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PUBLISHER Gary C. Cornia

MANAGING EDITOR Joseph D. Ogden

EDITOR Emily Smurthwaite

ART DIRECTOR Jon G. Woidka

COPY EDITORS Jenifer Greenwood
Joyce Janetski

**CONTRIBUTING EDITOR
& PHOTOGRAPHER** Nina Whitehead

ASSISTANT EDITORS Bethany Morgan
Sarah Tomoser

**CONTRIBUTING WRITERS, EDITORS,
DESIGNERS, & PHOTOGRAPHERS** Carrie Akinaka
Laura Barlow
Dustin Cammack
Robert G. Gardner
Todd Hollingshead
Kenji Ishigaki
Chadwick Little
Curtis Soderborg
Tyler Weaver

MAGAZINE DESIGN BYU Publications & Graphics

ALL COMMUNICATION SHOULD BE SENT TO

Marriott Alumni Magazine

490 Tanner Building

Brigham Young University

Provo, UT 84602-3187

PHONE: 801-422-5083 **FAX:** 801-422-0501

EMAIL: marriottmag@byu.edu

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◀ PHOTOGRAPH BY BRADLEY SLADE

**OVERHEARD
IN THE
TANNER**

I passed out the Sunday before my wedding. Really? Yeah, I got stitches on my chin. Could people see them? Yeah, I still had them for the wedding, but it wasn't too bad. It helped that they were under my chin, and I'm pretty short so they weren't visible for most people or in the pictures. So how did it happen? I was in the kitchen, and I felt light-headed and said, "I'm going to sit on the couch." I heard a bang and thought it was one of my nieces or nephews. A little bit later I woke up and realized it was me. • Here, you talk to my mom; she needs someone to talk to. •

The invention that changed America was the air conditioner. Who would want to live in Phoenix without air conditioning? Air conditioning allowed America to expand. • We're here to discuss how to make tough managerial decisions. It's not a matter of, "I think we should build a factory this big." It's being familiar with the concepts that allow you to determine the right size to build the factory and where it should be built, based on demand and competition.

It's not a guess; it's an educated decision. • A lot of what we are doing now is figuring out our business model, and that can be done at any point of the day at your convenience. • It's vendy time! Wait, I thought vendy time was at 8:30? It's almost 11. It's whenever I need chocolate. • I had a dream last night that we were kidnapped by Tina Fey. • I came home last night to my roommates discussing their respective relationships when one said, "The chemistry between my boyfriend and me is greater than yours." Wow. • We like Ghana for a few reasons; it's the most stable country in Africa, so we thought we could be successful there. They are also the friendliest to international businesses. • I'm just so in love with the trees! • My dream is for my dad to get transferred to Florida. We could go to Harry Potter World! Harry Potter World? At Universal Studios . . . how do you not know about this? Did you not read the books? I read two. Our entire generation read those books! What's wrong with you? • Did you tell them I was allergic? No, because that would be a lie. To be allergic you have to have a physical reaction to the food. Something that causes the gag reflex is an allergic reaction. If you go with that logic, then I'm allergic to a lot of things. • I saw this attractive girl, and I'm working it; then she tells me she's married. You didn't look?!? There's only one place you have to look to save yourself from that. I've never had to do that before when I liked a girl. If you liked it, then you should have put a ring on it. Well, somebody already did.



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Cover illustration by John Kachik




Jill Dempsey Krishnamurthy
BS MANAGEMENT, CLASS OF 2006

A TOUCH OF *Serendipity*

The Kentwood Crusaders were so close. Only one game stood between the girls team and advancement to the national high school rugby championship. “You’ve worked for this all year,” the coach barked. “You’re ready.” Softening her voice, she continued, “But no matter what happens on that field, I want you to remember one thing: *‘No reserves, no retreats, and no regrets.’*”

BY MEGAN BINGHAM ■ PHOTOGRAPHY BY BRADLEY SLADE



Surrounded by her teammates, Jill Dempsey committed to leave it all on the field. While a penalty kick in overtime ended the Crusaders' quest for the championship, she resolved to use her coach's words as a maxim for life.

"I think about that experience daily and what it means for me," she says. "I don't want to live with regrets."

And no one could accuse the former all-American of not living life to the fullest. Only four and a half years after earning her bachelor's degree in management from the Marriott School, she's successfully sold a business, landed a partnership at a private equity fund, and joined the board of a non-profit school. Recently married and now Jill Dempsey Krishnamurthy, she's a lover of international travel and a motorcycle enthusiast.

And although she doesn't find enough time for cruising on her bike, Krishnamurthy makes a point of enjoying every ride.

≡ GOOD KARMA

Unlike many grads who struggle to land their dream job, Krishnamurthy nabbed the perfect position before graduating. She believes it was more than luck, though—it was karma.

Graduation was just weeks away when Krishnamurthy and a friend were chatting in the Tanner Building. Her friend casually asked, "If you could work anywhere after graduation, where would it be?"

"I'd love to work for Dolphin Capital," Krishnamurthy replied without thinking.

At seven a.m. the next morning the phone rang. It was one of Dolphin Capital's managing partners. In a serendipitous moment, he said his team had been thinking about it for some time and would love to offer Krishnamurthy a position.

"I was taken aback," Krishnamurthy says. "But I've had many experiences when what you want to happen does. In those instances, you have to know it's not a coincidence."

Krishnamurthy became acquainted with the private equity firm based in Park City, Utah, during a finance class taught by one of Dolphin's partners. Because she admired their entrepreneurial spirit, she accepted the job offer, without knowing where the company would take her.

"I've been really blessed to have people

in my life who have been mentors for me," Krishnamurthy explains. "They're sort of like gutters in my life—keeping me in the frame of mind I need to be in and guiding me to the right experiences."

≡ DEAL FLOW

Dolphin was in its infancy when Krishnamurthy signed on. There were only a few partners, and the firm had just one acquisition, Winder Dairy. It wasn't until the firm made another investment that the team decided to drastically flesh out its portfolio. Krishnamurthy helped develop a strategy, and the partners raised \$50 million.

Since then the team has expanded its portfolio into eight companies. Its original investment has also transformed. It's now Winder Farms, a mobile farmer's market delivering organic food to more than 30,000 homes in Utah and Las Vegas.

While Dolphin has grown into a full-fledged private equity firm, the company has stuck with its small business roots. Unlike other firms where the partners spend all day building funds, Dolphin's team stays closely tied to its portfolio companies.

For example, Krishnamurthy spent much of 2009—nearly four days a week—on the marketing team of Dynamic Confections building momentum for the brand. The work paid off when a portion of the company was successfully sold to a New York confectioner at the end of the year.

"The work is varied and different every day," Krishnamurthy says. "Sometimes it's deal flow, and sometimes it's heavy on the operational side, but it's wearing all those hats that makes it fun."

≡ CONTINUING EDUCATION

One hat she has a particular fondness for is encouraging others, especially women, to pursue education and business careers.

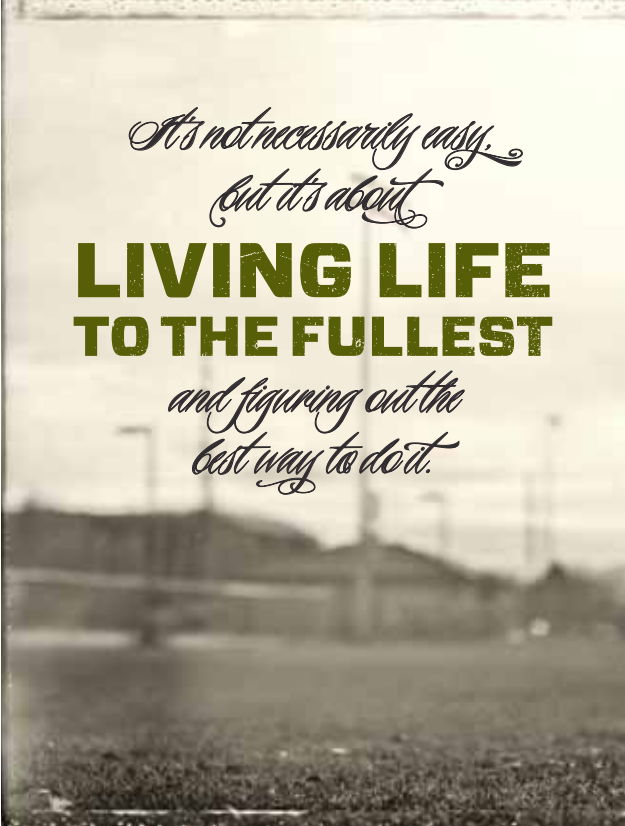
Krishnamurthy currently sits on the board of Guadalupe Schools, a nonprofit organization that provides educational support to disadvantaged children and adults in Salt Lake City. And for the past year she's worked to develop a private equity fund

that would invest solely in women-run businesses. Krishnamurthy sees it as righting an inequality—half of all businesses are run by women, but those businesses receive only 2 to 3 percent of available funding.

As for how she feels about women in the workforce, Krishnamurthy says it's a matter of doing what's personally right.

"I don't necessarily need to make the same decisions as everyone else," Krishnamurthy says. "I'm happiest when I dream big."

During her junior year of college, she faced the matter head-on. At twenty-one she could serve an LDS mission or continue



*It's not necessarily easy.
But it's about*
**LIVING LIFE
TO THE FULLEST**
*and figuring out the
best way to do it.*

her education and commit to a career in business. She completed the paperwork for a mission but still wondered if she'd made the right choice.

However, while attending a conference in Chicago, she received a clear impression—she needed to stay at BYU.

The next year brought amazing leadership opportunities her way: president of the Collegiate Entrepreneurs Organization, president of the Marriott School student body, and captain of the BYU rugby team.

Krishnamurthy believes those opportunities were the answer to her prayers.

"There are times in life when you're deciding between good and good," Krishnamurthy says. "I'm sure it would have been good for me to go on a mission, but something else was in the plans."

≡ BUSINESS INSTINCTS

Entrepreneurship, however, has always been part of the plan. In fact, Krishnamurthy displayed leadership and instinctive business skills early on.

When she was just seven years old,



Krishnamurthy recognized the opportunity to start her own business. A conference was scheduled at American University near her home in Washington, D.C., and Krishnamurthy decided to open a concession stand.

The first day went well, but Krishnamurthy noticed that certain items sold better than others. In a move straight from Dolphin Capital's playbook, she adjusted her business strategy and increased her profits the next day.

Another formative experience helped Krishnamurthy see the need for social entrepreneurship. While working on a church project, nine-year-old Krishnamurthy sponsored a food drive. The response from neighbors was remarkable, but things didn't go so smoothly when Krishnamurthy called the food bank. It rejected the food, as did the next food bank and the next. In all, ten organizations turned the food down.

Frustrated, Krishnamurthy called her aunt who lived downtown to see if she knew anyone who could use the provisions. Her aunt said there was a family in her neighborhood who had recently immigrated and might need some help.

"I still remember it very distinctly," Krishnamurthy recalls. "There were six kids, the mom, and the dad. The shelves were completely bare."

The experience changed her. She committed to always use her entrepreneurial talents to give back.

But years later when it came time to choose a major, Krishnamurthy wasn't interested in management. She wanted to play rugby. She joined the BYU team and spent her first year passing the ball and taking general education classes.

When summer rolled around, she moved back to D.C. to find work. She quickly signed on at a local property management firm, although she knew nothing about the business. While watching the ins and outs of the management process, Krishnamurthy found her purpose.

"That summer was monumental," Krishnamurthy says. "I knew I wanted to study business when I returned to school. It was like a calling."

She immediately applied to the Marriott School and used her property management experience to start her own cleaning business. A year later she successfully sold the venture—not bad for a college junior.

≡ THE LOVE BOAT

India has always fascinated Krishnamurthy. Her affinity for the culture led her to take an India guidebook as reading material on a family cruise. She didn't know that book would change her life.

While toting the paperback through the

ship's cafeteria, she bumped into a young man who immediately noticed her book.

"You're interested in India?" he asked. "That's where I'm from."

The pair started chatting and became fast friends. After the cruise they kept in touch via email and were reunited when Krishnamurthy took a dream trip to India. Her two-month-long foray into the world of spices and saris was life changing, but not just because of the cultural insights. "By the end of my trip, Senthil and I knew we wanted to be together," Krishnamurthy smiles.

They embarked on an international courtship, bringing their relationship full circle when Senthil proposed on a cruise ship in 2009. The two were married in Salt Lake City last June and celebrated their union with an unusual reception: an Indian street fair, complete with imported food, traditional dancers, and a Taj Mahal photo booth.

"It was really special to see the blending of cultures and the total support from both families," Krishnamurthy recalls.

The couple, who expect a baby boy in May, plans to split time between the United States and India. For Krishnamurthy, it's easiest to relate her marriage to the world she's always understood—business.

"I've dealt with mergers and acquisitions in business, but now I have a merger in my life—the merger of cultures and religion," Krishnamurthy explains. "It's not necessarily easy, but it's about living life to the fullest and figuring out the best way to do it."

≡ NO RESERVES, NO RETREATS, NO REGRETS

It's interesting to think about how Krishnamurthy's life might have turned out had she not adopted her coach's mantra years ago.

As it stands, her life has all the elements of a good rugby match: fierce determination to reach the goal and those inexplicable moments when destiny steps in to clench victory.

But for Krishnamurthy, success has never been about relying on fate.

"Opportunities always come with a purpose," Krishnamurthy says. "There's a lot of good you can do in your life, and particularly in your career, if you ask, 'What doors are being opened?'" **M**

FAST-PACED LEARNING DRIVES STUDENTS



WITH LAPTOPS CHARGED, whiteboards cleared, and markers ready, it's now up to the Executive MBA students' careful positioning and strategic thinking to navigate the intricacies of a simulated marketplace.

Using a software program called StratSim, which condenses a ten-year market cycle into three days, student teams compete to create a fleet of cars that will win in a fictional market. This past summer StratSim was introduced into the activity mix for second-year EMBA students during their yearly orientation week.

Each team of four to six students was assigned a different vehicle class and competes to come out on top with the highest cumulative net income and market value growth. For one student-analyst team, markers race across a whiteboard as the team plots how to pull ahead of the competition. The team members know they will not sell a

ton of luxury cars, but they fight to maintain their market lead in this area through offering top technology.

"Uneven starts are what make the StratSim program unique compared to other marketing simulations," says Glenn Christensen, associate professor of marketing who led the program. "While any team executing its best strategy can win, the uneven starts of StratSim better reflect the real world, where there is no industry in which all competitors enjoy an even position in the market."

Besides the EMBA program, the MBA and undergraduate marketing and strategy programs have also used StratSim. For graduate students, each StratSim group consists of those from different management disciplines. Being flexible and willing to hear other people's ideas is important if you don't want your competition to pass you up, says

competitive atmosphere. Study rooms become makeshift offices, where students are connected to this simulation through their laptops, and each team's headquarters are only a few feet away from its competition. Moles are even caught roaming the hallways trying to sneak a peek at their rivals.

"The exercise is a wonderful opportunity to put into practice the learning that students have gained in their first year of the BYU EMBA program. All the students are driven, and StratSim allows them to really compete," says Tad Brinkerhoff, director of the EMBA program. "They learn how the decisions they make impact not only the bottom line but also relationships, just like in the real world."

Ten minutes after each round is submitted, students are on the edge of their seats as results appear on their laptops. Mindy Gilbert, an EMBA student who works in finance at Raytheon, says cheers or groans are heard from nearby offices depending on how each group fares.

Through applying their knowledge—mixed with some educated guesses—the students navigate through the twists and turns of the program's lifelike markets and economies. "StratSim made us string together principles, like accounting, marketing, strategy, and finance, and apply them to a single situation," Gilbert says. "Whether you are the project manager or the number cruncher, the work each individual does has impact. StratSim was a great exercise to broaden my thinking."

"They learn how the decisions they make impact not only the bottom line but also relationships, just like in the real world."

Jason Winn, an EMBA student and regional manager of Mr. Mac.

"Using StratSim is an experience you can't get in a lecture," he says. "You actually get to see the results of your team's decisions."

Another aspect of the program not simulated in a typical classroom is the strongly

Savvy Business/Style

How to dress for any business setting

HAVE YOU EVER ARRIVED AT A BUSINESS GATHERING AND INSTANTLY FELT UNCOMFORTABLE, OVERDRESSED, OR OUT OF PLACE? TRAVERSING THE MORES OF THE BUSINESS WORLD CAN BE TRICKY, BUT DON'T WORRY.

WE'VE COMPILED A SIMPLE GUIDE OF WHAT—AND WHAT NOT—TO WEAR SO YOU'LL FEEL COMFORTABLE AND CONFIDENT IN ANY BUSINESS SETTING.

Business Casual

For Him



- *Optional:
casual sport coat*

○ *Belt should
match shoes*

- *Oxfords, loafers, or
rubber-soled leather shoes*

○ *Collared shirt with undershirt*



○ *Khakis, chinos, corduroys,
or twill or wool-blend slacks*

○ *Socks should
match pants*

Tips

- BUSINESS CASUAL DOESN'T MEAN SHAVING IS OPTIONAL.
- FADED, WORN, OR WRINKLED CLOTHES WON'T CUT IT.



Jewelry—choose fun over flashy



Blouses, blazers, and cardigans

Skirt or dressy pants



Try a feminine, coordinating belt



Shoes not too shiny or formal

Tips

- KEEP PERFUMES LIGHT, AND ESPECIALLY AVOID HEAVY FLORALS.
- BELTS OVER SHIRTS ARE CURRENTLY EN VOGUE.
- AVOID DENIM UNLESS IT'S CASUAL FRIDAY, CONSIDERED A STEP DOWN FROM BUSINESS CASUAL. IF YOU DO WEAR DENIM, CHOOSE A DARK WASH WITHOUT MUCH EMBROIDERY OR EMBELLISHMENT.
- TRY MIXING COLORS: RASPBERRY WITH NAVY BLUE, TURQUOISE WITH GOLD, OR PEACH WITH OLIVE GREEN.

Business Professional

For Her



○ *Blouse or sweater in a feminine shade*

○ *Tailored suit (with nice pants or a skirt) in a traditional color*

○ *Stockings with conservative patterns and hues*



○ *Nicer jewelry—think pearls, sterling silver, and sleek-looking pieces*



○ *Conservative shoes with heels*

Tips

- REMEMBER WELL-FITTING CLOTHES ARE IMPORTANT—GET TO KNOW A GOOD TAILOR.
- SKIRTS SHOULD BE KNEE LENGTH AND CAN BE MIXED WITH DRESSIER SWEATERS AND BLOUSES FOR A PROFESSIONAL LOOK.
- DON'T OVERDO THE MAKEUP. IT SHOULD LOOK NATURAL WITH SOME LIP OR EYE ACCENTS.
- SIT OR STAND UP STRAIGHT! POOR POSTURE WILL RUIN ANY ENSEMBLE.



Fitted conservative dress shirt



Classy watch

100 percent silk tie

Well-tailored suit in a plain color or with a subtle pattern or stripe

Dress socks should match pants



Leather belt should match shoes



Nice, shined shoes (tattered shoes will make even an expensive suit look sloppy)

Tips

- AVOID SUITS STEREOTYPICALLY WORN BY PROFESSIONAL ATHLETES (E.G., FIVE-BUTTON), MOBSTERS (E.G., SHINY FABRIC OR DOUBLE-BREASTED), OR SOUTHERN LAWYERS (E.G., SEERSUCKER OR LINEN).
- PROFESSIONAL BUSINESS SUITS SHOULD BE TWO- OR THREE-BUTTON.
- AVOID BUTTON-DOWN COLLAR SHIRTS WITH SUITS. AND IF YOU HAVE A ROUND FACE, SKIP THE SPREAD COLLAR.
- FOCUS ON BEING WELL GROOMED BY MAINTAINING YOUR HAIRSTYLE, CARING FOR YOUR SKIN, AND HAVING WELL-TRIMMED NAILS.

Cocktail Attire

For Him



○ *Crisp shirt with or without a tie*

○ *Dark suit or sport coat*

○ *Dress slacks—plain or with a subtle pattern*

○ *Leather shoes that coordinate with suit*

Tips

- BUTTON-DOWN COLLAR SHIRTS ARE PERMISSIBLE WITH SPORT COATS BUT NOT RECOMMENDED WITH SUITS.
- GENERALLY, SHIRTS SHOULD BE LIGHTER IN COLOR THAN SUITS AND SPORT COATS. COCKTAIL EVENTS ALLOW FOR SLIGHTLY LOUDER SHIRT PATTERNS AND COLORS.
- A QUICK CALL TO THE HOST CAN EASE YOUR ANXIETY IF YOU'RE WORRIED ABOUT THE DRESS CODE.



○ *Fun, bold jewelry*



○ *Knee-length cocktail dress—
a step up from church attire
but not too formal*



○ *Heels*

**Tips**

- DRESSES SHOULD COORDINATE WITH THE SEASON (LIGHT FABRICS FOR SPRING AND SUMMER; HEAVIER FABRICS IN RICH HUES FOR FALL AND WINTER).
- COCKTAIL EVENTS ARE ALL ABOUT MINGLING AND HAVING FUN—WEAR WHAT YOU'LL FEEL COMFORTABLE IN.

Black Tie

Him & Her

Small clutch

Floor-length ball gown in silk, satin, velvet, or metallic fabrics (skip the chintz)

Complementary jewelry



Tips

- DRAMATIC MAKEUP AND HAIR ARE PERMISSIBLE, BUT STAY AWAY FROM TOO MUCH DARK MAKEUP. CHOOSE EITHER DARK LIPS OR DARK EYES BUT NOT BOTH.
- WOMEN AREN'T LIMITED TO BLACK. CHOOSE A GOWN THAT COMPLEMENTS YOUR COMPLEXION BUT ISN'T TOO LOUD.



Tie and matching dress shoes

White dress shirt or tuxedo shirt

Fitted, pressed black tuxedo with cummerbund or vest

Classic cufflinks



Tips

- BLACK TIE OPTIONAL MEANS FORMAL DRESS, BUT THE HOST WILL NOT KICK YOU OUT IF YOU'RE NOT WEARING A TUXEDO. YOU SHOULD AT LEAST WEAR A DARK SUIT AND TIE.
- TUXEDOS SHOULD BE WORN WITH PATENT LEATHER OR HIGHLY POLISHED BLACK SHOES.
- AVOID BOW TIES, CUMMERBUNDS, OR VESTS IN LOUD COLORS OR PATTERNS—UNLESS YOU'RE HEADED TO PROM.
- WHITE TIE IS ULTRA-FORMAL BUT ALSO VERY RARE. CONSULT AN EXPERT OR SPEAK WITH THE HOST TO SELECT THE APPROPRIATE ATTIRE.

Ties HAVE BEEN PART OF MEN'S FASHION FOR MORE THAN 400 YEARS—AND AREN'T ABOUT TO LEAVE ANY TIME SOON—SO HERE ARE SOME TIPS ON WHAT YOU CAN GET AWAY WITH.



Wide—THIS IS THE MOST POPULAR STYLE OF TIES IN THE UNITED STATES. ONCE KNOTTED, MAKE SURE THE POINT HITS THE MIDDLE OF YOUR BELT. IF IT HITS ABOVE, YOU'RE PROBABLY A HIGH PRIEST. IF IT HITS BELOW, YOU COULD BE A DEACON.

Tip: DON'T LEAVE THESE BABIES KNOTTED; IT WILL PERMANENTLY CREASE AND WEAKEN THE FABRIC.

Skinny—NOT LONG AFTER THE ONSLAUGHT OF SKINNY JEANS CAME SKINNY TIES. ALTHOUGH ONCE CONSIDERED A PIECE OF THE PAST, THINNER TIES ARE NOW A MODERN WAY TO TOP OFF A TAILORED SUIT. THESE SLIVERS OF SILK OR FABRIC WERE ALSO TRENDY IN THE '50S.

Tip: DON'T GO TOO THIN IN A BUSINESS SETTING.



Color—YOU CAN'T GO WRONG WITH BLUE TIES OR EVEN DEEP RED (POWER) TIES. CONSIDER LIVENING UP YOUR SELECTION WITH SOME PURPLE OR GREEN. SMALL PATTERNS, PLAIDS, OR STRIPES CAN ALSO ADD INTEREST. **Tip:** GIMMICKY TIES—THOSE WITH CARTOON CHARACTERS OR THE PERIODIC TABLE OF ELEMENTS—SHOULD BE WORN ONLY IF YOUR CHILDREN GAVE THEM TO YOU FOR FATHER'S DAY.

Cloth—CLOTH TIES CAN WORK WITH MORE FASHION FORWARD LOOKS OR A TWEED SPORT COAT. JUST KNOW THAT TOO MUCH TEXTURE OR STRETCHED-OUT FABRIC WILL QUICKLY DATE YOUR LOOK. **Tip:** BE WARY.



Bow—THIS COMEBACK TIE ISN'T JUST FOR WAITERS. BOW TIES ARE PARTICULARLY USEFUL IF YOU HAVE YOUNG CHILDREN (HARDER TO GRAB UNEXPECTEDLY), IF YOU'RE LOOKING FOR A LITTLE ATTENTION, OR IF YOU'RE FEELING SCHOLARLY. **Tip:** IT MAY TAKE SOME PRACTICE TO GET THEM TIGHT AND EVEN ON BOTH SIDES. **M**



CLOTHING STYLED BY CHRISTIE SOMERS
PHOTOGRAPHY BY BRADLEY SLADE

around the COOLER

BY MEGAN BINGHAM

1. SUN- FLOWER SEEDS

This salty snack isn't just good at the ball-game. Chomping on these seeds will fill you up with protein, healthy fats, and vitamin E. Even better: the phytosterols in the seeds can lower your cholesterol.

TIP: Instead of opting for candy from a vending machine, power up with seeds. The high fiber will keep you feeling full longer.



1



3



2



4

Tempting Trends

Food. We're obsessed with it and not just because it meets our daily caloric needs. It can be tempting, captivating, and even adventurous. In fact, culinary novelties are popping up everywhere. Remember when balsamic vinegar was all the rage? Here are some new gastronomic trends for you to explore.

Sources: (1) National Sunflower Assn., (2) Salon.com, (4) New York Times, (6) abcnews.go.com

2. CAKE BITES

While the recipe is rumored to have originated in the South, these amalgams of cake, frosting, and chocolate are quickly rolling their way across the county. Cupcakes be warned: your days as a top trend may be numbered.

TIP: Put your willpower on alert—these little babies are 124 calories a pop and hard to resist.

3. FLAT- BREAD

Although flatbread sales are rising, this trend might not be the greatest thing since sliced bread. Bite for bite, flatbread can have more calories and carbs than your average slice of fluffy white.

TIP: Compare nutritional info before you spread on the mayo; you might be surprised at what you find.



4. ARTISAN ICE CREAM

With fresh flavors—think lavender honey and guava cinnamon—and luxurious texture, artisan ice cream makes that freezer stuff seem so last year.

TIP: Choose a gelateria that mixes its ice cream in-house. Your taste buds will thank you.

5. RICE BALLS

Instead of munching on sushi, pick up a rice ball when you want on-the-go Asian food. Known as *onigiri*, rice balls were created to be portable and contain a multitude of fresh fillings.

TIP: Look for a restaurant that prepares bento boxes with rice balls—you'll have the coolest lunch in the office.

6. DELUXE WATER

The pop craze may have fizzled, but fancy water is picking up steam. It's no wonder consumers spend more than \$1.5 billion a year on the stuff—it's flavorful and chock full of electrolytes.

TIP: Check the number of servings, amount of sugar, and the calorie count before you guzzle. Some contain more sugar than a can of soda.

7. BPA-FREE

It's time to recycle that plastic bottle on your desk. While the scientific data isn't yet conclusive, many experts have linked BPA, a chemical commonly used in bottle manufacturing, to cancer. Opt for a BPA-free bottle and drink up.

TIP: Look for a stainless steel container—it's the safest and most durable choice on the market.

8. BACON AS DESSERT

Whether it's a maple bar topped with bacon or chocolates infused with pork fat, salty meat is popping up all over dessert menus.

TIP: While the sweet and savory combo may have piqued your curiosity, this is one trend to skip if you want to avoid cardiac arrest.

9. GREEK YOGURT

Say good-bye to bland, fruit-on-the-bottom flavor. Greek yogurt is strained to ensure an ultra tangy taste and rich texture. As an added plus, it packs a nutritional punch with twice the protein of traditional yogurt.

TIP: Mix in a tablespoon of honey and top with fresh berries for a healthy treat.

BY JOE HADFIELD

ILLUSTRATIONS BY JOHN KACHIK



Consumer Psychology

HOW TO TURN CUSTOMERS INTO CONVERTS

Whether it's justified or not, most Americans feel they are above average. We're all safe drivers with good grammar and well-behaved kids—church meetings aside.

This widespread self-assurance can be both a blessing and a curse for companies marketing their products to American consumers. The blessing is that people don't shy away from trying products that might be a challenge to learn. The curse is that overconfident customers don't plan on investing enough time to figure out how to use the latest gadgets and equipment. As a result, few become devotees.



Take the snowboarding industry as an example.

Yes, the sport's popularity is rising. But industry leaders know they're missing a lot of potential converts. According to the National Ski Areas Association, only 15 percent of those who try snowboarding stick with it. That paltry conversion rate hurts companies that sell snowboarding apparel, gear, and time on the slopes. Marriott School professor Darron Billeter discovered something similar while conducting research on the introduction of the music video game *Guitar Hero*. As

with most other video games, shoppers could head to a local retail store to give it a try at a demonstration console. Billeter surveyed shoppers before and after their trial jam session. Surprisingly, a consumer's willingness to buy the game actually decreased after playing the demo version. Giving customers a test drive on the game was actually backfiring.

This prompted Billeter and two colleagues to embark on a thorough examination

of consumer psychology. They conducted a series of experiments

where participants had to perform unfamiliar tasks, such as typing on a keyboard with the letters arranged differently or drawing basic shapes while looking in a mirror. Before the experiment, participants had to guess how well they would perform and how long it would take to master the new skill. After they gave it a shot, participants again predicted their future performance and timelines.

In a study published in the February 2011 issue of *Journal of Consumer Research*,

Billeter reports something that he suspected all along: American overconfidence vanishes once consumers try a new product, and it's replaced with exaggerated self-doubt.

"The bottom line is that before people try a new product, they think that it will be easier than it is," Billeter explains. "And after they've tried it once, they think they're going to be worse than they actually will be."

The new research shows that the learning curve for many new products is steep but fairly short. If companies can help their customers stick with their products for even a short while longer than they currently do, they will be much more likely to win converts. With Ajay Kalra, of Rice University's Jones Graduate School of Business, and George Loewenstein, the Herbert A. Simon Professor of Economics and Psychology at Carnegie Mellon University, Billeter recommended four strategies to help companies improve product adoption rates: design products to feel familiar, hire a guide for your demo, take advantage of technology and timing, and buy time with bundled pricing incentives.

LESSON 1: DESIGN PRODUCTS TO FEEL FAMILIAR

Billeter confesses that he's just like the rest of us when it comes to quitting. Several years ago he plunked down \$500 for a PalmPilot that didn't work like he had hoped.

"I thought it was going to organize my whole life," he says. "But it had a stylus, and I had to learn to write in a different way. I tried it for a little while, and it wasn't working. I quit. It was an expensive purchase, but I gave up on it."

A 2006 study by Elke den Ouden found that all it takes is twenty minutes for customers to decide they're giving up on a product, Billeter says. The best way to win this race against the clock is a familiar product design.

Designers of the Wii or iPad would probably cluck knowingly at the study's findings. Billeter praises new products that incorporate users' intuition and previously learned skills, rather than requiring purchasers to learn new processes.

"People don't need to learn which button to press on a controller to swing the racket in Wii Tennis and don't need to guess which

icon to tap to flick through the photos on an iPad," he explains. "The designers leveraged the fact that we've already gone through that learning curve. Those responses governed by the brain are already automated."

LESSON 2: HIRE A GUIDE FOR YOUR DEMO

Thinking back to the *Guitar Hero* situation, you may be wondering whether the new study means all in-store demos backfire—and whether your product demo is doing more harm than good.

"This research suggests that putting some products in consumers' hands is a risky proposition, even for something as fun as *Guitar Hero*," Billeter says. "You've got to be very careful. There are a number of strategies you can use as a firm to get people through the trial period."

The first strategy is to put staff in place to walk people through their first time with your product. U.S. Airways—where Billeter worked prior to completing his PhD from Carnegie Mellon—found this useful when introducing the self-check-in kiosk at airports in Washington, D.C., and New York City. Most fliers instantly recognized how much time they could save by skipping the bottleneck of people waiting in line for a human to check them in.

Yet after pushing a few buttons, many found that frustration or feelings of uncertainty took over. The typical first-timer

quickly gave up and got back in line to see a person.

In response, the airline stationed customer service reps at the kiosks to talk people through the process. And one guided experience per flier was all it took for this technology to take off.

"Because of the strong behavioral implications of the effect, firms marketing products or services that require learning should invest resources to hold consumers' hands during the initial stages of product experience," say the study's authors.

LESSON 3: TAKE ADVANTAGE OF TECHNOLOGY AND TIMING

Not every company has control of the environment where its customers experience a product for the first time, and nowhere is that more true than in online retail. Fortunately the spread of video-calling technologies such as Skype makes distance less of a problem. Billeter says it doesn't take much imagination to see how a visually rich customer service call could carefully walk people through the first use of a new purchase.

The technology you tap to bridge the distance shouldn't overshadow the importance of timing, Billeter adds. A basic phone call can be a lifeline if it comes when customers need it most.

Say a customer purchases a new cell phone online and your company makes it

"Before people try a new product, they think that it will be easier than it is. And after they've tried it once, they think they're going to be worse than they actually will be."

easy to schedule a free device orientation with a customer service rep. All the customer has to do is check a box and select a day and time as he or she completes the purchase.

The problem in this scenario is that the company is offering support too soon. Customers will likely refuse help offered during the purchase process because they remain overconfident.

It's not until they get their hands on the phone that they begin to realize, "This is harder than I thought." A prime opportunity for support arises when customers dial in to activate the phone.

"When they make that call, you can suggest that you walk them through some of the phone's functions such as importing contacts," Billeter says. "Even though you're not right there, firms can still control the process and be available when customers might be the most discouraged."

LESSON 4: BUY TIME WITH BUNDLED PRICING INCENTIVES

There is an important side note to the snowboarding adoption research: Most of those who eventually quit did so without ever taking a single lesson. Instead they buy a day pass and hit the slopes to figure it out on their own.

Inevitably their day on the mountain proves more difficult—and perhaps a little more painful—than they had anticipated. At first, taking lessons seemed unnecessary, but their outlook is so gloomy now that signing up for lessons seems daunting, which may be why Craigslist has so many listings for slightly used snowboards.

"At this point, however, people don't realize how quickly they will be learning," Billeter says.

It's a risk with skiing and many other

sports as well. To reduce fail rates, Vail ski and snowboard resort in Colorado introduced pricing for first-timers that discounted the second- and third-day lift tickets, equipment, and instruction. The same idea can be applied to any business model where customers pay as they go, Kalra says.

"Introductory pricing should be set to encourage customers to continue with the product," Kalra adds. "If you are trying to get people to learn how to play golf—or any athletic activity—instead of making the first lesson cheap or free, it will be better to have 'Five lessons for \$150' or 'First Lesson \$100, next four for \$15.'"

REACHING OUR POTENTIAL

Billeter, Loewenstein, and Kalra's study has direct application for those selling anything from medical devices to music lessons. Even further, it carries implications beyond the world of business.

Loewenstein is a leading expert on how current, fleeting experiences impact one's predictions of future accomplishments. It turns out we tend to place undue weight on current performance when estimating our ability going forward. Billeter studied under Loewenstein in grad school and considers their most recent work another example of how our projection bias impacts our long-term happiness. Seeing things as they really are will undoubtedly impact who we will become.

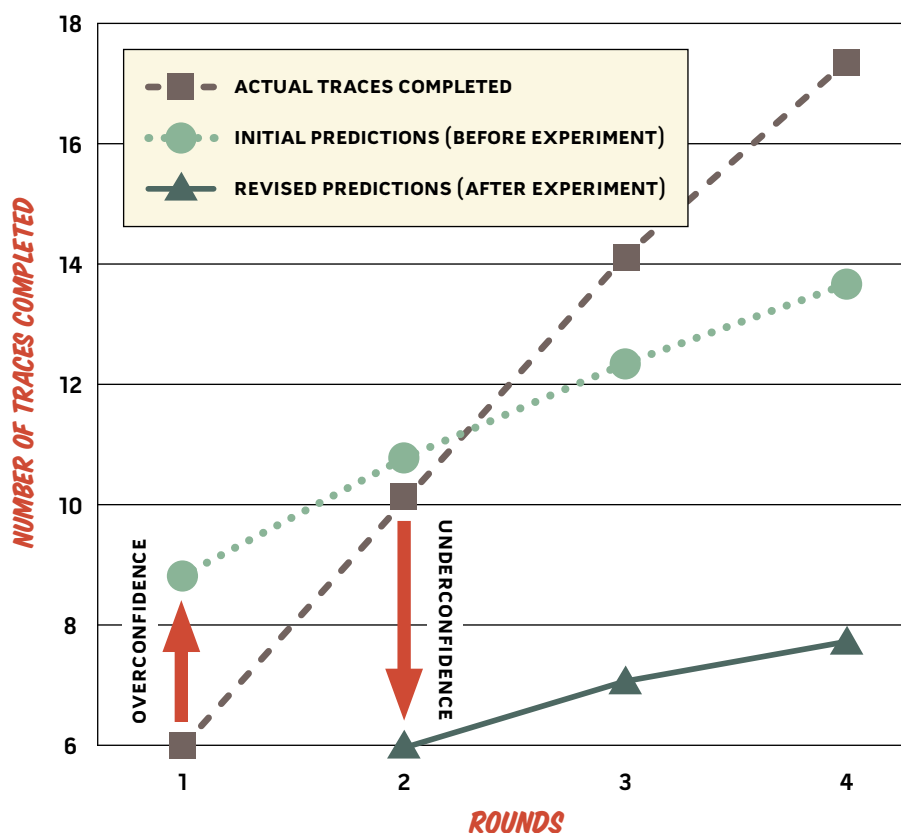
"This research is not only about product adoption but also about skill development," Billeter says. "Knowing that we need to stick with learning new skills longer than we think is very relevant to improving at math, writing, or other important skills related to our education or careers. It speaks to the potential embedded in each of us to achieve more than we thought possible." **M**

ABOUT THE AUTHOR

Joe Hadfield is a media relations manager at Brigham Young University, where he gets to tell the stories of the university's talented students and faculty. Previously he worked as an analyst at the market research firm Knowledge Networks in Menlo Park, California. He earned a master's degree in public policy and a bachelor's degree in communications from BYU.

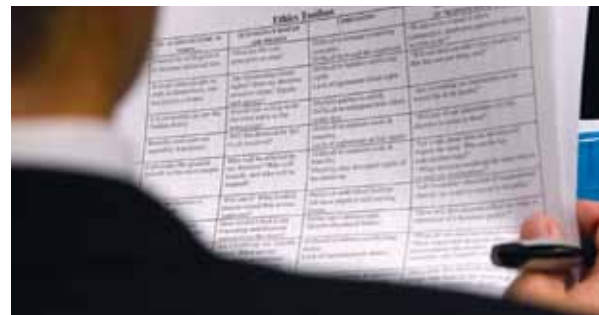
Mirror Tracing Experiment

MEASURING PREDICTED SUCCESS AGAINST ACTUAL RESULTS AND REVISED PREDICTIONS





BUSINESS ETHICS CASE:



WIRED FOR HIRE

Marriott School students and NAC members discuss an ethical dilemma as part of the school's second annual Business Ethics Case, held in conjunction with the NAC Fall Conference. **By Todd Hollingshead**
Photography by Jaren Wilkey

The Case:

TODAY

you have to make a difficult decision concerning a new hire to your IT team.

In desperation you recently offered a security expert position to Rajeev, a marginally qualified person outside the company. This morning you learned that because of an acquisition, Brian, a fellow employee and the person you really want and need, has just become available. Now you're worried that if you don't bring Brian onto your project, he'll be laid off.

You work for large IT vendor Fleet Technologies and are the technical team leader on a multimillion dollar enterprise resource project for a new client. The client, a major medical device company, offers Fleet an opportunity to finally penetrate a cash-rich industry sector.

This project is also critical to the client as the implementation of Fleet's system will bring significant cost savings. Plus, you need a technology solution that conforms to the many regulations of the medical

device industry. Thus, VPs from both companies are closely monitoring the effort.

Because of the high-profile nature of the project, you've hand-picked each member of your team. Having learned to trust Brian's expertise from past collaborations, you brought him onto the project early to scope out the security-related issues. Unfortunately, you were able to work with him only on a part-time basis because he was tied up with a project for another client.

As much as you wanted Brian, you were able to find a suitable replacement in Nandu, another security expert from outside Fleet. But after only a few months, Nandu gave his two weeks' notice, citing family demands. Your plan was to replace Nandu immediately so the new hire could huddle with him before he left.

Finding a replacement proved more difficult than planned. Rajeev was the only real candidate, and though he wasn't on par with Nandu or Brian, you figured he could probably manage the first phase of the project. You hoped that a combination of your guidance and some consulting help from Brian would enable Rajeev to handle the second phase as well. With the pressure of a project still barely on schedule, you called Rajeev on Thursday with an offer. He accepted, and you asked him to contact Nandu to start the transition before reporting on Tuesday.

On Monday the office was buzzing with news of an acquisition of one of Fleet's biggest competitors. That afternoon Brian called to tell you his project had been canceled because of the acquisition and that he was now available and anxious to join your team. (He'd been working on a product designed to compete with a product from the newly acquired firm.)

Brian is everything you were looking for and need. In addition, Brian was just working on the hardware platform your client currently uses, thus providing even greater value to your client. Brian also has a good understanding of the project, having initially helped you scope the proposal.

What do you do? Your project is already slightly over budget, and because of the acquisition, many IT professionals in your company are now considered redundant. Layoffs are inevitable. Fleet is expected to further squeeze budgets as the company looks for ways to integrate the acquired firm.

If Brian is laid off, you don't know how Rajeev could possibly succeed during the second phase. However, you have given your word to Rajeev.

Which employee has a greater right to





the job? The one who is highly qualified and has worked for the company several years, or the one who is marginally qualified and only recently accepted an offer? Rajeev is scheduled to come in tomorrow. You have a few hours to decide what to do.

Is It Ever OK to Break a Promise?

For two hours during November's National Advisory Council Conference, this ethical dilemma was the subject of much discussion among 270 eager BYU business students and 140 NAC members and spouses.

This annual exercise is part of the Marriott School's continued emphasis on ethics in business and gives both undergraduates and graduates the chance to learn from the sage business veterans on the NAC.

"It's about taking what is most important about BYU, its sacred mission, and integrating it with an important, intellectual, secular mission in a way that provides students with an understanding of what we expect of them going forward," says Brad Agle, George W. Romney Endowed Professor.

"We're a business school unlike most business schools," Agle continues. "Our mission isn't just about how you do business

"Our mission isn't just about how you do business to make money but how to do business while making positive contributions to society."

to make money but how to do business while making positive contributions to society. That is the most important focus—how to do it the right way."

NAC members first gathered in the Tanner Building's new west wing assembly room for a quick case briefing by Agle, one of the country's business ethics experts. They were also supplied with an ethics toolbox and some LDS perspectives to contemplate. Minutes later, NAC members scooted off to study rooms and conference rooms to meet with discussion groups of anywhere from four to twelve students.

Dave Holland found himself with fellow NAC members Alvin Jackson and Deanie Martino in a first-floor room sitting across

the table from MBA students Ammon Chase, Kellen Moulton, and Tim Bishop.

As Chase, a former commercial litigator, and his MBA counterparts weighed in with logical solutions—"Economically, it seems like a pretty easy decision"—Holland explained how this very scenario plays out every day in the business world.

In 2000 Holland's company was hiring 4,000 people a quarter when all of the sudden the dot-com bubble burst, and they didn't need the people they had hired. Some of them hadn't worked even a day.

His company ended up offering six-month severance packages to those terminated, including those who had never even clocked in.

“Most decisions that involve ethics are based on long-term issues. . . . **When you start to think long-term, the answers become pretty clear.”**

“You can make this a company problem, instead of your own problem,” Holland told the students. “I try to maintain that personal commitment. In this case, stay committed to Rajeev, to finding him something, even if it is outside of the company.”

One undergraduate breakout group sawsawed over whom to hire or fire while taking counsel from International Executive of the Year honoree Donald Soderquist, retired senior vice chairman of Walmart.

“Don’t compromise on hiring,” Soderquist advised. “If you’re hiring someone who is second best, then you’re making a bad decision. Many companies make that mistake at the point of hiring. When they hire the wrong person, they pay for it later on.”

As students and NAC members together debated what to do, the list of possible solutions piled up.

Some decided it would be best to pick

up Brian and let Rajeev go. Others thought keeping Rajeev and giving him the tools to succeed was the right choice. Still others tried to find a way to keep everyone happy, opting to stay with Rajeev while justifying extra budget to hire Brian as a consultant.

Trevor Paulsen’s group decided to follow this route, with the possibility of hiring Brian full-time for the second, more complicated project phase.

“We felt that it was the manager’s responsibility to own up to his mistake,” said Paulsen, an MBA student. “Rather than immediately firing Rajeev, the manager needed to find a way to make it work with him on the team.”

Second-year MBA Marcelo Ribeiro agreed with this sentiment but added another caveat: “Maybe it’s better to keep our word to Rajeev, bring in Brian as well, and then take the risk of bringing the project

in over budget and try to get it completed ahead of schedule. Hopefully, the client will be impressed that you brought in two people on the project.”

Finance major Paula Barrientos and her group decided the company’s top priority should be to produce the best results for shareholders.

“Putting myself in Rajeev’s position, if the company let me know what was going on and went out of its way to provide a compensation package while I looked for another job, I would be a lot more understanding,” she said.

Following the breakout discussions, six debrief sessions were team taught by twelve faculty members. Some students came away feeling pretty good about their ideas while others realized they hadn’t looked at the entire picture.

What Really Happened

In the final minutes of the debriefing sessions, discussion leaders divulged what actually happened in this real-life situation.

Fleet Technologies brought Rajeev in and put all the cards on the table. The hiring manager explained they didn’t believe he could handle the project’s second phase and that Brian was needed to make it work. The company gave Rajeev a severance package and paid for a lease he had signed on an apartment. Fortunately Rajeev had other options.

This is what the company did, but was it the right thing to do? **M**

About the Author

Todd Hollingshead is a media relations manager for BYU’s University Communications. He graduated from BYU in 2004 with a BA in communications and worked as a journalist for the Salt Lake Tribune. He and his wife, Natalie, live in Orem with their two children.



WEIGHING IN

Here's what a handful of participants had to say about the experience.

Fraser Bullock

Managing Director, Sorenson Capital

"I found the case experience very enlightening—it was a tough ethical dilemma in terms of deciding what is right and wrong. But the students were true to their values and what is important in life while also recognizing the business responsibility that is due."

Donald Soderquist

Retired Senior Vice Chairman, Walmart

(Recipient, Marriott School's 2010 International Executive of the Year Award)

"I was impressed with the students because they really wanted to do the right thing. They weren't driven by financial reward. They wanted to be fair to both main players in the case. They tried to find ways to hire both of them. It's important to remember that when you're faced with tough decisions to find someone whom you can trust and rely on and get his or her point of view. It will help you think through the process."

Jennifer Buzalewski

Senior Finance Major, South Carolina

"When I first read the case, I thought Rajeev would certainly be let go. I agreed with this decision because it seemed best for the company, but I did feel bad for Rajeev since he was likely excited to get the job, only to find out days later he was losing it. Still, I figured that was just business. Many of the NAC members expressed how they would work to help Rajeev any way they could. I respected their desire to help."

Mark Russell

President, Worthington Steel, Worthington Industries

"The case fostered great discussions. One of the nice benefits for NAC members is seeing how students work through a dilemma. You pick out some of their strengths. We have students here with outstanding capability, and obviously it's fun to interact with them. It gives me confidence in the future."

Steven Thorley

H. Taylor Peery Professor of Finance

"One of the realizations I had while discussing the case is that with ethics, more than perhaps any other management topic, the key point is simply to talk through the hard decisions we have to make. Talking through the case emphasized that doing the right thing is important, and it hopefully increased our students' willpower to do what they think is right under the pressure of the moment."



Katie Fogle

Senior Accounting Major, Oregon

"The great thing was the ability to hear from professionals who have faced similar situations. They were able to provide feedback about different solutions I hadn't originally thought of as well as bring more information about factors to consider, such as consequences to different stakeholders."

Reed Maughan

Retired Partner, PricewaterhouseCoopers

"Most decisions that involve ethics are based on long-term issues: how they are going to impact the company's business reputation and how they are going to affect your representation as a project manager. When you start to think long-term, the answers become pretty clear. The students tended to take an ivory tower point of view, and NAC members tended to take a business perspective; as we discussed the points everyone came to understand the issues."

Lori Wadsworth

Assistant Professor of Public Management

"Our NAC members and alumni have often reminded us of the importance of teaching students not just the big headline ethics cases but, more important, discussing day-to-day ethics. This case is an example of something that students could very easily encounter in the workplace, but it also applies to students right now as they are in the process of job applications and interviews. They will need to decide how important their commitments, or promises, are to those they work with."

Save This, Not That

Feeling a little nickel-and-dimed lately? Follow these cost-cutting tips, and you'll find yourself keeping more and puncling less.



\$480

**ANNUAL AMOUNT
WASTED ON UNUSED
GYM MEMBERSHIPS**

TIP: Sweat outside the box.

Sure, it may have a steam room, but if you're not maximizing your gym memberships (going at least biweekly), then you're losing muscle *and* money. Alternatives: dust off your bike, invest in home exercise equipment, or visit a community recreation center. Rec centers often give you the most bang for your buck if you go once a week or less.

Sources: costhelper.com, bankrate.com



\$1,750

**WHAT YOU'D DISH OUT YEARLY
FOR BUSINESS LUNCHES
(250 LUNCHES AT \$7 EACH)**

TIP: Bring on the brown bag.

Utilizing leftovers and making sandwiches may require foresight, but your wallet and your waistline will be the happier for it. Lunches from home are usually not only healthier, but eating at the office also saves gas, money, and time. But remember to be considerate—no one wants to smell your leftovers or clean up after you.





142.8%

MARKUP ON A BAG OF FRUIT SNACKS AT A GAS STATION VS. BUYING THEM IN BULK

TIP: Don't pay for the convenience.

On Marriott School professor Scott Marsh's web site, he highlights the large markups at gas stations and in vending machines. It may not hurt to shell out an extra 40¢ for a candy bar, but think about how much we grumble when gas prices rise by a few pennies. Stick to buying gas at gas stations and hit a grocery or a warehouse store for road trip treats.

Source: scottmarsh.com



10

MULTIPLY THIS NUMBER BY YOUR CAR'S INSURANCE PREMIUM

TIP: Drop collision and comprehensive coverage if the total of your premium times ten is less than the car's value.

The cheapest thing about a car is buying it, right? To help ease the cost of trusty transportation, shop around for best insurance prices and don't forget to reevaluate. If you do end up dropping collision and comprehensive, keep an eye out for trees and shrubs: they're the most-hit fixed objects.

Source: *Insurance Information Institute*



\$36.80

AVERAGE COST OF FOUR MOVIE TICKETS AND A TUB OF POPCORN

TIP: Host movie night at home.

With movies now appearing in stores about four months after they debut on the big screen, you won't be too far out of the blockbuster loop if you wait. Tired of the same flicks? Try your local library for some new on-screen fare (you may be surprised how up-to-date and varied its collection is). Also try Redbox or swap DVDs with a neighbor.

Source: *National Association of Theatre Owners*

80%

THE PORTION OF CELL PHONE USERS WHO PAY TOO MUCH

TIP: Analyze the bill to ensure your talk is cheap.

Pull out your cell phone bills for the past few months and start evaluating. Do you really need unlimited text messages? If you'd like a little help analyzing, visit myvalidas.com. In just a few minutes the site will assess your cell bill and suggest where you can trim.

Source: *time.com*





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f i n d

i n g

*Speech by
Jeffery
Thompson*

y o u r

c a l l

*Illustrations by
Joel
Castillo*

i n g

What is your calling in life? I have asked that question to hundreds of students. Usually, it creates a lot of anxiety. Worrying about what to do with your life can feel like a personal crisis that doesn't go away.

I feel blessed to do work that I am passionate about. But finding my calling in life was not easy. Several times I felt utterly adrift—as if I had irreversibly missed the path I should have taken. In hindsight, those experiences now provide structure to the pattern of my career and reveal the hand of the Lord leading me to my calling. But I felt much anxiety along the way.

My aim is to encourage you to ponder your life's work *without* the anxiety, because when we view our calling in life through a gospel lens, we don't need to feel anxious.

WHAT IS A CALLING?

First, what do I mean by a “calling in life”? Martin Luther introduced the idea of a professional calling when his study of the Bible convinced him that God considers work sacred. This was a novel idea at the time. Luther taught that work is how we participate in God's providence toward His children and that our station in life dictates what work we should do. If you grew up in a cobbler shop, your calling was to make shoes.

He taught, “As God bestows any ability or gift upon any of us, he binds us to such as have need of us and as we are able to help” (*Sermons of John Calvin upon the Epistle of St. Paul to the Galatians*, p. 307).

So the very roots of professional callings are distinctly religious. Ironically, the world still embraces the notion of a professional calling but has abandoned its spiritual roots. As sociologist Max Weber put it, “The idea of duty in one's calling prowls about in our lives like the ghost of dead religious beliefs” (*The Protestant Ethic and the Spirit of Capitalism*, p. 182).

Consequently, society has developed distorted doctrines about finding your calling. I refer to these doctrines as heresies, because if we embrace them, they may lead us away from how the Lord intends us to view our life's work.

HERESY 1:

You might have a calling, or you might not

The first heresy gets right to the heart of our anxiety. It is that you might have a calling if you are lucky, or you might not. Doctrine and Covenants 58:27 helps us dispel this heresy. In this verse, the Lord asks His children to “be anxiously engaged in a good cause, and

causes; He has equipped you with power to do so! You may not yet know what to do with your life, but you are full of divine capacities.

These verses testify that you have a calling to pursue good causes with the power you have been given. But how do you find your *particular* calling? That's the burning question for many of us.

HERESY 2:

You have to find your one true calling

The anxiety you might feel about choosing a career leads us to the second heresy: you have to find your one true calling to be fulfilled. This heresy should remind you a bit of your favorite fairy tale in which the princess finds her “one true love.” Do the scriptures support this idea?

D&C 46 enumerates many spiritual gifts that you might have been given—gifts of teaching, healing, prophesy, and so on. But notice what verses 11 and 12 say: “For all have not every gift given unto them; for there are many gifts, and to every man is given a gift by the Spirit of God. To some is given one, and to some is given another, that all may be profited thereby.” The Lord teaches us there are many gifts, which are distributed differently among us and are given so we can bless one another.

Elder Bruce R. McConkie taught, “Spiritual gifts are endless in number and infinite in variety” (*A New Witness for the Articles of Faith*, p. 371). Might these include spiritual gifts that pertain to our professional work? Yes, in fact, finding our calling involves the same process as discovering our spiritual gifts. As Elder Robert D. Hales explained, “To find the gifts we have been given, we must pray and fast. . . . I urge you each to discover your gifts and to seek after those that will bring direction to your life's work and that will further the work of heaven” (*Ensign*, Feb. 2002).

Your spiritual gifts may not lead you to one specific profession, which can feel troubling. Many students say, “I'm not sure what I want to be; I just know I like working with people.” If you think your spiritual gifts are ambiguous, delve deeper. *How* do you like working with people? Our strongest gifts tend to manifest themselves early in life, so it might be instructive for you to consider how you played as a child. Were you the kid

Several times I felt utterly
adrift—as if I had
irreversibly missed the path
I should have taken.

And by making shoes, you participated in God's work by covering His children's feet.

John Calvin elaborated on Luther's ideas. For Calvin, it wasn't our social position that determined our callings. Rather, he argued that God endows each of us with particular talents, and that our duty is to discover those gifts and use them to serve others.

do many things of their own free will, and bring to pass much righteousness.” If the Lord asks us to do many things in service to good causes, why shouldn't our professional work be one of them?

Notice how the very next verse begins: “For the power is in them . . .” (D&C 58:28). The Lord hasn't just told you to pursue good



who always got the neighborhood baseball game going? Maybe you have a spiritual gift for organizing people into collective action. Were you a natural storyteller? Maybe you have a gift for presenting ideas in a compelling way. Other types of gifts include encouraging others' talents, anticipating others' needs, organizing information, and seeing problems from multiple angles.

These gifts may not suggest a particular career, but they have market value and are portable. You might express them in many professions. Consequently, finding your calling may not be a matter of finding the one right job. Instead, it may be to bring your unique spiritual gifts to whatever position the Lord blesses you with.

HERESY 3:
*When you find your calling,
work will be bliss*

The third heresy is pervasive. The media implores you to build a career that is exciting and self-fulfilling. I am certainly an advocate for enjoying your work, but we deceive

ourselves when we believe our work must always be fun.

I learned an important lesson from a profession I recently studied: zookeepers. Zookeepers are passionate about their work, even though they make little money and have few opportunities for career advancement. They care for their animals as if they were their own children, and they feel great satisfaction when they enrich their animals' lives. By and large, they are almost outrageously satisfied with their work.

But is every day fun for zookeepers? Hardly. When zookeepers talked about their work as a calling, they spoke not just about satisfaction but also about sacrifice—caring for sick animals late at night, doing unsavory work, and foregoing a comfortable living. But the pain and sacrifice were not threats to their sense of calling—they were *part* of it. The work was meaningful because of the burdens.

Joseph Campbell, a professor of literature, introduced the phrase “Follow your bliss” in the 1970s to describe the

importance of finding passion in work and in life. Later Campbell developed misgivings about how people used the phrase. He quipped, “What I should have said was ‘follow your blisters.’” You may do the most important, exciting work in the world, but some days will be mundane. You will be called upon to sacrifice. We can’t expect deep meaningfulness from our calling unless we are willing to assume its burdens as well.

HERESY 4:
The world will celebrate your calling

A related heresy is that finding a calling means the world will take notice. If you expect the world to loudly applaud your calling, you may be disappointed. This point reminds me of one of the zookeepers I interviewed. One day when he was caring for an animal, a nun came by with a group of students. Within earshot she said, “See the kind of job you get when you don’t finish your education!” Ironically, the zookeeper had a college degree.

I would like to tell you about my friend Barb, who was a custodian at my previous university. She was a tiny dynamo in her mid-fifties. Every afternoon she came into my office, a smiling flurry of activity, to take out my trash. She always asked if there was some task she might do to make my office cleaner. I rarely took her up on the offer, but I came to realize that it made her happy when I did. One day I asked, “Barb, how do you feel about your job?” “I love it,” she beamed. “I’m proud to be part of this school and like making it a better place.” Her enthusiasm made me want to be a better professor. She did make the university a better place.

I challenge you to look for examples of nobility among those who do the so-called menial tasks around you. You will find inspiring examples of people who are using their spiritual gifts to serve in quiet but remarkable ways. We do violence to the souls of those who offer their gifts in less-glamorous ways when we treat them as minor cast members in the great drama of our own professional lives. The Savior saw nobility in “the least of these” (Matthew 25:40). And if your calling leads you to work that is less than glamorous, remember that it is a heresy to believe that work is meaningful only when it gives us status.

HERESY 5:

Meaning is found in your work

The last and most insidious heresy is the idea that meaning in life is to be found at work. It's insidious because it's *almost* true. Worthwhile work can indeed give us a sense of meaning. But the idea that meaning comes primarily from our work entirely misses the point, because it focuses on the self. Imagine a great artist who creates stunning masterpieces, but then hoards them in her attic, where only she can enjoy them. She may take pleasure in her creations, but it is in enriching others that the artist makes her contribution to the world. The point is that the Lord expects us not to seek meaning for ourselves but to render meaningful service through work. True meaning, as always, comes from service.

Allow me to share an experience from my mission. As I was nearing my release, I was thinking about the sense of loss I expected when I returned home. At zone conference my mission president opened the floor for Q&A. I raised my hand and asked, "After our missions are over, how can we keep a sense of purpose?" Before the mission president could answer, his wife

leaped to her feet, elbowed him aside, and said, "I'll take this one."

I will never forget her response. She said, "When I am doing the laundry, I am building the kingdom of God. When I am ironing clothes, I am serving the Lord. I have a lot of unglamorous jobs to do, but if my eye is single to God and I'm trying to serve my family, then I feel as much purpose in my work as a missionary."

The state of our hearts is as important as the tasks we do in determining whether our work is truly—and eternally—meaningful. D&C 117 reinforces this idea. In this

section the Lord extends a professional calling to Oliver Granger. He is called to be "a merchant unto my name . . . for the benefit of the people" (verse 14). Two verses later, the Lord promises to "overthrow the money changers in mine own due time" (verse 16). So what is the difference between a merchant unto the Lord's name and a money changer? Their work must look very similar. But Oliver Granger was to work in service to God and man, not in service to himself. If we work for our own benefit, we move perilously close to becoming money changers.

The idea that meaning comes primarily from our work entirely misses the point, because it focuses on the self.



One of the great gospel ironies is that when we lose ourselves, we find ourselves. Work is much the same. When you focus your work first and foremost on blessing others, you will become extraordinary at what you do. You will find fulfillment and success much more reliably than if you work to get ahead.

Our Heavenly Father is intimately involved in the circumstances that lead us to the places where we are equipped with power to serve. Have faith that your unseen Navigator will lead you to your life's calling. You can call upon His grace to help you. Knowing that will help you expel anxiety about your calling in life, and it will help you to follow your bliss, follow your blisters, and go forth to serve. **M**

ABOUT THE SPEAKER

Jeffery Thompson is an associate professor of public management in the Marriott School's Romney Institute of Public Management. This article is adapted from Thompson's devotional address given on 1 June 2010.

School News

BYU Ranks Eleventh in Eyes of Recruiters, says *The Wall Street Journal*

BYU is ranked eleventh in the country for schools whose graduates were the top-rated by recruiters, *The Wall Street Journal* reported.

In the list of “Top 25 Recruiter Picks,” BYU ranked ahead of schools such as Cornell, Cal-Berkeley, UCLA, and MIT.

Companies also ranked BYU’s accounting major No. 1 in the country.

“We’re thrilled with the *Journal*’s recognition of our No. 1 accounting program and the overall strength of the university,” says **Gary Cornia**, Marriott School dean. “We are blessed with an extremely dedicated and pioneering faculty as well as enormously talented students who go on to perform very well in the workplace.”

Topping the list was Penn State, followed by Texas A&M, and the University of Illinois at Urbana-Champaign.



BYU Ranks Fourth in the Nation for Entrepreneurship

BYU’s entrepreneurship program is No. 4 at both the undergraduate and graduate levels according to *Entrepreneur* magazine and *The Princeton Review*. The report finds BYU’s strengths in offering low tuition, double the number of mentorship programs of any other undergraduate school in the top ten, and a high number of campus organizations and clubs.

This ranking moves the Marriott School undergraduate program up fourteen spots from its previous rank of eighteen and marks the first time the school’s graduate program has been recognized in the publication’s rankings.

As one of more than 2,000 programs

surveyed nationwide, BYU was evaluated based on key criteria in the areas of teaching entrepreneurship business fundamentals in the classroom (staffing departments with successful entrepreneurs and excellence in mentorship); providing experiential or entrepreneurial opportunities outside of the classroom; as well as the nontraditional and distinguishable aspects of its program.

The in-class experience for students at BYU has been enhanced by focusing on faculty members who are successful

in their own entrepreneurial endeavors.

“Our teaching is not just academic,” says **Steve Liddle**, academic director of the Rollins Center for Entrepreneurship and Technology. “It’s also real-world. Our faculty has been out there doing it and knows what it takes to start a successful business. They help our students to cut through all the confusion of what is important and what is not.”

The center matches students with resources and mentors that will aid them in launching their own businesses.

Honored Alum, Float Highlight Homecoming Festivities

BYU was busy hosting campus-wide activities during Homecoming week, and the Marriott School was no exception, adding its own twists to some of the traditional events.

Homecoming was accented by BYU’s traditional parade, featuring floats from many colleges on campus as well as local businesses and community members. The Marriott School Student Council represented the business school with its own float, displaying twenty-two industrial whistles from businesses that at one point have called Utah their home, such as Geneva Steel, Del Monte, and Kenilworth Coal. The float belongs to **Lynn McKell**, professor of information systems, who salvaged the whistles from local factories and mines.

“The whistles represent the industrial foundation of Utah,” McKell says. “These were great businesses in the late 1800s until the 1960s, and some are still in business today. Industry marched to the beat of these whistles.”

Riders of the float, including representatives from major clubs and organizations within the Marriott School, responded to cheering crowds by blowing the whistles while driving along the parade route.

Earlier in the week **Allan O’Bryant**, president of AFLAC International, spoke to business students as the Marriott School’s honored alumnus speaker. O’Bryant’s address focused on keeping the end in sight—particularly in managing businesses and making important decisions.

“It is important to set milestones to help you get where you want to be,” O’Bryant said. “If you don’t know where you’re going, it doesn’t matter what road you choose to take.”

O’Bryant shared personal experiences from his professional career and taught the importance of having a plan to guide a business toward success. With such a plan, he explained, you can greatly reduce stress and keep your entire staff on the same page.



“The experienced mentors at BYU are a great strength to the work we do,” says **Scott Petersen**, past chair of the Entrepreneur Founders. “They provide energy and contribute to the vision of our program. Accordingly, the talent we have assembled in the Rollins Center—including our gifted faculty—is what is beginning to separate us from the pack.”

U.S. News: BYU Top Seventy-Five in Country, Top Twenty Best Value

BYU is ranked seventy-fifth in the 2011 edition of *U.S. News & World Report's* “America’s Best Colleges,” with the Marriott School’s undergraduate program ranked among the top fifty “Best Business Programs,” coming in at thirty-fourth.

The September 2010 issue ranks more than 1,400 four-year accredited colleges and universities by mission and region. BYU falls into the category of “national universities,” which includes schools that offer a full range of undergraduate majors, plus master’s and doctoral degrees.

This year the university is also listed as twentieth in the “Great Schools, Great Prices” category—schools that are recognized for high academics but cost considerably less than many other schools. Additionally, it is listed as fourth in the category of “Least Debt,” which compares the average debt carried by departing graduates.

In specialty categories, the Marriott School ranked third in accounting, seventeenth in international business, and twenty-first in management.

STUDENT NEWS

Peery Film Festival Receives Rave Reviews

Lights. Camera. Make a difference. Four student-produced social entrepreneurship films were showcased at the first-ever Peery Film Festival, sponsored by the Ballard Center for Economic Self-Reliance.

“With more than 300 students in attendance, the festival was a huge success,” says **Jessamyn Lau**, program leader for the Peery Foundation, a sponsor of the event. “We’re excited to see that opportunities to work in social

Student Entrepreneurs Rewarded for Start-Ups



When they’re not studying, students usually fill their time by joining clubs, working side jobs, or volunteering—but the 2010 Student Entrepreneur of the Year prefers to spend his free time running a million-dollar company.

For his first-place win, student **Dallen Allred** founded Stubtopia.com, a wholesale theater, concert, and sporting event ticket retailer for in-demand shows around the country. He won \$10,000 in cash and in-kind prizes and exposure to the Center of Entrepreneurship and Technology Founders, venture capitalists, and entrepreneurs who judge the annual event.

Rather than focusing on the idea, model, or planning stages in business development, the annual competition evaluates student entrepreneurs on what they’ve accomplished with their businesses. Judged on their company’s revenue, percentage of growth, and net profit, the three finalists compete for their share of \$17,500 in awards.

Allred, a sophomore open major from Mapleton, Utah, conceived the idea for Stubtopia.com in 2005 when a friend paid nearly four times as much as he did for the same Broadway show after going through a last-minute broker.

“I went home and withdrew \$3,000 from my mission savings account and started to buy and resell tickets on eBay,” Allred says. “I learned the nuances of the industry and ended up with enough money to pay for my mission and then some. My mom was pretty happy with that.”

After securing investors, building relationships with entertainment venues, and selling millions of tickets, Stubtopia.com is on track to make an estimated \$1.4 million in revenues for 2010.

Eric Queatham, a senior studying entrepreneurship from Cody, Wyoming, won the student choice award and came in second for his company, Great! Rooms and Mattresses. The retailer sells home furnishings and mattresses at a fraction of the price of big-name chain stores.

Popular local barbershop and salon Craig’s Cuts took third after a team presentation from Craig Guincho, a junior history student from Homestead, Florida, and **Michael Perrone**, a first-year MBA student from Austin, Texas. Craig’s Cuts mission is to provide quality haircuts with great customer service for only \$7.

Queatham and team Guincho-Perrone received \$5,000 and \$2,500, respectively.



Dusty Hulet creating his Samasource film in India.

entrepreneurship are in high demand by the BYU population.”

Although the film festival was held in September, preparations began almost a year ago. In early 2010 four teams of two students each were chosen to produce a film. The six-minute films focused on a variety of global needs and highlighted four social entrepreneurship programs seeking to alleviate those challenges.

One of the films showcased the Samasource social entrepreneurship organization in India, which teaches underprivileged individuals computer skills to complete outsourced tasks for large corporations. The film was produced by **Dusty Hulet**, a senior majoring in entrepreneurship from Idaho Falls, Idaho, and **Becca Potter Summers**, a 2010 theatre and media arts graduate from Sandy, Utah.

Another film highlighted Komanza, a social entrepreneurship organization that promotes economic growth through an organic approach—aiding subsistence farmers in Kenya to plant and maintain trees. **Travis Pitcher**, a media arts major from Orem, Utah, and his wife, **Becky**, an English major from Buffalo, Minnesota, filmed local Kenyans hired by Komanza to help the local farmers succeed.

Idea Pitch Competition Brings Brightest Ideas to Light

BYU is bursting with new ideas. Entrepreneurially minded students from across campus pitched some of those ideas in the annual Idea Pitch Competition, sponsored by the Rollins

Center for Entrepreneurship and Technology.

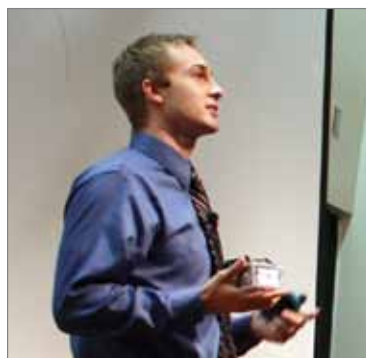
“This event kicks off the whole year and leads up to the Business Plan Competition in the spring,” says **T.J. Davis**, Business Plan Competition student director and second-year MBA student from Salt Lake City. “It’s a chance for a student who has an idea to start pitching it and get experience answering questions from investors and venture capitalists.”

Chosen out of more than 100 competition entries, **Spencer Harman**, a senior studying actuarial science from Manti, Utah, took top honors and \$500 with his idea for **G&H**. The company would sell a universal power-tool battery that contains removable cells, letting the user replace dead cells for a much cheaper price than buying an entirely new battery.

“This experience has given me so much more confidence in my idea,” Harman says.

MealDrop, which offers students an on-campus meal ordering system, placed second. Rather than waiting in long lines between classes, **Michael Zaro**, a junior Latin American studies major from Snohomish, Washington, and **Bryan Bennett**, a 2010 marketing graduate from Alpine, Utah, created an idea that allows students to preorder meals and walk straight to the front of the line.

Third place and also audience choice went to **PhoneSoap**, which will provide phone wipes and chargers that safely sanitize cell phones. The idea was conceived by friends **Daniel Barnes**, of Tustin, California, a recent marketing graduate, and **Wesley LaPorte**, a senior studying exercise science from Morgan



Spencer Harman, a senior studying actuarial science from Manti, Utah, took top honors and \$500 with his idea for G&H.

Hill, California, when they heard news reports regarding the unsanitary nature of cell phones.

Fast-Talking Student Entrepreneurs Win in Speed Pitch Competition

Although a successful business can take years to build, a great idea shouldn’t take more than a few minutes to pitch. Finalists in the Speed Pitch Competition rapidly presented their business ideas before a group of local entrepreneurs and venture capitalists as part of BYU’s Business Plan Competition.

Chosen from ten finalists, **Bradley Cahoon**, a senior entrepreneurship major from Newbury Park, California, took first place and won \$300 with the idea for **TokenText**.

Bradley Cahoon, a senior entrepreneurship student from Newbury Park, California, pitches his winning idea for TokenText.



“I plan on being an entrepreneur the rest of my life, so I wanted the experience of pitching and getting my ideas across,” Cahoon says. “This event has been a huge confidence builder but has also helped me see areas of my idea that need improvement.”

TokenText is similar to **Groupon** in purpose, but it is designed to offer targeted discounts on items users show interest in rather than a generic daily deal.

In addition to prize money, Cahoon won a seat at a local **FundingUniverse** luncheon, an event bringing together more than twenty investors to network and share business ideas. **FundingUniverse**, which hosted the Speed Pitch Competition, was established to help angel investing and small business financing become more efficient by rapidly matching lenders with

School News

entrepreneurs at events held throughout the country.

Second and third places went to MealDrop and Safe2Run, respectively. MealDrop allows students to preorder on-campus food and choose between front-of-the-line pick up or delivery. Safe2Run plans to develop a hands-free mace carrying system to increase safety for runners.

Students Score Top Recommendations for Snowboard Retailer

A team comprising two BYU MBA students took first place at the Adobe Web Analytics Competition, besting teams from universities around the nation. Using Adobe's analytical software, SiteCatalyst, teams found ways to increase web site profitability for this year's client, Dogfunk.com.

Merritt Aho and Alex Sakaguchi

teamed up under the name Check Plus Plus and won \$15,000 for their first-place recommendations for the snowboarding gear retailer. "We were lucky enough to have a great team dynamic," Aho says. "As we found opportunities on the site, we discussed and debated them endlessly to ensure our ideas were well vetted."

Aho and Sakaguchi, along with all teams involved in the competition, were



given access to the company's web site statistics and charged with the task of gathering data, performing analysis, and providing judges with data-driven recommendations on how the company can add value through the online store.

Schools involved in the competition also included New York University; University of Wisconsin-Madison; University of Missouri; University of Utah; and Vanderbilt University.

Student teams competed against their peers at their own schools during the first round of the competition. The top team from each participating school was chosen and invited to Utah for the intercollegiate competition finals hosted by BYU's Center for Entrepreneurship and Technology. Finalists had fifteen minutes to present their recommendations to judges who then awarded the \$25,000 prize money that was divided among the top four teams.

Ballard Center Names First Peery Fellow



Jason Fairbourne consulting young entrepreneurs in Sierra Leone.

While conducting impact analyses with microcredit borrowers in East Africa, **Jason Fairbourne** realized there was a problem. The people he met didn't have the resources to become self-reliant. Microcredit loans, which were touted as an answer to poverty, helped but weren't always effectively used. So Fairbourne developed a new concept—one he calls "microfranchising."

Due to his groundbreaking idea and accompanying research, the Melvin J. Ballard Center for Economic Self-Reliance recently named Fairbourne its first Peery Social Entrepreneurship Research Fellow. Fairbourne worked in the Ballard Center for a number of years developing the concept of microfranchising and is now running his own consulting firm, helping to build and expand businesses in emerging markets.

Microfranchises are ready-set businesses that have proven to be successful. It doesn't take an entrepreneur to design, launch, and figure out the details of starting a business—just someone who wants to join the workforce by carrying out the functions of an established company. Fairbourne recently had his study on this topic, entitled "A Good Business for Poor People", published in the *Stanford Social Innovation Review*, a leading publication in the field of social innovation.

As a Peery Fellow, Fairbourne received a grant to help perpetuate the success of his microfranchising and business development efforts in emerging markets. The grant will help fund his research by allowing him to conduct market analyses in developing countries, identifying businesses that will employ youth.

"Jason Fairbourne has been the thought leader behind the microfranchising initiative at BYU," says **Dave Peery**, executive director of the Peery Foundation—sponsor of the Ballard Center's Peery Social Entrepreneurship program. "His work is well aligned with our foundation's mission to encourage self-reliance for youth and families in poverty. As philanthropic investors, we look for innovations and models that can transform the lives of thousands, if not millions, of people. We believe microfranchising has that potential."

FACULTY NEWS

Professors Recognized for Article on Knowledge Transfer



Kristen DeTienne receives the Outstanding Paper Award from Emerald advisor David Weir at the Academy of Management Conference in Montreal.

For their efforts to tear down communication barriers in the workplace, three Marriott School professors took home top honors for their article emphasizing the importance of engaging knowledge transfer—the active process where information is received, interpreted, and applied.

Professors **Kristen DeTienne**, **Robert Jensen**, and **Michael Thompson**'s article "Engaging Embedded Information: Towards a Holistic Theory of Knowledge Transfer in Organizations" was awarded Outstanding Paper in the competitiveness review division from the Emerald Literati Network.

Emerald Group Publishing annually recognizes exceptional articles published within each of the hundreds of journals they circulate. The Emerald journals strive to bridge the gap between academia and real-life implementation. More than 6,000 organizations from around the world subscribe to scholarly journals from this U.K.-based organization.

According to the professors' research, the importance of company knowledge is on the rise, making the need to create an environment conducive to effective communication critical. Despite communication being their most valuable asset, many businesses still struggle with effectively sharing company know-how with employees.

"Knowledge is most valuable when you replicate and transfer it from where it originated to the rest of the company," says Jensen, assistant professor of organizational leadership and strategy. "You

need others in your company to learn the same thing."

In an attempt to preserve corporate knowledge, many companies have compiled information into databases as the main source of learning—creating a one-way channel of static information transfer. To help organizations move beyond merely sharing information to transferring knowledge, the authors developed a knowledge transfer model. This model emphasizes the receiver, stating information is turned into knowledge only when the receiver is able to apply the information obtained from the sender.

"In the last fifteen years most of America has become a knowledge-based industry," says DeTienne, professor of organizational leadership and strategy. "Sharing knowledge is one of the key components in today's competitive industry, and those who understand and manage the transfer cycle effectively will see benefits."

Marriott School Professor Recognized for Study of the Decade



Wujin Chu and Jeff Dyer received awards for having the most influential study of the decade.

The auto industry has been based on processes since its beginning with the invention of the assembly line. It's therefore not surprising that a Marriott School professor's work that found that trust in the industry is also based on predictable processes has been named the most influential study of the decade.

The *Journal of International Business Studies* has recognized **Jeff Dyer**, professor of strategy, for his article "The Determinants of Trust in Supplier-Automaker Relationships in the U.S.,

Japan, and Korea." The Decade Award was presented this summer at the 2010 Academy of International Business Annual Meeting in Rio de Janeiro, Brazil.

Dyer co-authored the study with Wujin Chu, of Seoul National University. A committee selected the winner of the annual award from among the most frequently cited articles published in the *Journal of International Business Studies* throughout the last ten years.

Dyer and Chu's study finds significantly different levels of automaker trustworthiness in each country. Japanese automakers are the most trustworthy, and U.S. automakers are the least trustworthy. The writers explain that the reason is primarily because Japanese automakers have built trust based on stable and predictable processes for interacting with suppliers. They also found that trust between individuals in an organization is not necessary for the organization to have a reputation of trustworthiness—trust is based more on predictable processes than it is on people.

"I did not expect this award," Dyer says, "but of course it's an honor to know your research is viewed as a valuable contribution to your field."

Real Estate Research Rises at BYU

While the housing market continues to struggle, the amount of real estate research produced at BYU is on the rise. BYU has been named one of the top ten U.S. universities researching real estate in the last ten years according to an article published in the *Journal of Real Estate Finance and Economics*.



"It is gratifying to see this kind of recognition alongside other great universities around the world for our real estate scholarship and programs," says **Steven Thorley**, Marriott School finance department chair. "With the outstanding faculty and students who come to the Marriott School, we expect to continue improving."

BYU was ranked ninth among domestic universities for the number of pages its current faculty members published since 1999 and thirtieth worldwide for research conducted since 1973. The article noted that while some university's rankings are falling, in the last decade BYU's have increased dramatically.

The data for the rankings was compiled from three major specialty journals: *Journal of Real Estate Finance and Economics*, *Journal of Real Estate Research*, and *Real Estate Economics*.

Start-Up Survival: A Flexible Theory of Evolution



From left: Nathan Furr, Skip Heizer of Heizer Capital, and Charles Hofer from the Heizer Awards Committee.

Survival of the fittest is found not only in nature but also in business. Intrigued by the number of adaptations early stage companies go through before getting their big break, **Nathan Furr** set out to determine the cause. His answer: cognitive flexibility, and his doctoral dissertation on the subject is garnering attention.

Furr, an assistant professor of entrepreneurship, received the 2010 Heizer Award from the Academy of Management, Entrepreneurship Division, for the best dissertation. He was presented the award at the Academy of Management's annual meeting in Montréal, Canada.

"In many academic circles not a lot of emphasis has been placed on the idea

of firms, teams, and people being able to change within an organization," Furr says. "The study looks at the role of cognition in determining whether change does occur."

Focusing on the solar panel industry, Furr began his research by conducting qualitative interviews at companies to determine the cause for change in successful businesses. He found that organizations that are more cognitively flexible are able to identify changes in the environment, opportunity, or technology and consequently adjust.

"One of the predominant stereotypes of start-ups is that they change very little," Furr says. "This view didn't match what was being observed. I found a remarkable capacity for organizations and their managers to see their business in a new way and change."

At the annual meeting, Furr also received two other awards for his dissertation from the Academy of Management along with an award for a separate research effort. He earned his doctorate in 2009 from the Stanford Technology Venture Program before returning to BYU, where he had earned his MBA and undergraduate degrees.

Professor Wins Award for Research on Meaningful Work



While most marvel at the exotic animals in zoos, one Marriott School professor became fascinated by the zookeepers and their dedication to their careers. That fascination turned into research, and the findings captured the interest of the academic community as well.

Jeff Thompson's article on rewarding employment, "The Call of the Wild: Zookeepers, Callings, and the Double-Edged Sword of Deeply Meaningful Work," earned the attention of the selection committee as the winner of the 2010 Academy of Management Organizational Behavior Division Outstanding Publication Award.

"It was a huge surprise, something I never thought would happen in my

career," says Thompson, associate professor of public management. "I see the names of those who have won these awards in the past and feel very honored to be on the same list with them."

With more than 19,500 members in more than 100 countries, the Academy of Management is the largest and oldest professional association for management scholars. On 9 August, Thompson along with co-writer J. Stuart Bunderson, professor at Washington University in St. Louis, Missouri, was recognized in Montréal, Canada.

President Obama Appoints Marriott School Professor



President Barack Obama announced the appointment of seven new members of the Federal Salary Council,

including **Rex L. Facer**, associate professor of public finance and management. The council evaluates pay comparability of 1.3 million federal employees in professional, administrative, technical, clerical, and other white-collar jobs.

The nine-member council meets in Washington, D.C., throughout the year to evaluate pay disparities between federal employees and private sector employees within their respective cities. Evaluations are made utilizing research performed by the Federal Bureau of Labor and Statistics and the Office of Personnel Management.

"By easing the gap in the cities that have large disparities, it makes it more attractive to work for the federal government," Facer says. "This helps the government attract high-quality employees."

Facer, a faculty member in the Romney Institute of Public Management, has more than ten years of experience examining compensation and equity within pay systems, primarily within local governments. In addition to being a consultant on the topic, he has served on the peer review and accreditation commission for the National Association of Schools in Public Affairs and Administration.

Alumni News

Finding a Networking Niche

Everyone has heard about the power of networking and, in theory, understands what it means—at least that is what one Management Society member thought. After all, networking helped him get his first job in health care. But it wasn't until he experienced a recent bout of unemployment that he truly learned how to network.

Spending about fifty hours a week job searching, most of which were spent networking, David Landen, of the San Antonio, Texas, Chapter of the Management Society, realized networking is not a passive activity—it requires a willingness to step outside your comfort zone and follow up on every lead.

“True networking shows genuine interest in connecting with others, not just collecting a number of cards or increasing your number of LinkedIn contacts,” says **Craig Wilson**, president

of the Minnesota Chapter. “Part of it is continued contact whether there is an immediate need or not.”

Out of the hundreds of calls Landen made, one was to his Management Society regional leader. As a result, a whole new branch of networks developed and eventually led him to land an operations position at PracticeMax.

“Networking is one of the key values of membership in the Management Society,” Wilson says. “The ability to connect with other professionals in a relaxed environment, whether to assist in career development or just for social intent, is one of the main purposes for joining such a group.”

Each chapter strives to find a networking niche—consistent activities members do to expand their associations. Some chapters have found it in holding third-Friday lunches, while others have panel discussions over dinner or breakfasts



with a CEO each month. Many chapters do a combination of different networking activities—some formal events and other casual ones—all in an effort to help members have a secure network in place before they need it.

Britt Berrett, president of Texas Health Presbyterian Hospital Dallas and

A Grad with Global Know-How



The old adage “He that travels far knows much” is an apt description for one Marriott School grad. **Jeff Strong** earned his undergraduate degree in business from the Marriott School in 1988 and hasn't stopped learning or traveling since.

As global president and chief customer officer for Johnson & Johnson, Strong is always on the go. Currently he travels at least 1,900 miles weekly from his home in Midway, Utah, to his office at

the J & J Consumer Products headquarters in Skillman, New Jersey. Strong also travels to one of the five J & J international division headquarters twice a quarter. But the breadth of J & J's international reach—and Strong's travel—is just a small reflection of the superior quality of the company, Strong says.

“When I was trying to figure out what I wanted to do as a career, I decided I wanted to work for a company with good products that treated and trained

their employees well. I believed that if a company had this combination, they would excel,” Strong says. “I'm proud and fortunate to have worked for two successful and well-respected companies.”

Although currently at J & J, he began his career with a different Fortune 100 company—Procter & Gamble. In the twenty-one years Strong worked at P & G, he was primarily involved in customer development and management.

“To be good at your job, it's best to know holistically what the business is all about,” Strong says. “I've sought out experiences that would broaden my skill set. This helped me more effectively add value, lead, and solve problems.”

In a world where change is one of a few consistencies in business, Strong believes it's imperative to keep learning. To do this, Strong earned an EMBA from Northwestern University in 2004. In addition to staying on top of the industry know-how through education, he says, it's imperative to know what the customer thinks and feels.

“The best way to stay contemporary is to be close to customers,” Strong says. “Customers are extraordinary teachers, and much of what I have learned in my career, I have learned from them.”

Strong and his wife, Sara, recently celebrated their twenty-fifth anniversary and have five children. As a former baseball pitcher for BYU, Strong says sports continue to play a large role in his life and have become a family affair. On weekends Strong can be seen cheering for his children at their various sporting events. He also enjoys fly fishing and reading.

a Management Society member, recently hosted a networking breakfast for the Dallas-Fort Worth Chapter. He says that in order for networking to be successful, you have to engage in activities that will present an opportunity to meet others, and you must be willing to provide perspective to people in your profession.

“Throughout my professional career I have drawn upon the experience and success of others,” says Berrett, also a member of the Marriott School’s National Advisory Council. “I want to provide those same networking opportunities and share my experiences with others.”

Networking not only helps people in search of work, but it also allows the members to share the society’s values with others. Sharing experiences of how moral and ethical leadership can create professional success is a source of encouragement.

“Our members embody the values of the Management Society,” says Brandon Jackson, past president of the New Hampshire Chapter. “As they network, those values rub off on those around them.”

Management Society Hosts Dynamic Leadership Conference

Held on 1–2 October, members were given tools and shared innovative ideas of how to improve their chapters.

“It wasn’t a passive, sit-and-watch conference—it was a get-involved-and-be-a-part-of-it conference,” says **Rixa Oman**, executive director of the Management Society. “The members’ engagement made it more dynamic than ever.”

New this year, entrepreneurial workshops were given by Marriott School faculty, who discussed strategies and techniques used in starting new businesses and how they can be applied to growing chapters.

“The range of information presented was valuable both for my role as a Management Society leader as well as for my own business,” says **Kenneth Gibson**, president of the Rancho Santa Margarita, California, Chapter. “It gave me practical information for planning a start-up venture and insight into the cutting-edge opportunities BYU is offering its students.”

The two keynote speakers at the event were former Utah Jazz player Mark Eaton and successful author Chester Elton. Eaton spoke about the four commitments of a winning team, and Elton spoke about how recogni-

society to achieve throughout the next year to fulfill its mission of growing moral and ethical leadership around the world. The committee hopes that through refocusing its efforts the society will be able to achieve its membership and retention goals.

“We have developed a new inventory check system to track our progress and accelerate our improvement within the Management Society,” says **Troy Romero**, Management Society Steering Committee Chair.

Several awards were also presented at the conference, recognizing chapters that have exemplified the highest qualities of performance in leadership, activities, service, and reporting. **Chris Feinauer** also accepted the Lowell C. Benson Award, recognizing his lifetime of service to BYU and the Management Society.

CLASS NOTES

1976



Dave Ulrich is a professor at the University of Michigan Ross School of Business in its executive education

program. He is also a partner at the RBL Group, a consulting firm focused on helping organizations and leaders deliver value. He studies how organizations build capabilities of leadership, learning, accountability, and talent through leveraging human resources.

Ulrich graduated from BYU with his MA in organizational behavior and his BA in university studies in 1976. He earned his PhD from the University of California–Los Angeles in 1982.

From 2002 to 2005 Ulrich served as president of the Canada Montréal Mission. In 2008 and 2009 he was ranked the number one most influential person in HR by *HR Magazine*. Most recently, *The Why of Work: How Great Leaders Build Abundant Organizations That Win*, his book published with his wife, Wendy, was listed as a number one best seller in *The Wall Street Journal* and *USA Today*.

Ulrich and his wife live in Alpine, Utah, but he commutes to Michigan to teach. They are the parents of three children and have one granddaughter.

From left: Troy Romero, Gary Cornia, Chris Feinauer, and Rixa Oman.



One hundred and twenty BYU Management Society leaders from seven countries and three continents gathered in Provo for the 2010 Management Society Annual Leadership Conference.

tion accelerates employee engagement, retention, and performance.

Also focusing on performance, the International Steering Committee unveiled a new set of goals for the

1982



Timothy Bean has been employed at Nordstrom since graduating from BYU in 1982 with a BA in business management with

emphases in marketing and retailing. He is currently vice president and corporate merchandise manager for the shoe department at Nordstrom Rack.

Bean and his wife, Rosemary, reside in Seattle. The couple has three children: Geoffrey, Danny, and Jessica.

1986



Andrea (Andi) Reese Brady graduated with her BS in business with an emphasis in marketing in 1986 and her MA in English in

1992, both from BYU. After graduation she began working at Prima Publishing, a small publisher in California, where she helped oversee books from manuscript development to print management. After her first child was born, the company allowed her to telecommute for more than a decade. Prima Publishing was eventually acquired by Random House, allowing her the experience of working for a large publishing firm.

Eventually Brady and a colleague started their own publishing company, Personal History Productions. The company writes and produces business histories as well as individual life stories. She is also a faculty member of DeVry University Online, where she teaches composition.

Brady and her husband, Spencer, have three children and currently reside in Northern California. She has recently taken up tennis to make up for all the time spent watching her children's sporting events and driving her children to practices. She also volunteers regularly at local schools and charity events.

1988



Liz Wiseman graduated from BYU with her BS in finance in 1986 and her MOB from the Marriott School in 1988. She is currently

president of The Wiseman Group, a leadership research and development firm headquartered in Silicon Valley, California. At The Wiseman Group she advises senior executives and leads strategy and leadership forums for executive teams worldwide.

Wiseman has published several articles in business and leadership publications, and is the author of *Multipliers: How the Best Leaders Make Everyone Smarter*, which topped the charts as the number one leadership book at Amazon in July 2010.

Wiseman was vice president of global products and services for Oracle's \$400 million education business and vice president of Oracle's human resource development organization. She was director of Oracle University, starting and leading it from a small new-hire training department to a full corporate university with global scope.

Wiseman and her husband, Larry, who graduated from BYU in 1987 with a degree in marketing, live in Menlo Park, California. The couple has four children, and they enjoy traveling to Central America and Asia.

1989



T. Paul Tomoser is in his fourteenth year working as the internal audit director at Creighton University. He plans

and directs the internal audit function, the performance of assurance, and consulting engagements, where he makes recommendations and presentations to university leadership. Tomoser also regularly instructs one or two courses for the undergraduate accounting and MBA programs. He has presented at local, regional, and national conferences on a variety of accounting, auditing, and compliance subjects.

He earned his BS in accountancy with a minor in business management from the Marriott School in 1989. He is a certified public accountant, internal auditor, government financial manager, and professional medical coder. Tomoser is a governing board member of the Institute of Internal Auditors Inc., and serves as the audit committee chair for Douglas County, Nebraska.

He and his wife, Julie, have lived in Omaha, Nebraska, since his graduation from BYU. The couple has four children—two daughters and two sons. Tomoser enjoys being with his family and close friends and sharing his musical talents in his local band, Five Decades.

1990



Cynthia Hook graduated from the Marriott School with her MBA in 1990 after earning her BS in accountancy from BYU in 1987.

Hook recently joined Comcast, a leading provider of entertainment, information, and communication products and services, as senior vice president. She oversees all internal audit staff, risk management, and the performance of financial, operational, systems audits, among other responsibilities.

Before joining Comcast, Hook spent twelve years at Dell Inc., most recently serving as vice president of global audit and transformation initiatives for the finance function and supporting business-wide change initiatives. She also served as an executive sponsor for Dell's Finance Diversity Action Committee and was a founding board member of Dell's networking group for women.

Hook resides in Austin, Texas, and in Philadelphia. She and her husband, Mark, have four children.

1991



William James (Jim) Dishman has worked as a financial advisor since graduating from the Marriott School with a degree in

business management in 1991. Dishman specializes in retirement planning and investments and is affiliated with Raymond James Financial Services Inc. He was recently named to the firm's 2010 executive council in recognition of outstanding client service and exemplary professional growth.

Before working at Raymond James, Dishman worked at The MONY Group and Merrill Lynch.

Dishman has earned many designations within the financial services

A Global Force for Good



Above or below the equator, in the boardroom or in remote fields of Africa, **Jennifer Birtcher** influences change.

Currently Birtcher is a force for good in Saudi Arabia, as the first woman to be hired outside of the country for the world's largest oil company, Saudi Aramco. As a leadership practitioner, Birtcher holds two- or three-day leadership training workshops for Saudi Aramco leaders, including Women in Business training courses.

"Saudi Aramco's goal for its leaders is to have world-renowned capabilities and to be a role model for other companies," Birtcher says. "It's fulfilling to train a really receptive audience."

Birtcher obtained her bachelor's degree from the Marriott School in organizational behavior and human resources in 1994. She began her professional career at RR Donnelly in Los Angeles. Five years later she earned her master's

degree in human resources from Claremont Graduate University.

Shortly after graduation Birtcher returned to work for RR Donnelly as its international HR specialist in London. After about three years across the pond, Birtcher returned to the United States, joining two Fortune 500 companies; first Medtronic in Minneapolis, Minnesota, and later Nestlé in Los Angeles.

While working for Nestlé, Birtcher says she felt unsettled and desired to do more for others. Having previously visited Kenya, she decided to take a year off from the corporate world and start the Humanitarian Food Project in Kenya in 2008.

"I've got street smarts and am not scared to roll up my sleeves and try new things," Birtcher says. "There was a lot of get-yourself-dirty work in Africa, and I loved it."

While in Kenya, Birtcher also had the opportunity to do some consulting work for the Strategic Leadership Centre. The highlight of her consulting work in Africa was training United Nations World Food Programme leaders in Somalia, but the training itself wasn't the only unique experience she had. Due to civil unrest, Birtcher was escorted to Somalia in a UN plane to train the Somali leaders.

The flight itself was a new experience, but Birtcher is no stranger to travel and adventure. While in Africa she scaled Mount Kilimanjaro, the largest peak in Africa, in five days. She has traveled to forty-six countries on six continents and shares the goal to travel to all fifty states with a friend. In each state the duo takes a picture with a Middle Eastern pashmina scarf, as their own take on the book *The Sisterhood of the Traveling Pants*.

"I view life as an open window; I try to breathe deep and take it all in," Birtcher says. "That's what makes life so enjoyable, trying as many things as I can."

Birtcher loves her home on the beach, just a ten-minute walk from work in Ras Tanura, Saudi Arabia. In her free time she can be found at Arabic lessons, running, or riding her cruiser bike along the beach.

industry, including that of a certified financial planner and chartered financial consultant. He is also a chartered retirement planning counselor and a chartered mutual fund counselor.

His outside interests include playing tennis, reading, and spending time with his family. He and his wife, Jennifer, reside in South Jordan, Utah, and have eight children.

1993

Dale L. Holdaway earned his MBA from the Marriott School in 1993 after graduating with his BS in finance in 1991. He is manager of control improvement and corporate change control at Ford Motor Company. Holdaway is responsible for improving internal control and process



efficiency around key financial reporting processes and for developing and executing the company's change governance and management processes.

Since joining Ford in 1993 Holdaway has held a number of finance positions of increasing responsibility within purchasing, product development, manufacturing, and internal control. Most recently he served as manager of global finance training, where he developed and implemented web-based financial skills training for more than 5,000 professionals.

Holdaway obtained the certified internal auditor designation from The Institute of Internal Auditors in 2006,

achieving one of the top five scores in the world out of more than thirty thousand candidates on the CIA certification exam.

This past summer Holdaway became the first Michigander to complete The Grand Slam of Ultrarunning—an award recognizing those who complete four of the oldest, most difficult, and prestigious one-hundred mile races during the same year.

Holdaway resides in Northville, Michigan, with his wife, Kimberly, and their four children.

1995

Joni Edwards van Muijen is a certified public accountant at PricewaterhouseCoopers' International Assignment Solutions practice. She



specializes in expatriate taxation, financial planning, and expatriate program management for many of the world's largest financial services and law firms. Since 2006 she has worked in the Tokyo office of Zeirishi Hojin PwC, the global firm's Japanese tax affiliate.

Edwards van Muijen earned her BS and MACC degrees in tax from the Marriott School in 1995. In addition to her client services and co-leading an office of sixty-five tax professionals, she leads cross line-of-service groups and women's interest groups within PwC's Tokyo office.

Outside of the workplace, Edwards van Muijen is an active member of the American Chamber of Commerce in Japan and serves on the board. She also enjoys endurance sports, running her first triathlon last summer in Seattle. She is currently training for the 2011 Tagaman Triathlon in Saipan.

Edwards van Muijen and her husband, Aldo, have four children, three of whom reside in Meguro-ku, Tokyo, Japan.

1997



Cary Campen joined Milgard Windows & Doors as finance manager for its glass tempering facilities in Tacoma, Washington,

and Dixon, California, in July 2010. Previously he was a consultant for Global Partners Inc., an international training and business consulting firm. Campen became a certified professional in learning and performance in 2007, while working for T-Mobile USA as a senior manager.

Since graduating from the Marriott School, Campen has also worked for General Chemical, Imperial Fabricating, Compass Aerospace, Host Marriott Services, and National Energy Systems Company. He is an adjunct professor of finance, American culture, and general business at Tacoma Community College.

In 2004 Campen was the first president of the Tacoma, Washington, BYU Management Society. He has served on the advisory board since then. He also serves in the community as a Varsity Scout Leader and is a job coach for

Goodwill Industries.

Campen and his wife, Ginger, live in Puyallup, Washington, and have four children and three grandchildren.



Scott Kenyon earned his BS in business administration from the Marriott School in 1997. He earned a master of health

care administration degree from Pacific University in August 2010. Following graduation Kenyon accepted the CEO position at Miramont Family Medicine, a dynamic organization focused on improving primary care for all Coloradans, in Fort Collins, Colorado. He has a variety of responsibilities that include negotiating and closing deals, raising capital, redesigning business process, developing new business, and growing revenue and profit.

While attending Pacific University, Kenyon became a certified medical practice executive and a fellow of the American College of Medical Practice Executives.

Kenyon and his wife, Kelly, reside in Loveland, Colorado. The couple has five children—three girls and two boys.

1998



Gregory Maughan Baird earned his MPA from the Marriott School in 1998, focusing on budget, finance, and human resource

management. He also earned his undergraduate degree from BYU with a BA in international relations in 1991. Baird is managing director and chief financial officer for AWI Consulting LLC, a company he created to address the global water issues of utility management and funding.

Baird is working at the federal, state, and local levels of government to bring together elected officials, finance professionals, and engineering experts to help the U.S. water industry select technologies and practices to address the investment gaps in aging water and wastewater infrastructure. He has presented and written extensively on the subjects of aging water infrastructure, condition assessment and asset management,

water affordability, sustainability, capital planning, and funding. He is published in several national and international journals and magazines.

Baird is an advisor to the Government Finance Officers Association for the United States and Canada. He trains finance directors on asset management practices and is actively involved with water funding and affordability issues with the American Water Works Association.

Baird was formerly chief financial officer for Aurora Water, City of Aurora—the third largest utility in Colorado. He had financial oversight for the \$750 million Prairie Waters Project, which recently finished \$100 million under budget. He previously served as a municipal finance officer in California.

In his free time Baird enjoys fencing, windsurfing, and playing with his children. Baird and his wife, Candi, have five children and live in Modesto, California.



Carlos Cruz Machado earned his MBA from the Marriott School in 1998, after earning his BS in civil engineering from Gama Filho

University in Rio de Janeiro, Brazil, in 1984. He also completed the Executive Potential Program from the U.S. Department of Agriculture in 2005.

Machado is associate division administrator for the U.S. Department of Transportation, Federal Highway Administration, Puerto Rico and U.S. Virgin Islands Division, in San Juan, Puerto Rico. He leads the FHWA Puerto Rico Division office's strategic planning activities. He also provides program expertise to local government officials and engineers in Puerto Rico and the United States Virgin Islands to ensure effective program delivery in accordance with federal laws.

Machado and his wife, Angelica, reside in Bayamon, Puerto Rico. The couple has six children, two of whom are serving missions.

2003

Craig Matthew Ellsworth earned his MBA from the Marriott School in 2003. He graduated from the University of Texas in



1991 with a BS in business administration and from Utah Valley Community College in 1989 with an AAS in electronics technology.

Ellsworth is general manager at Flowserve's Springville, Utah, operation. Flowserve is a leading manufacturer and aftermarket service provider of comprehensive flow management products and services. Its solutions help move, control, and protect the flow of materials

in critical industries around the world. He has the profit and loss responsibility for manufacturing operation producing industrial control products. Previously he worked for Smiths Aerospace, Customer Services.

Ellsworth and his wife, Andrea, live in Payson, Utah, and are the parents of five children—two boys and three girls.

2005

Linda Kay Ballard Boss earned her BS in accountancy and her MAcc with a tax



emphasis from the Marriott School in 2005. After graduating, she worked in the tax practice at Pricewaterhouse-

Coopers in Phoenix for two and a half years. She worked with a variety of clients including high net-worth individuals, corporations, and partnerships. While there Boss earned her CPA license and was promoted to tax senior associate.

She then became a senior associate at Starwood Hotels & Resorts Worldwide Inc. Boss worked with a wide spectrum of tax issues and helped with the company's tax provision. After having her first baby in September 2009, she left Starwood to stay home with her son. She is expecting her second baby in March 2011, so motherhood is quickly becoming her new career. She keeps her CPA license current and has several individual tax clients.

Boss and her husband, Sloan, reside in Mesa, Arizona.

2009



Samuel Jensen Griffiths graduated from the Marriott School with his master's degree in information systems management in 2009. The summer before

graduation, he worked as a business systems analyst intern and was offered to join the company upon his graduation, but due to the downturn in the economy, the company had to withdraw its offer.

As a result, Griffiths found an opportunity to teach English in China for a year. He taught sixteen to twenty classes a week, each with sixty to seventy students. He was able to learn Chinese and to adapt to Chinese customs, lifestyle, business, and educational differences.

Upon his return to the United States this past summer, he accepted a position at Huron Consulting in Lake Oswego, Oregon. There he works within a small practice of the firm called Stockamp, which does consulting for hospitals. He works as an analyst to help with the transition of rolling out new software in hospitals, including training the hospital staff on aspects of the system.

The Power to See



Mike Bond specializes in seeing eye to eye with people. Although his original plan in college was to become an optometrist, his focus shifted to business, and he hasn't looked back.

With only two classes remaining before completing all of his prerequisites for optometry school, Bond recognized the decreased market for optometrists as they began moving their services to big box stores and malls instead of office suites. He decided to make business, his minor at the time, his new focus.

More than a decade later, Bond is senior brand manager for Sun Products Corporation. Bond says his days are consistently inconsistent, with his hands involved in multiple areas of the company.

"If you love business, brand management is the only place to be because you are involved with everything," says Bond, who earned his bachelor's degree in marketing from the Marriott School in 1998. "You are the strategy; you influence the future, while touching the day-to-day."

In 2010 Bond moved to Utah and joined Sun Products leading the strategic efforts and growth for multiple retail brands. Sun Products has the second-largest market share in the laundry category with top brands: Snuggle, all, Wisk, and Sun. Bond also leads the strategic efforts for the top private label laundry brand, Costco's Kirtland Signature.

Prior to his work at Sun Products, Bond was a part of the ConAgra Foods team in Omaha, Nebraska, and Chicago, Illinois, where he served as the senior brand manager for Chef Boyardee. Bond has been involved with five companies, representing dozens of products during the past twelve years.

Despite representing a plethora of products, from laundry detergent to Chef Boyardee's Beefaroni, Bond says the principles of brand management remain constant, but as the tools change and evolve with time, it's critical to keep skills fresh and sharp.

"It's important to continually challenge yourself by improving both your strengths and your weaknesses," Bond says. "We must have curiosity and a thirst for knowledge. Magnifying your strengths will differentiate you, fortifying your weaknesses will solidify you."

While working for ConAgra, Bond served as the chair of the BYU Alumni Association in Omaha, Nebraska. There he organized various alumni association activities to benefit the alumni and the local community. Bond aided in implementing The Golden Apple Award, which recognizes outstanding high school teachers nominated by local seminary students.

Bond and his wife, Melissa, live in Highland, Utah, with their four boys. Bond says one of the most exciting parts about moving to Utah is getting season tickets to Cougar sporting events. He also enjoys playing softball, coaching his sons' basketball and Little League baseball teams, and cartooning. Since their first anniversary as BYU students, Bond has created a cartoon year-in-review anniversary card for his wife each year.

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