, a smaller local firm where she had the chance to work as a senior accountant in audit and tax.

She now works for Deloitte, recruiting bright, young accountants from BYU campuses in Utah, Idaho, and Hawaii. Being a recruiter has been a great way to combine her love of people and her accounting background. She says her favorite part of her job is the opportunity to work with BYU students and faculty. Haynie lives in Salt Lake City.

Tell us about yourself.

Email **MARRIOTTMAG@BYU.EDU**

to submit a Class Note.



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