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PHOTO BY BEN SMIDT





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DEAN

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20 Twenty Questions



The ups and downs of Michigan sports might keep **Bob Barnett, BS '78/ MBA '81**, awake at night, but nothing will keep him from being a proud supporter of his Wolverines. And as the chair of the Ross Alumni Board of Governors, Barnett also is a cheerleader for the school's alumni, numbering more than 40,000 worldwide. The board works with the Office of Development and Alumni Relations to connect graduates to Michigan Ross through online programs, local alumni clubs, and events such as the annual Reunion Weekend. It also supports a scholarship for deserving students. Although the Chicago-based Barnett has a full schedule as an investment banker and father of three, he says making time to volunteer on behalf of the school always is a win. "Michigan greatly enriched my life, and the lives of so many of us. We all have an obligation to make it an even better place for future generations."

1 What keeps you up at night? Michigan basketball.

2 What's a book you read recently? Eric Clapton's biography.

3 What's on your iPod? The Thornes, a "dad's band" I play keyboard in.

4 What's the most thrilling/adventurous thing you've ever done? I took off my skis on top of a mountain at Whistler and walked across the lip of a glacier with my son.

5 Guilty pleasure? Cinnamon.

6 Personal hero (and why)? Ronald Reagan. He was a big, principled leader and thinker.

7 First job? Landscaper.

8 Best business decision? To "go entrepreneurial."

9 Favorite sport to watch? Michigan football and basketball, and the Chicago Cubs.

10 The one thing you learned in business school that you'll never forget? If you don't feel great in your gut while driving to work, change jobs or careers (Bill Hall).

11 Most important room in your home? My man cave.

12 Favorite comfort food? Chicken pasta ... lots of it.

13 If you had a theme song, what would it be? "Thunder Road," by Bruce Springsteen.

14 Best trophy/award you ever won? First place in the battle of the bands at Buddy Guy's with the Thornes.

15 If you could read anyone's mind, whose would it be? Warren Buffett's.

16 Pet peeve? Adding an "h" to words like "straight" ... "shtraight."

17 Unfulfilled wish? To play the piano for a living. It will never happen.

18 What are you afraid of? Boredom.

19 Nightmare job? Working at the DMV.

20 Must-have app on your phone? Sportacular.



Read more 20 Questions:
www.bus.umich.edu/20questions



Marina von Neumann Whitman, professor of business administration and public policy, grew up in the shadow of her famous father. Dubbed one of “the Martians,” **John von Neumann** often is hailed as the greatest mathematician of the 20th century. But Whitman is no wallflower. She was the first woman on the president’s Council of Economic Advisers (under **Richard Nixon**), a director at the Council on Foreign Relations, one of the first women to sit on the boards of several major corporations, and the highest-ranking female executive in the American auto industry in the 1980s. Her memoir, *The Martian’s Daughter* (University of Michigan Press, 2012), chronicles her pioneering life and the enduring struggle to “have it all.”

- 1 What keeps you up at night?** My grandson’s adolescent antics.
- 2 What’s a book you read recently?** *Behind the Beautiful Forevers: Life, Death, and Hope in a Mumbai Undercity*, by Katherine Boo.
- 3 What’s the most thrilling/adventurous thing you’ve ever done?** Leaping from academe into the corporate world.
- 4 Guilty pleasure?** Reading *Vanity Fair*.
- 5 Personal hero (and why)?** Paul Volcker: a combination of brilliance, dedication, and passion for the truth.
- 6 Nightmare job?** Working underground.
- 7 First website you access in the morning?** Weather.com.
- 8 If you had a free hour to do anything you could, what would it be?** Relaxing in my Jacuzzi bathtub with a good book.

- 9 Favorite comfort food?** Cheesy grits.
- 10 If you had a theme song, what would it be?** “You Can Get It If You Really Want,” by Jimmy Cliff.
- 11 Favorite line from a movie?** “Frankly, my dear, I don’t give a damn.” —Clark Gable as Rhett Butler in *Gone with the Wind*.
- 12 Best business decision?** To leave GM before the roof fell in.
- 13 Favorite drink?** An Old Fashioned, made by my husband.
- 14 Best trophy/award you ever won?** An honorary doctor of laws from Notre Dame, with the chance to wear my father’s academic regalia.
- 15 What did you want to be when you were a kid?** Writer for *The New York Times*.
- 16 Pet peeve?** Our politicians’ refusal to have honest discussions of critical issues facing us.

#4

Guilty Pleasure? Reading *Vanity Fair*



- 17 Unfulfilled wish?** To be as charming and glamorous as my mother.
- 18 What gets you out of bed in the morning?** Breakfast.
- 19 Three people, living or dead, you’d have over to dinner?** Stephen Hawking, Ray Kurzweil, and John von Neumann.
- 20 One-word description of Ross students?** Competitive.



Patrick Welsh, MBA '14, doesn’t want to miss any opportunities life may present. Being a banking and capital markets consultant at PwC keeps him busy, but he jumped at the chance to join the inaugural Michigan Ross Executive MBA cohort in Los Angeles. “I chose Michigan because it was the only program on the West Coast with a general management curriculum and a global reputation,” says the San Francisco resident. Although embedded in L.A., the cohort still is connected to Ann Arbor — and engaged in a friendly gridiron rivalry with the Ann Arbor EMBA’s during their first campus visit. Welsh says the pick-up game at the Big House “will go down as one of the coolest moments in my life.”

- 1 What’s a book you read recently?** *The Power of Habit*, by Charles Duhigg. I try to create habit loops to increase productivity, while freeing my brain’s RAM to focus on highest-value activities. It’s as dorky as it sounds.
- 2 First album/CD you bought?** Color Me Badd or P.M. Dawn. Good taste is timeless.
- 3 What’s on your iPod?** Spotify. Classical for studying, then anything from Go Radio to Mumford & Sons to Jason Mraz.
- 4 What’s the most thrilling/adventurous thing you’ve ever done?** Climbing Half Dome, which was hands down the most beautiful hike I’ve ever done.
- 5 Guilty pleasure?** Skipping a normal lunch in favor of a dozen cookies from Specialty Bakery.
- 6 First job?** Watch and jewelry repair specialist.
- 7 What are you afraid of?** Not achieving my potential.

- 8 What advice would you give to yourself 10 years ago?** The destination is just a part of the journey. The moment matters.
- 9 Favorite comfort food?** Pork, kielbasa, sauerkraut, and mashed potatoes on New Year’s Day.
- 10 Grossest thing in your fridge?** Nothing. My wife views expiration dates as suggestions, so I purge when she leaves.
- 11 Favorite line from a movie?** “Excuse me, I believe you have my stapler.” —Stephen Root as Milton Waddams in *Office Space*.
- 12 Three people, living or dead, you’d have over to dinner?** Ben Franklin, Dale Carnegie, and Bill Clinton.
- 13 Best trophy/award you ever won?** The scholarship from PwC to obtain my MBA.
- 14 If you could read anyone’s mind, whose would it be?** When I read this question to my wife, she said, “Mine.” I’m curious to see what I’ve been missing.

- 15 Pet peeve?** Anything that demonstrates a lack of awareness or respect for others.
- 16 What did you want to be when you were a kid?** The president. My room was nicknamed “the Presidential Suite” and was covered in presidential posters.
- 17 Favorite sport to watch?** I’ll watch the final minutes of close games in any sport.
- 18 Must-have app on your phone?** Nozbe, a life-changing tool for managing school, work, and life as an EMBA.
- 19 Ultimate spring break location?** Anywhere I haven’t been yet.
- 20 Personal hero (and why)?** My grandparents. I grew up in an unstable family structure, but they taught me about healthy relationships, showed me what was possible for my future, and always supported me.



The world around us is changing rapidly. Shifts in the economy, society, and the environment are challenging leaders in profound new ways. Graduates today need significantly different knowledge and skills than were demanded of prior generations. Since my arrival at Ross in July 2011, I have worked with all of our constituents — students, faculty, alumni, employers, corporate partners, and donors across the globe — to develop a strategic plan for the school that builds on our tradition of excellence and defines the next generation of business education.

It is clear from our conversations that the Ross School is a vibrant, distinctive learning community grounded in the principle that business can be an extraordinary vehicle for positive change. Ross graduates, faculty, and students care deeply about creating organizations that are very successful economically and also have a positive impact on society.

In February, I announced a comprehensive plan for the Ross School's future direction. Our new mission statement reflects our historic strengths and future aspirations: **At Ross, we develop leaders who make a positive difference in the world.**

From this statement, we created a strategic plan built on four values that define who we are and what our school will be: positive, boundaryless, analytic, and action.

The Ross School has an unparalleled commitment to **positive** business, and the expertise to become the leading center of research and teaching on this topic. Our unique position at the University of Michigan, a preeminent institution across many disciplines, enables us to offer the most collaborative and **boundaryless** business education in the world. As one of the most prolific sources of influential business research, we will fuel the application of **analytically rigorous**, evidence-based decision making for high-stakes environments. And as the world's leading school for **action-based learning**, we will integrate it into every class every semester, giving graduates the ability to apply advanced knowledge faster and more effectively.

We already have begun rolling out programmatic enhancements in these areas. Over the coming months and years, we will continue to unveil groundbreaking offerings to further this plan, establishing Ross as the most innovative and forward-thinking provider of lifelong business education.

In this issue of *Dividend*, we meet four alumni who already are embracing these values in their work. **Jeff Blau, BBA '90**, shows how putting the community's social and economic wellbeing at the forefront of large-scale urban development projects is a key profit-generating strategy for the Related Companies, a global real estate powerhouse. **Alejandro Quiroz, MBA '07**, is leveraging insight from living and working throughout five continents to transform global manufacturing strategy for Whirlpool Corp., the world's largest home appliance maker. **Bob Fregolle, BBA '79**, demonstrates how the application of advanced data analysis is shaping the entire customer experience and generating new forms of profit for the Procter and Gamble Co. And **Jennifer Zeszut, MBA '99**, illustrates how having the right frameworks to learn and adapt on the job translates into exceptional entrepreneurial success.

It is an exciting time at the Ross School of Business. I look forward to partnering with you — our diverse community of students, scholars, and leaders — to shape the future of business and business education.

Sincerely,

Alison Davis-Blake

Alison Davis-Blake

Edward J. Frey Dean

Stephen M. Ross Professor of Business

>> Learn more about the Ross School's new mission statement and strategic plan at www.bus.umich.edu/about and www.bus.umich.edu/deansblog

Remembering Frederick A. Erb, BBA '47, 1923-2013

Benefactor and businessman leaves enduring legacy through the Erb Institute for Global Sustainable Enterprise

Frederick A. Erb, BBA '47, the businessman and philanthropist who funded the Erb Institute for Global Sustainable Enterprise, died Jan. 10, 2013, at the age of 89.

After a successful business career, Erb and his wife, **Barbara Erb**, made a gift to their alma mater that created the pioneering Erb Institute, a center of thought leadership and home to a joint degree program between the Ross School and U-M's School of Natural Resources and Environment.

"Fred has been a great friend to both the university and the Ross School, and we mourn his passing," says Dean **Alison Davis-Blake**. "He and Barbara had a desire to create a better future for their children and grandchildren, and their vision created a program that exemplifies a core value of the Ross School — using knowledge and the power of business to make the world a better place."

Born Feb. 11, 1923, in Royal Oak, Mich., Erb attended Cranbrook School in Bloomfield Hills, Mich., then went on to Cornell University. In 1942, he transferred to the University of Michigan, where he met Barbara. Erb had joined the Army Enlisted Reserve when World War II broke out, and was called to active duty in June 1943. He and Barbara married after the war, and he resumed his education at U-M. Erb switched from engineering to business and earned his BBA degree with honors in August 1947.

After graduation, Erb took over his uncle's lumber and coal business in Royal Oak. Starting with seven employees, one store, and sales of about \$170,000, Erb grew sales to \$300,000 the next year and to \$1 million the following year. By the 1970s, Erb Lumber became the largest supplier of lumber in Michigan. When he sold the business in 1993, it was a multistate enterprise with 45 locations,

1,300 employees, and \$280 million in sales (none of which was coal). Until his retirement, Erb was active in real estate development and management, including Edgemere Enterprises in Bloomfield Hills, Mich.

In 1996, after years of philanthropic giving, the Erbs made one of their first major gifts to the University of Michigan to support the founding of the Frederick A. and Barbara M. Erb Institute for Global Sustainable Enterprise.



"The legacy that Fred and Barbara have left through their family, accomplishments, and philanthropy is a testament to a life well-lived," says **Andy Hoffman**, director of the Erb Institute, Holcim (U.S.) Professor of Sustainable Enterprise, and professor of management and organizations. "I am especially grateful for the impact that the Erbs have had on hundreds of students at the University of Michigan."

"The Erb Institute is a legacy unlike any other in the world — a community of capable and passionate people devoted to leaving the world a better place than they found it," says **Tom Lyon**, the Dow Professor of Sustainable Science, Technology, and Commerce, professor of business economics, and former director of the Erb Institute. "In this, students, faculty, and business partners perfectly mirror the values Fred and Barbara have instilled in their own children."

In 2007, the Erbs established the Fred A. and Barbara M. Erb Family Foundation to nurture environmentally friendly and culturally vibrant communities in metro Detroit, and to support initiatives to restore the Great Lakes Basin.

In addition to Barbara, Erb is survived by four children, four grandchildren, and his younger brother. ✕

— *Terry Kosdrosky*



Pictured with Jackson (left) and Lovejoy are Brittany Sanders and Mildred Morton-Cross from Detroit-based Focus: HOPE, a nonprofit with whom the IPD course partnered in 2012.

Ross Community Mourns Innovative Professor

William Shaun Jackson, who co-created the Integrated Product Development (IPD) course with Ross professor **Bill Lovejoy**, died Jan. 15, 2013. He was a native of Ontario, Canada, and came to Ann Arbor through a gymnastics and diving scholarship from U-M. He went on to found three industrial design companies: Eclipse Inc., Higher Ground Inc., and Shaun Jackson Design Inc. In 1995, Jackson rejoined the U-M community as a professor in the Penny W. Stamps School of Art and Design. He also taught in the Taubman College of Architecture and Urban Planning and the Ross School until his death.

The IPD course, which earned the Provost's Teaching Innovation Prize in 2009, tasks teams of MBA, art and design, and engineering students with building product prototypes and competing in a trade show. "I cannot express in words how much Shaun meant to me, to the course we taught together for many years, and to the teaching of design at the University of Michigan," says Lovejoy. "He was a combination of urban sophistication and Canadian backcountry smarts. He unreservedly had fun with life, and invited everyone around him to enjoy it also."

Jackson is survived by his wife, Cathy, two sons, and two step-daughters. ✕

Detroit on the Move

Detroit has experienced more than its share of struggles in attracting innovative, creative companies. But the momentum is shifting, said participants at the third-annual Revitalization and Business Conference, held in January. Created by the student-led Revitalization and Business Initiative, the conference hosted events in Detroit and at the Ross School to connect students and the university community with Detroit's leaders and doers.

For too long, Detroit worked to protect its manufacturing base, rather than seek out the creative class, said keynote speaker **George Jackson Jr.**, president and CEO of the Detroit Economic Growth Corporation. "The world passed us by because we protected ourselves. But we've brought in companies nobody ever thought would come to Detroit."

One of those, referral network Stik.com, relocated from the Bay Area and found several advantages in the city. "We thought Detroit would be a better place to differentiate ourselves," said **Nathan Labenz**, the company's co-founder. "If you're a household name, Silicon Valley is the place to be. But if you're marching upward like us, there are other places, like Detroit."

Keynote speaker **Nancy Schlichting**, CEO of Henry Ford Health System, said students should think about being in a place where they can stand out. "You can make a big difference here, and it gets noticed," she said during her address at the Max M. Fisher Music Center in Detroit. "It's contagious when that happens."

The conference also hosted an IdeaLab with Model D Media, which featured fast-paced, TED-style talks from innovators in Detroit-based ventures. **Andy Didorosi**, founder and CEO of the Detroit Bus Co., said Detroit's rebound "is going to be a slow thing, less sexy than we want it to be." But that's part of what makes the environment good for entrepreneurs. "Find your problem, no matter how insurmountable it is, and just tackle it," he said. ✕



Starting the Day with a Clang

Weekend MBA student **Kyle Bland, MBA '14**, rang the opening bell at the New York Stock Exchange in January as part of the IPO of SunCoke Energy Partners LP. Bland is pictured fourth from the left, next to former General Motors Corp. CEO **Fritz Henderson, BBA '80**, who now is CEO of SunCoke Energy Partners. "It was an awesome experience to help take a company public, and the excitement culminated with the bell ringing," Bland says. ✕

ROSS TO OFFER NEW FAST TRACK IN FINANCE

Beginning this fall, the Ross School will offer a development program for MBA students interested in careers in investment banking, financial consulting, and private equity. The Fast Track in Finance will utilize curricular and co-curricular activities, including MAP, guest speakers, and career development. Students will begin participating immediately upon matriculation in order to maximize their preparation for the demanding field of finance. An integral part of the program will be a network of Michigan Ross alumni who work in finance and are willing to provide individualized advice and guidance to students about their careers. If you would like to serve as an adviser to students in the Fast Track, contact Professor **M.P. Narayanan**, Fast Track faculty coordinator, at mpn@umich.edu. ✕

Private Equity: Survival of the Fittest

Private equity is based on predicting the future. But how do you adapt when the future is so uncertain? Strategies permeated the seventh-annual Michigan Private Equity Conference, hosted in October by the Samuel Zell and Robert H. Lurie Institute for Entrepreneurial Studies and the Center for Venture Capital and Private Equity Finance.

"There have never been more headwinds ... at any other point in my career," said **Sam Zell, AB '63/JD '66/HLLD '05**, in his keynote. The founder and chairman of Equity Group Investments pointed to domestic political squabbling, unrest in the Middle East, and the Euro crisis as key sources of anxiety. Increased government regulation and a policy of "flooding the market with money no

one wants, except those who can't pay it back" are radically affecting future investment possibilities, said Zell. And he warned investors shouldn't be placated by the U.S. stock market's rebound. "It's not an indicator of reality."

Ed Hightower, MBA '95, managing director of Motoring Ventures LLC, said one key to success is to closely examine a company's growth strategy and how it relates to its cost structure. "Companies should understand their cost structure down to the granular level. Everyone has differing views on growth — your cost accountants should be your referees."

"What we are going through is good for the industry," Zell said. "As in 2008, the notion of the survival of the fittest will prevail." ✕

Entrepalooza: Grab Your Rocking Chairs

Any business must possess a clear vision, differentiation, and the ability to execute. But entrepreneurs also must have passion, self-confidence, and the guts to play a game where the odds are stacked against them, said Yodlee CEO **Anil Arora, MBA '84**, at Entrepalooza 2012. The annual event — sponsored by the Zell Lurie Institute for Entrepreneurial Studies and its Center for Venture Capital and Private Equity Finance — includes students, faculty, and the business community discussing the nuances of entrepreneurship.



Prior to helping personal finance solutions provider Yodlee, Arora did the big corporate gig and the entrepreneurial one. "In a corporation, you have a safety net," he said. "Sometimes things work, sometimes they don't. When you're an entrepreneur, there's no safety net."

To combat the fear of free fall, Arora recommended the rocking chair exercise favored by a former mentor. "Imagine you're 85 years old, sitting in your rocking chair and looking back," he said. "I don't want to say I could have, should have, but didn't do it."

Panelist **Adrian Fortino, BSE '00/MBA '10**, said failure has lost its stigma and now is considered a badge of honor. Fortino was involved in a startup that didn't make it, and now is co-founder of Shepherd Intelligent Systems, SideCar, and FlockTag. "The key is what you learn from those failures," he said. ✕

The Big Business of Big-Time Sport

Increased connectivity and shorter attention spans breed new challenges and power for the sport industry, said speakers at November's Michigan Sport Business Conference. The inaugural event, organized by undergraduate students at the Ross School and U-M's School of Kinesiology, in partnership with the athletics department, featured a diverse lineup of industry and media representatives discussing "The Changing Face of Sport."

In the titled panel discussion, Miami Dolphins owner **Stephen M. Ross, BBA '62**, and **Bob Bowman**, CEO of MLB.com, discussed how technology enhances the fan experience. The Dolphins' Sun Life Stadium is one of the most technologically advanced in the country, thanks in part to Fan Vision, a handheld controller that gives attendees multiple camera angles, replays, audio, real-time stats, and more. "We are a second-screen society — wherever we are and whatever's in our hands," said Bowman.

Panelists noted that the rise of social media has enhanced television viewing through increased fan-athlete engagement. **Stephen Master**, VP and head of

the Nielsen Co.'s sport practice, said prime-time ratings for the Olympics continue climbing despite criticism of NBC's coverage and despite live streaming of the events, which often is available hours earlier than prime time. He believes one reason is that YouTube, Twitter, and the like have done a better job of connecting athletes with their audience. "When you've hooked the casual viewer [to watch tape-delayed coverage], you're having a good day."

Social media also has revolutionized brand marketing, said **Rohan Oza, MBA '97**, in his keynote address. The former CMO of Glacéau vitaminwater launched the unknown brand to household-name status by creatively using celebrities ranging from **Tom Brady, BGS '99**, and **Lebron James** to rapper **50 Cent**. "If you're going up against the big guys, you must have creative ideas and disrupt the flow," he said. "Social media has given athletes a stronger voice than ever before, so that became a key element of our strategy."



Mike Tirico, Stephen M. Ross, BBA '62, and Bob Bowman

Oza said social media marketing works best when the product is authentic to the celebrity, and ex-NFL star and television personality **Dhani Jones, AB '00**, agreed. "Your brand relationships become your lifestyle," he said. "You must know who you are before you decide which brands to align yourself with."

Yet ESPN personality **Mike Tirico** noted that in the business of sport, like any industry, social media doesn't have all the answers. "Conversation is still the currency of society. Don't always send the how're-you-doing text," he advised students. "Go out for a cup of coffee." ✕



MBA's Pitch a Home Run

Michigan Ross took first place in the inaugural Ross Investment Competition for MBA students, held Nov. 16, 2012. The stock pitch contest featured students from Chicago Booth, London Business School, Fuqua, Kellogg, and more competing for the \$5,000 prize. UCLA Anderson placed second. Pictured are **Varun Sareen, Rishi Jaluria, Philip Wu**, and **Jae Lee**, all members of the Class of 2014. ✕

NFL/Executive Education Partnership Tackles Life after Football

Ross Executive Education joined forces with the National Football League and the International Franchise Association (IFA) in April to host the first-ever NFL Franchising Boot Camp, an intensive program for 20 current and former NFL players and their spouses who are interested in learning about the franchising industry. Over four days, participants heard firsthand from franchisees, franchisors, professors, former players, and IFA executives on all aspects of franchising. **Francine Lafontaine**, the William Davidson Professor of Business Economics and Public Policy and a leading expert on franchising and entrepreneurship, was the faculty director. "It was a rewarding experience for all of us to design and offer this novel program," she says. "We relied on the deep expertise of Ross faculty in the study of franchising and entrepreneurship, and on many industry participants — most of whom were ex-athletes — to deliver a program that spoke directly to the experiences these unique students bring to the table. I think we succeeded in providing the student-athletes with the information they need to decide if franchising is for them, and to evaluate future opportunities." ✕



Boeing CEO Says the Sky's Not the Limit

The Boeing Co., the world's largest aerospace company, is closing in on 100 years in business. So how does it stay on top? It's a struggle that requires a delicate balance between nurturing creativity and having a disciplined business process, said Chairman and CEO **Jim McNerney Jr.** during the annual Ross Reunion lecture in October. "Big companies lose it when they get bigger than their ability to manage either the culture or the business process."

In his conversation with Dean **Alison Davis-Blake**, McNerney shared his views on how people learn to become innovative leaders, and how excessive burdens affect middle managers. At a company like Boeing, innovation has to be balanced with risk. Everything it builds — from commercial airplanes to military products — has to be safe. "At the same time, we have to do things nobody has ever done before," he said.

McNerney also said keeping a company balanced requires shaping the right team. "You don't do it lightly, but it has enormous leverage when you have the right team lined up the right way. That has more to do with whether you succeed or fail than the strategy of the company or the capability of your competitors." ✖

Inside India's Transformation

India's population of 1.2 billion and its growing economy have companies excited. But while the U.S. and India have much in common, understanding the differences is critical to doing business. A rich lineup of top executives and public officials helped paint a clearer picture of the country at the annual India Business Conference in October.

Not all products and business models that work in other countries work in India, warned **Ravi Saligram, MBA '78**, president and CEO of OfficeMax Inc. "Make sure the country is ready for you, make sure your product or service is relevant, and don't think your business model that works elsewhere will work there."

Increased cooperation between the U.S. and India means state governments are enacting reforms and competing for business. An exemplar for success is Madhya Pradesh, and the state's chief minister, **Shivraj Singh Chouhan**, shared how he's attracted investment while protecting the environment. "The role of states as an engine for development has increased over time," he said. "Elections today can't be fought and won just on emotional slogans. You have to show development and growth." The self-described CEO/chief minister is enjoying a state growth rate of more than 10 percent of GDP, precipitated in part by improving infrastructure, streamlining government services, and holding public officials personally responsible for not delivering services.

Keynote speaker **Toos Daruvala, MBA '79**, argued the U.S. could learn a lot from India's regulatory framework, which emphasizes the spirit of the law rather than the letter. "In countries like India and Canada, if a regulator feels uncomfortable about a risk that an institution takes on, the regulator will call the CEO and say, 'I don't like this,'" said the McKinsey & Co. director. "In the U.S., the CEO will say, 'Show me the statute or go away.' [That dynamic] kept India in good stead through the financial crisis." ✖

Erb/WEC Fellows Program Launches

The Erb Institute for Global Sustainable Enterprise has partnered with the World Environment Center (WEC) to engage students in planning and implementing sustainable development initiatives with leading global companies. The program, known as the Erb/WEC Fellowships, is supported by IBM Corp. and is sponsoring eight graduate student fellowships in 2013. Erb/WEC Fellows join WEC roundtables and prepare a research paper suitable for publication. WEC provides students direct access to senior-level sustainability executives of global companies, and students learn how companies evaluate and apply sustainability-related data and formulate decision-making options.

"Education in business and sustainability must transcend the classroom to include engagement with business professionals on the cutting edge of the issue. This initiative represents the spirit of that goal with real action-learning opportunities for our students," says **Andy Hoffman**, Holcim (U.S.) Professor of Sustainable Enterprise, professor of management and organizations, and director of the Erb Institute. ✖

Nonviolence at a Crossroads



Fifty years after **Martin Luther King Jr.**'s historic "I Have a Dream" speech, many issues facing American society have reached a critical inflection point, says **Clarence Jones**, King's former adviser and speechwriter. During the annual **McInally MLK Day Celebration Lecture** in January, Jones said the nation must consider how its core values align with the dream

King outlined in his iconic address. "We have reached an unavoidable historic crossroads where our choice is between nonviolence and nonexistence."

From 1960 until King's assassination in April 1968, Jones was one of King's closest confidants, and also his adviser, lawyer, and speech writer. He said that King "bristled" at being called a civil rights leader, and saw himself "first and foremost as a minister of the gospel." Today, in the wake of the Newtown, Conn., school shooting — as well as the violence found daily in many communities — King's gospel of nonviolence is at a tipping point.

"What the world gives today's youth is violence," said Jones, who noted that King lost his life to handgun violence. "Our previous battle against institutional racism has become a battle against institutional violence."

And although corporations might be located in tony areas, they cannot be immune to the violence affecting neighboring communities, said Jones, who while working with King became the first African-American partner in a Wall Street investment banking firm. "History might well indict business students and CEOs as the Neros of today," he argued, referencing the Roman emperor who was said to have played a fiddle while his city burned. "We can't know what is happening and continue to conduct business as usual. This is a problem that must be dealt with now or later, and fewer options will be available later." ✎

Energized about Africa

Africa's prominence is growing, and it's time for the business world to take notice, said participants at the inaugural **Ross Africa Business Conference** in February. Titled "Energizing Africa's Emergence," the conference was designed as an avenue to highlight economic opportunities and challenges on the continent through panels, lectures, and discussions focused on entrepreneurship, energy, and impact investing.

In the keynote address, **Samson Rapheal Osagie**, the minority whip of the Federal House of Representatives of Nigeria, spoke on behalf of Speaker of the House **Aminu Waziri Tambuwal**. He stressed the continent's relevance as a business power, which he says is a far cry from what often is portrayed in the media. "Africa's economy is one of the most resilient in the world. Africa is in a position to become the second-fastest growing region in the world, and an increasingly attractive place for investors."

The Africa Business Club launched the conference in order to bridge the gap between people who do business in Africa and Africans themselves, said **Uzo Agusiobo, MBA '13**, who is the club's president. "We want to inform people about the potential Africa has as a business power, as well as the options available for Africans studying business abroad." ✎

Indian Mystic Preaches Self-Awareness at Net Impact

More than ever, businesses are placing importance on sustainable, ethical, and value-driven practices. But moving these ideals from mission statements to standard practice takes vision and commitment, noted participants in October's **Ross Net Impact Thought Leadership Summit**.

Keynote speaker **Sadhguru Jaggi Vasudev** argued that finding balance between an organization's core values and economic goals begins with individual leaders. "As a business leader, you are sometimes required to manage hundreds or thousands of people," said the globally renowned humanitarian and thought leader. "But you must be able to manage your own mind before you manage other people's." An Indian yogi and mystic, Vasudev is the founder of the Isha Foundation, an international nonprofit dedicated to cultivating human potential. "No matter what business you're in, you're in the business of human well-being. Therefore, the focus of business needs to evolve from quarterly balance sheets to making a larger impact."

But to affect real change, the entire organization must be vested, said **David Tulasukas**, director of sustainability for General Motors Corp. "When it comes to goal setting, it's important that those who are accountable for carrying out actions are some of the key drivers and developers." ✎

A Fresh Take on Capitalism

Walter Robb, co-CEO of Whole Foods, has a broader idea of what is possible for business in society. “Real sustainability should be built into the core of who you are and how you operate,” he said during February’s Positive Leaders



Series conversation. “Think about your circle of stakeholders – including employees, suppliers, and communities, not just shareholders – in everything you do.”

Robb said the best way to balance the company’s altruistic values and profits is, “Perform. If you perform, there’s nothing to say except, ‘Thank you very much.’” But becoming a national brand while preserving Whole Foods’ culture hasn’t been easy. The recession brought a steep sales decline and customer dissatisfaction. “We had to come to grips with a few things,” Robb said. “We ate a lot of humble pie.”

The company’s size and influence help it tackle big issues like opening a Detroit store this year, part of its vision to bring fresh, healthy food to underserved areas. “It’s not our typical market,” Robb said. “But we have the size and scale to take this step.” Since the store will serve different customers, Robb said they are looking more carefully at product selection, price, and engaging local suppliers. The company also is holding workshops to teach people how to cook fresh food, and is explaining how doing so is economical. “We’re going to take the learning there to make us better.”

The Positive Leaders Series features conversations with individuals who lead organizations known for making a positive difference in the world. It is sponsored by the Ross School’s Center for Positive Organizational Scholarship, the Erb Institute for Global Sustainable Enterprise, the Ross Leadership Initiative, and Ross Net Impact. ✦

A Rainbow of Color Launches Ford’s Comeback

Ford Motor Co.’s turnaround from losing \$12.7 billion in 2006 to a profit of \$5.66 billion in 2012 didn’t happen by chance. As COO **Mark Fields** explained during the inaugural Handleman Lecture in February, the to-do list included critical decisions around brand focus and product excellence, but also the basic concept of working together.

In 2006, Ford fostered a top-down culture, where reporting bad news made you vulnerable.

When **Alan Mulally** became CEO, changing that mindset was a priority. Fields recalled a weekly status meeting early in Mulally’s tenure, where charts from top executives didn’t indicate any trouble. Ford uses a color code for project status – green for good, yellow for a potential issue, red for a problem – and everything was green. Mulally thought that was odd for a company losing billions.

Meanwhile Fields, who then was president of the Americas, had an issue with a product launch. “I said, ‘Code it red,’ and they asked if I was sure I wanted to do that,” Fields said. “I replied, ‘This is what Alan wants. Let’s go for it.’”

The move proved to be a cultural turning point. “I could feel the

chairs slide away from the table,” said Fields. “I said that we had a problem, and that I’d love to have help from manufacturing and quality to resolve it. Alan turned to me and started clapping. The next week, everybody’s chart was like a rainbow. Working together has been crucial for us to get through a difficult time.”

The turnaround ultimately took a number of hard decisions that

involved closing plants and laying off employees. The lesson, Fields said, is to be “relentlessly dedicated to knowing the reality of your business.”

The Joseph Handleman Endowed Lecture Series

was created to explore cutting-edge issues that will keep Michigan Ross students at the forefront of emerging business challenges and opportunities. It was endowed by **Robert and Joan Sadoff** in honor of Joan’s parents, **Sally and Joseph Handleman**. ✦



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Faculty Appointments, Accolades, and Awards

Rajeev Batra's book *The New Emerging Market Multinationals: Four Strategies for Disrupting Markets and Building Brands* (McGraw-Hill, 2012) was named the **best business strategy book** for 2012 by strategy+business. The co-authors are INSEAD professor **Amitava Chattopadhyay** and **Aysegül Ozsomer**, a professor at Koç University in Turkey. Batra will teach an executive education course about emerging market multinationals May 27-29 in Hong Kong.

Jerry Davis received the **Rackham Distinguished Graduate Mentor Award** from U-M's Rackham School of Graduate Studies. The annual award honors the efforts and accomplishments of faculty who consistently serve as effective mentors of doctoral students. Davis is the Wilbur K. Pierpont Professor of Management and professor of management and organizations.



Gautam Kaul, the John C. and Sally S. Morley Professor of Finance, was appointed **special counsel for digital education** by U-M's Office of the Provost. In the half-time role, Kaul will help the university think strategically about educational technologies. He recently taught "Introduction to Finance" on Coursera, a free online learning platform. The course had 133,000 students.

Aradhna Krishna was selected as a **fellow of the Society for Consumer Psychology**, one of the highest honors bestowed

upon marketing scholars. Fellows are chosen for "unusual and outstanding contribution or performance in the field of consumer psychology." Krishna is the Dwight F. Benton Professor of Marketing.

Haitao Li, Steve Leider, Puneet Manchanda, and **Minyuan Zhao** were honored by *Management Science* with **2012 Service Awards**, given for outstanding review and editorial work. Li is professor of finance; Leider is assistant professor of technology and operations; Manchanda is the Isadore and Leon Winkelman Professor of Retail Marketing and chair of marketing; and Zhao is assistant professor of strategy.

Uday Rajan, associate professor of finance, has been named an **associate editor** at both the *Journal of Finance* and *Management Science*. He joins associate professors of finance **Amy Dittmar** (*Journal of Financial Economics*) and **Paolo Pasquariello** (*Journal of Financial Markets*) in serving on editorial boards of leading journals in the field.

Jeffrey Sanchez-Burks was appointed to the **National Academy of Science's National Research Council Committee on the Context of Military Environments**. He

previously conducted research for the Army Research Institute, investigating methods to train soldiers to decode nonverbal cues in cross-cultural interactions. Sanchez-Burks is a Michael R. and Mary Kay Hallman Fellow and associate professor of management and organizations.



Cathy Shakespeare and PhD student **Brad Hendricks** won the **best discussion award** at the *Review of Accounting Studies*



annual research conference. Their discussion will appear in a special issue of the publication. Shakespeare is faculty director of the Master of Accounting Program, Teitelbaum Research Scholar, and associate professor of accounting.

Joel Slemrod received the **2012 Daniel M. Holland Medal** for outstanding contributions to the study and practice of public finance. The medal is the National Tax Association's lifetime achievement award. Slemrod is the Paul W. McCracken Collegiate Professor of Business Economics and Public Policy. See a video tribute, produced by some of Slemrod's fans, at www.bus.umich.edu/slemrodtribute.

Dave Ulrich, professor of business administration and director of Ross Executive Education's Advanced Human Resource Executive Program, was inducted into **HR Magazine's Most Influential Hall of Fame**. In 2011, the organization named Ulrich the world's most influential HR thinker.

Lynn Perry Wooten is a fellow in the **2012-13 Academic Leadership Program of the Committee on Institutional Cooperation**. The program develops faculty who show exceptional promise for administrative roles. Wooten is associate dean of undergraduate programs and clinical associate professor of strategy and management and organizations.

Ross School Salutes Retiring Faculty

Four long-standing Michigan Ross faculty hung up their maize-and-blue hats with retirements in 2012.

Claes Fornell was the Donald C. Cook Distinguished Professor of Business Administration and professor of marketing. He pioneered the study of customer satisfaction and the application of structural equation models in business research. Fornell also created the American Customer Satisfaction Index.

Dennis Severance was the Accenture Professor of Business Information Technology and chair of the computer information systems area. His research included senior management control of corporate information systems, as well as manufacturing and distribution logistics systems.

Jan Svenjar was the Everett E. Berg Professor of Business Administration and a past executive director of the William Davidson Institute. Svenjar established and was director of the Ford School of Public Policy's International Policy Center. He twice ran for president of the Czech Republic.

Karl Weick was the Rensis Likert Distinguished University Professor of Organizational Behavior and Psychology, and is regarded as one of the most influential and original thinkers in the organizational studies field. He is best known for his theories of organizing and sense making in organizations.

“Social media has always been a double-edged sword.”



PUNEET MANCHANDA, Isadore and Leon Winkelman Professor of Retail Marketing and chair of marketing, on the hacking of the Jeep and Burger King Twitter accounts.
—*The Detroit News*, Feb. 20, 2013

...

“I don’t think people were expecting the young-adults provision to have such a noticeable effect.”

TOM BUCHMUELLER, Waldo O. Hildebrand Professor of Risk Management and Insurance and professor and chair of business economics and public policy, on the decline in the number of Americans without health insurance.
—*Bloomberg Businessweek*, Sept. 12, 2012

...

“It’s not a question of being lied to. It’s a question of do you want to be lied to.”

ARADHNA KRISHNA, Dwight F. Benton Professor of Marketing, on vanity marketing, in which marketers re-label large-size clothes as smaller sizes.
—NPR’s “Morning Edition,” Sept. 26, 2012

“Most Americans don’t bother to save much ... so small changes will quickly change behavior.”

JERRY DAVIS, Wilbur K. Pierpont Collegiate Professor of Management and professor of management and organizations, on how the reinstatement of the payroll tax will affect discretionary spending.
—*Bloomberg Businessweek*, Jan. 14, 2013

“Steve Jobs never would have let this happen.”

GERALD MEYERS, adjunct professor of management and organizations, on perception problems facing Apple in the wake of glitches with its Maps app.
—NBCNews.com, Sept. 28, 2012

“For me, real business heroes are executives who maintain corporate success in such a way that they don’t have to make headlines — and they certainly don’t make headlines for doing unethical things.”

PAULA CAPRONI, lecturer of management and organizations, who was the subject of the “10 Questions” feature.
—*Financial Times* “Women at Business School” blog, Dec. 10, 2012

“He finally had the courage to acknowledge the words ‘climate change.’”

ANDY HOFFMAN, Holcim (U.S.) Professor of Sustainable Enterprise, professor of management and organizations, and director of the Erb Institute for Global Sustainable Enterprise, on President Obama’s inauguration day pledge to address climate change in his second term.
—Associated Press, Jan. 22, 2013

“The incoherence in the taxation of capital income has serious economic consequences.”

JOEL SLEMROD, Paul W. McCracken Collegiate Professor of Business Economics and Public Policy, on tax code incentives that favor debt financing over equity.
—*Bloomberg Businessweek*, Oct. 22, 2012

“If a person writes about a decision problem, as opposed to simply thinking about it, she develops greater confidence in the correctness of the decision.”

FRANK YATES, professor of marketing and professor of psychology, on how to assuage doubt behind big life decisions such as marriage.
—*The New York Times* “Well” blog, Jan. 21, 2013



“We are never going to solve our problems in the U.S. without the involvement of business.”



ALISON DAVIS-BLAKE, Edward J. Frey Dean and Stephen M. Ross Professor of Business, on the importance of broad-based, global business education.
—*Financial Times*, Jan. 28, 2013

Connected CEOs and Fraud.

New study shows that CEOs with close ties to their top executives are more likely to commit fraud

Corporate frauds have dominated financial news in the past decade, hurting public and investor confidence. Plenty of studies have worked to predict fraud – probing board structure, the regulatory environment, executive compensation, and business conditions.

But few have examined the connectedness of the company’s topmost executive to its other top executives. After all, the CEO has legal authority and immense “soft” influence over the top lieutenants.

Professor **E. Han Kim** and Professor **Vikramaditya Khanna** of U-M’s Law School wondered: How does CEO connectedness affect the likelihood of wrongdoing and its detection?

It turns out to have a big effect. The more top executives the CEO appoints, the higher the probability of fraud. Also, that fraud has a lower likelihood of detection. “CEOs who commit fraud don’t act alone,” says Kim, the Everett E. Berg Professor of Business Administration. “We wanted to focus on white collar crime and the soft influence CEOs have over their top executives. We found the more closely they are connected, the easier it is to bypass controls.”

Their paper, “CEO Connectedness and Corporate Frauds,” was co-authored by **Yao Lu**, associate professor of finance at China’s Tsinghua University School of Economics and Management, and a fellow at the Ross School’s Mitsui Life Financial Research Center.

Connectedness: A Double-Edged Sword

Having a CEO closely connected with top executives has major benefits. A close-knit executive suite generally reacts faster to changing business conditions and is more efficient, Kim says.

But the researchers wondered if there was a downside. Could a close-knit executive team help deter fraud? Could the CEO’s familiarity with the other executives enable him or her to detect early signs of fraud? Or, if a CEO is unsure whether an activity crosses the line, would executives with close relationships be more comfortable steering the CEO in the right direction?

The researchers examined a sample of publicly traded companies from 1996-2006. To determine connectedness, they looked at the top four executives under the CEO and whether they were hired from the outside or promoted during the CEO’s tenure.

The observation problem – they only could count detected frauds, not the entire population of frauds – was resolved by using a statistical tool called the bivariate probit model.

They found a significant positive association between CEOs’ connections with their top executives and the likelihood of wrongdoing, as well as a decrease in the likelihood of the deception being detected.



E. Han Kim

Kim’s estimate found that a firm with all four executives appointed by the CEO has a 34.5 percent higher incidence of fraud and a 20.3 percent lower likelihood of detection than a firm with none of the executives appointed by the CEO.

“Committing fraud and keeping it from view requires coordination,” Kim says. “When the CEO and the top executives are closely connected, coordination costs go down and it’s easier to get support to override control mechanisms. It’s also easier to influence others to obfuscate. This is what social scientists call social influence. It relies on norms of liking and social consensus to shape decision making.”

Finding the Fraud and Implications for Boards

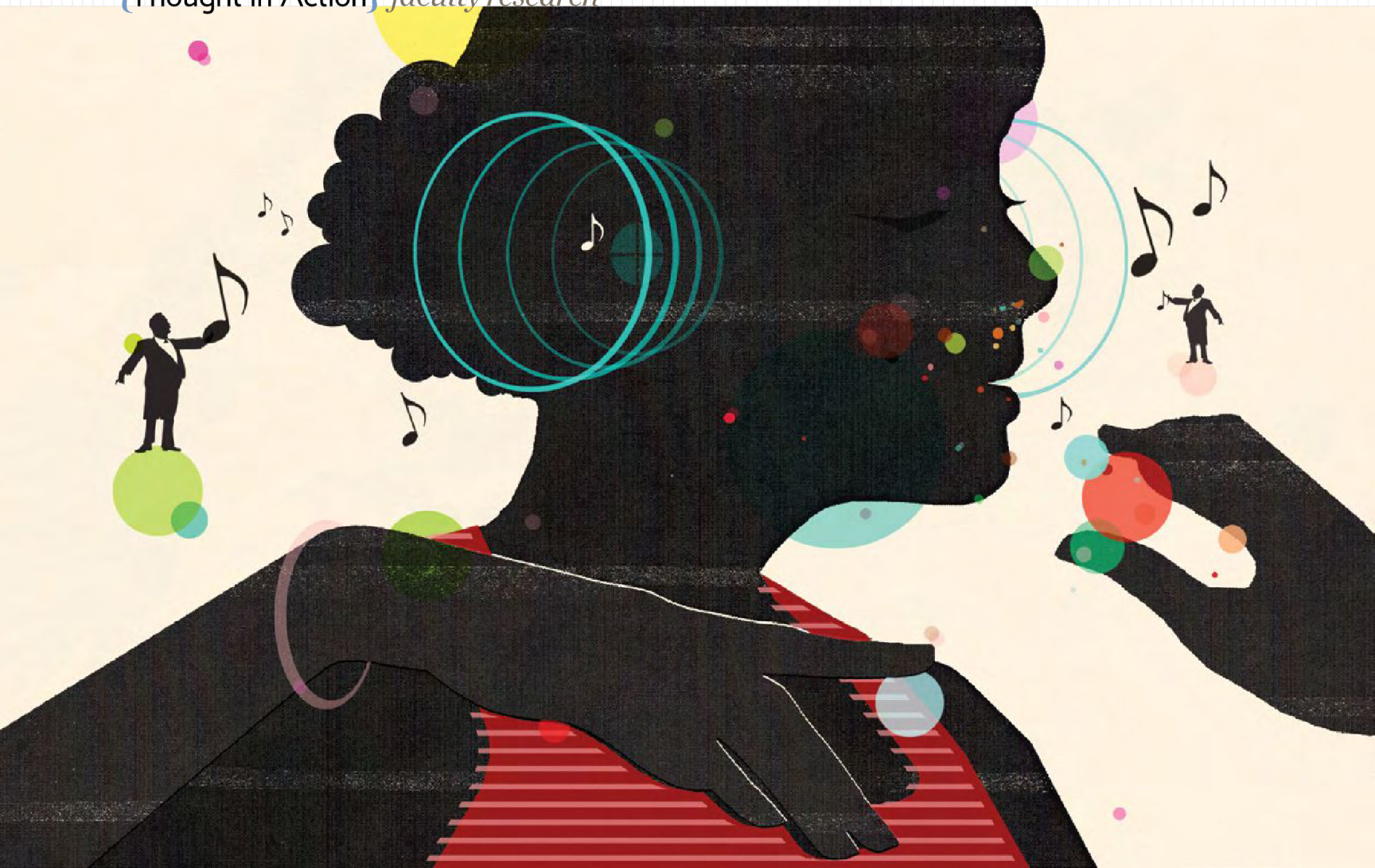
Kim and his co-authors also found that standard internal and external monitoring systems aren’t successful at detecting fraud by a connected CEO. If a board is overseeing a connected CEO, uncovering possible fraud will take more effort.

Even when fraud is discovered, the connected CEO is less likely to be fired. Unless the chief executive is jailed, dismissal is a company-level decision. Better connected CEOs can gather more support from other executives than non-connected ones, Kim says.

The study found that the probability of a CEO’s firing following fraud discovery is 29.6 percent lower when all four top executives were appointed by him or her than at a firm where none of the top lieutenants have that connection.

“Boards, regulators, and investors need to be aware of this,” says Kim, who has served on a number of boards. “Corporate directors and auditors aren’t finding the wrongdoing, and they are the first line of defense. Hopefully we can change their perspective.” ✖

–Terry Kosdroosky



Making Sense of Our Senses

Aradhna Krishna's latest book explores how products use human senses to build engagement

How did a scent become important for an airline? How about a jewelry company that sells gold and diamonds known for a shade of blue? Why is eating a Hershey's Kiss so much different than eating a bar of the same chocolate? These companies are tapping into sensory marketing — using visual, audio, tactile, olfactory, and taste cues not only to sell a product, but to engage customers.

The study of this phenomenon was pioneered by **Aradhna Krishna**, who outlines its history and uses in her new book, *Customer Sense: How the 5 Senses Influence Buying Behavior* (Palgrave Macmillan, 2013). Krishna is the Dwight F. Benton Professor of Marketing.

"There's so much advertising clutter, it's hard to get a brand noticed," she says. "Sensory marketing uses subtle triggers to get consumers engaged with the product. You can say your product is the best all you want, but that claim will mostly be met with skepticism. But if a

product is designed in a sensory manner that makes you automatically become more engaged with it, then that is much more powerful. Take the case of the iPod Touch — the look and feel of it and the way it responds to your touch make you want to have a connection with it. Then the name itself emphasizes that connection even more. You build a relationship with the product."

Krishna's book brings together research in the fields of neuroscience, psychology, and consumer behavior to show how our senses work, and how successful companies master this art to build powerful brands.

For example, smell has a strong association with feeling and memories. Singapore Airlines knows that, and uses a subtle scent in its cabins. Westin Hotels found a low-cost way to build a sensory association with its brand by the scent infused in its pens. (The pens were sold to Westin by citing Krishna's research, incidentally.)



“This phenomenon has really caught on, and a large number of companies are doing some very sophisticated work with sensory marketing,” Krishna says. “Food companies have sensory marketing labs that study things like what type of sound a bag of chips should make when it’s opened.”

Consumer Illusions

Krishna’s path toward studying the connection between senses and marketing started with illusions. She examined biases consumers have in visual perception, as well as judging volume and area. Go to an amusement park, and you can see this in action — the queues are designed so consumers don’t perceive how long they really are.

She also looked at how, using the same wine and different glasses, a cup can affect perceptions of taste.

“The same questions kept coming up. And although my research was rigorous, people were asking me what I was getting at, why I was studying this,” Krishna says. “I had to have an organized approach and think carefully about how to configure the field.”

In addition to her own research, Krishna gathered work done by others with a similar theme, but different senses. Around the same time, sensory marketing consultants began popping up. So Krishna organized a conference to bring together the disparate research and the relevant academic fields and practitioners.

“I’m just a curious academic looking around and wondering why things happen, but this has become structured as a field — and it’s a very big part of marketing,” she says.

At first, sensory marketing successes were “mostly serendipity,” Krishna says. Tiffany’s iconic shade of blue is an example. But the field has evolved into a science for companies, some of whom are using sensory cues in creative ways.

Another example: Clothing retailer Abercrombie & Fitch has a particular scent in their stores, along with music designed to attract its desired young customers.

The Five Senses

Krishna’s book covers the science of human perception, the marketing based on those perceptions, and the research behind both the science and marketing. These perceptions create a number of tendencies and biases. Krishna and her colleagues have studied the biases, and marketers are becoming more aware of them. For example, the chapter on taste reveals research that shows packaging and variety affect food consumption. When eating idly, people will consume nearly twice as many M&M candies from a bowl containing 10 colors than from a bowl with seven colors.

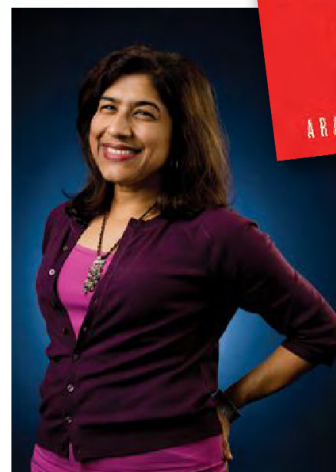
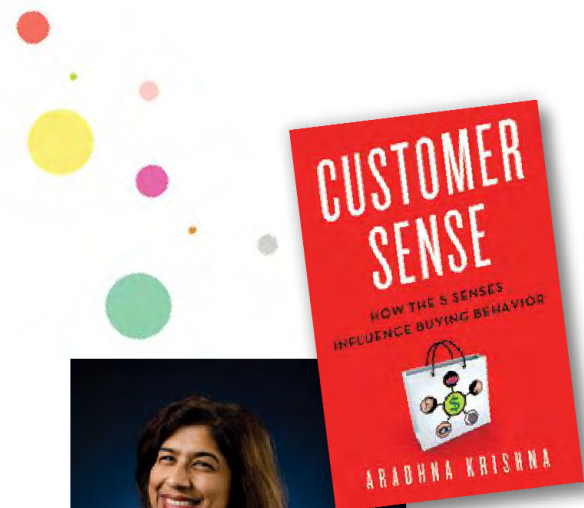
There are also practical guides for practitioners, including pitfalls to avoid, since reactions to stimuli can be subjective and based on cultural conditions. For example, the “new car smell” is something consumers in the U.S. expect from a new vehicle, but it’s undesirable in Asia.

“Marketers need to be very careful, especially since so many products today are global,” Krishna says. “There’s an assumption that the same things appeal to people across the world. Don’t assume a smell or color is universally liked.” Other companies that do sensory marketing try to do too much, overloading the senses. In fact, a “more is better” view prevails in the industry — something Krishna thinks is the wrong approach.

While technology is making it easier to study some areas of sensory marketing, such as the value of touch, there’s still plenty to learn. The effects of color and shapes are being studied, as is the effect of ambient music.

“This is the best time to be in this field,” Krishna says. “There’s never been so much clutter to cut through to make a brand’s presence known. Also, a wide variety of sensory experiences are being delivered by brands, and they need to understand if they’ve got it right.” ✖

—Terry Kosdrosky



Q: What are you thinking about?

A: STATUS

There's a well-known connection between scarcity and status. The scarcer something is, the higher its status — and the higher the status its owner has. But marketing professor **Brent McFerran** says this theory breaks down when you look at customer loyalty programs and guests. What happens when VIP programs allow their members to invite a guest? Does the member feel some loss of status because the reward is available to more people? The answers found by McFerran, the Arnold M. & Linda T. Jacob Assistant Professor of Marketing, provide insight for companies running loyalty programs.

WHAT ARE YOU THINKING ABOUT?

Status, specifically with customer loyalty programs or VIP programs. They're designed to make the best customers feel special. Feeling special has many positive implications for the company — these customers spend more, are more satisfied with the firm, and share more positive word of mouth. Most of a company's profits come from a relatively small group of customers. However, many loyalty programs have started to allow people to bring a guest with them, or share rewards with a friend from time to time. You can get upgraded at the hotel, fly first class, get in the VIP lounge, or enter a luxury suite at the football game. In each case, you can bring a guest (or several). But the guest has done nothing to earn this preferential treatment. Nobody has really looked at the consequences of this practice. So I wanted to find out the consequences of extending VIP status to non-VIPs.

I find that loyalty members really value it. Furthermore, they are willing to trade scarcity in order to share preferential treatment with friends. They'd rather have six VIP passes out of 30 and bring five friends than have one pass out of five total. Interestingly, this doesn't make the VIP feel like he or she is losing status. And it drums up another set of customers because the guests get really excited. While VIPs quickly satiate on the

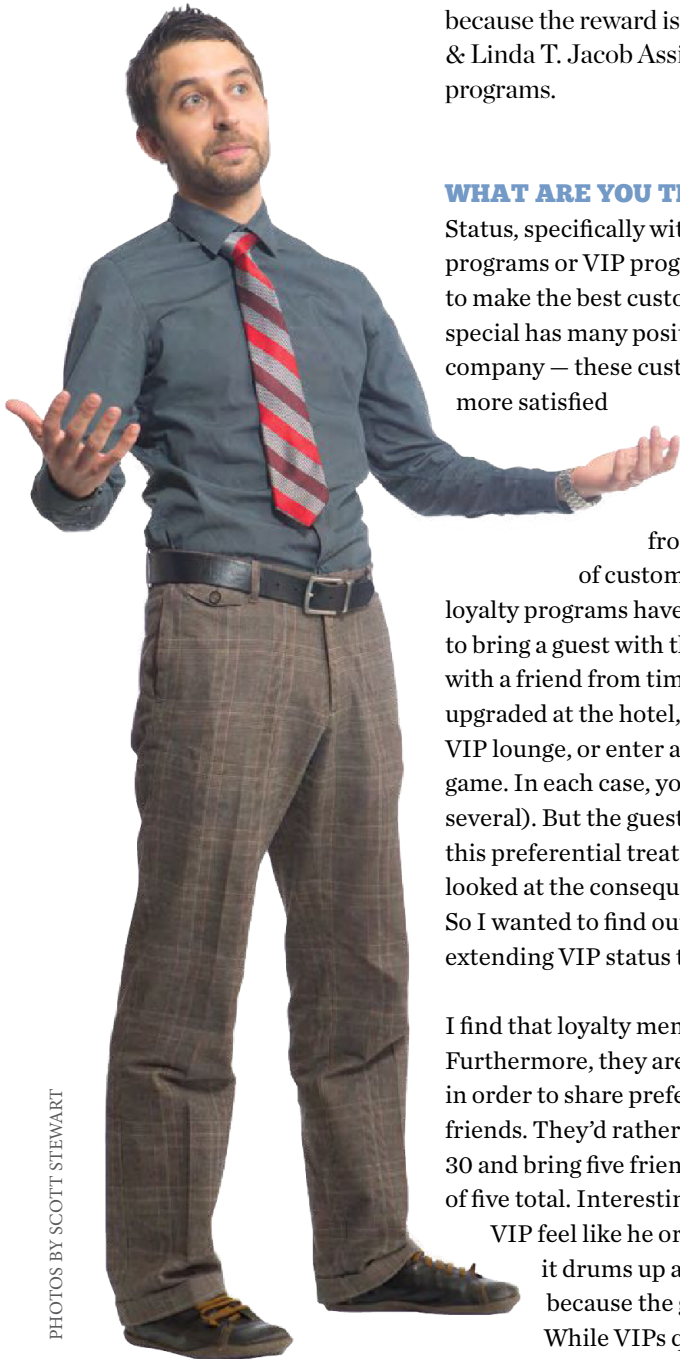
rewards that firms give them, the guests feel very special when they get that upgrade. It's positive for the firm because it usually leads to good word of mouth — like a Facebook or Twitter picture saying, "Hey, look! I'm in the VIP suite!" — and it's relatively inexpensive. Plus, a new group gets fired up about the brand at a lower marginal cost than it takes the firm to reward a "true" VIP.

WHY IS THIS INTERESTING TO YOU?

For a couple of reasons. First, there is a well-established relationship between scarcity and status. I show here that it doesn't always hold. Second, while some firms are doing this, there's no real research about whether it's good or bad for the VIP, the guest, or the firm itself.

WHAT ARE THE IMPLICATIONS FOR INDUSTRY?

It suggests that when you design loyalty programs, it's not just about your top customers. Recognize your customers derive value from sharing preferential treatment. They will even be willing to trade off some scarcity, and they generally will be pleased. The guests are really happy, often even more so than the "true" VIPs, and this means more people excited about your brand. Understanding when and how to make your top customers feel special is an area where companies don't have a ton of insight right now, and I think a lot of firms are running loyalty programs in a suboptimal way. ✦



PHOTOS BY SCOTT STEWART

A: COWORKING

Professionals who freelance or work at home often say they like the work, but get lonely or seek more human interaction. Enter the coworking business. More spaces are popping up that offer independent workers the ability to work with others in a similar situation. Professor **Gretchen Spreitzer**, whose recent research has focused on thriving at work, now is turning her attention to these coworking venues. Do independent workers thrive in coworking spaces? Are the places themselves viable businesses? It's a new trend that Spreitzer, the Keith E. and Valerie J. Alessi Professor of Business Administration and professor of management and organizations, thinks will open a lot of avenues for study.

WHAT ARE YOU THINKING ABOUT?

Coworking. There are enterprises where freelancers and independent workers can do their own work in a common space with others. Nearly 40 percent of workers today are independent, and you see them working in home offices and in Starbucks. A lot of these people have said they love the work they do, but they get bored and lonely. They long for some type of professional community to spark creativity. So coworking organizations are popping up. There are 800 in the U.S. and just as many in Europe. They're usually cool places with exposed brick walls and tables, so you're not just sitting in a cubicle. These places are growing by leaps and bounds, and we're just starting to study them. I'm working with PhD student **Lyndon Garrett** to interview people who go there, observe them coworking, look at why these places are cropping up, and examine some of their different purposes. We're also looking at coworking venues' websites to see how they market themselves, and are studying the networks of the people who go to them. Some of these places are more professional office spaces where independent workers can have client meetings. Others are more open and modern. Some want diversity among the people, while others want some sort of commonality, like entrepreneurs. Some offer happy hours or learning-type meetings after hours. It's early, so we don't know how effective they are yet or how viable the business model is.

WHY IS THIS INTERESTING TO YOU?

It goes back to how thriving works. When people thrive, they feel energized. So in what contexts do they thrive? A corporate context uses its strong culture, strong incentives, and established practices. The context for independent workers is weaker, so they can co-create a context that enables them to thrive. These coworking spaces are democratic, so people can shape them in a way they feel helps them thrive.

WHAT ARE THE PRACTICAL IMPLICATIONS FOR INDUSTRY?

I think we're going to see people who work in a corporate setting desire this kind of coworking environment. More people are going to say they will work for a company, but prefer not to do it in the company office. And there are different ways to get that environment. There's an interesting place in Grand Rapids, Mich., where several big companies have a select group of employees in a coworking space, with the idea that they'll stimulate ideas for each other. It's company sharing. There's another model where companies open excess office space to independent workers. They become a coworking host. So this trend with independent workers also is going to have implications for corporate employees. ✕



POSITIVELY DIFFERENT

Today's business landscape is evolving rapidly, and the needs of business education are changing with it.



In February, Dean **Alison Davis-Blake** unveiled the Ross School's new strategic vision for the future of business and business education. The vision builds from four values that define both Ross' greatest strengths and the key attributes of successful leadership in the future.

The Ross difference describes both how we lead and the kind of leaders we create. At Ross, we believe:

- + Through positive business practices, the potential of people and firms will be realized and society's most pressing problems will be addressed.
- + Solutions are not confined to one sector or function, and true innovation comes from a boundaryless approach to problem solving.
- + Analytic rigor must be the foundation for all business decision making in the 21st century.
- + Business acumen consists of a set of knowledge and skills that only can be developed by bridging the gap between theory and practice and engaging in action-based learning.

The following pages will introduce you to four Ross alumni who already embody these forward-thinking philosophies of doing business. They are executives who see value in growing the right way. They understand that successful business transcends geographic and functional boundaries. They anticipate what's next through cutting-edge analytics. They don't just sense opportunities, they create them. **They are leaders who make a positive difference in the world.**



POSITIVE



Jeff Blau, BBA '90
CEO, The Related Companies

Jeff Blau, along with Stephen M. Ross, BBA '62, chairman and founder of Related, talked about positive business during a September 2012 visit to campus. View a video of their conversation, held in Blau Auditorium, and read more at www.bus.umich.edu/rossblau.

Using the power of business to make a positive difference in the world can take a lot of forms. For **Jeff Blau, BBA '90**, it means creating buildings that meet a city's needs, fit in with the area, and are environmentally friendly. It also means showing loyalty to employees.

These might be details that many real estate development firms, faced with variables that chip away at profits, don't bother with. The Related Companies, a global developer of iconic buildings, sees them as part of doing business the right way.

"We do a lot of things to make sure we fit in with a community," Blau says. "It could mean including affordable housing elements in a mixed-use development. We pay extra attention to design and landscaping; sometimes we overspend on that. It could mean public access, gardens, or a certain finish level in apartments. And we certainly build green. We do it because it's good for the environment we live and work in, and because it makes economic sense. When we're bidding on the next big project, it helps to show people how good our buildings look and fit into the area."

Related, founded by school namesake **Stephen M. Ross, BBA '62**, got its start in affordable housing. When many developers converted affordable units to market rate — making some nice profits in return — Related didn't partake. The firm remains a go-to affordable housing developer in New York City.

"We never displaced an affordable housing resident," Blau says. "I think those types of units are critical to a city's future. A viable city needs affordable housing spread throughout. Not that we don't make money on those units. We're a business. But we think long term, and the city's interests are part of our thinking."

Related's commitment to community was tested in bidding for the Time Warner Center at Columbus Circle. It wasn't selected initially, but the city decided to open the bidding back up with a caveat — add Jazz at Lincoln Center as part of the deal.

"Here you are, having already submitted your highest and best numbers, and now there's a \$100 million component to add," Blau says. "The other developers simply stuck it in the least valuable real estate. We thought it deserved to be front and center. We knew it could be a big part of the development, so we proposed putting Jazz at Lincoln Center in high-profile, expensive real estate." Related won the bid.

"It turned out to be good for the community and good for us," says Blau. "We have this incredible cultural institution that's easy to see and access, and it's right above the retail, so the retailers are happy. Sometimes doing the right thing costs you something up front, but pays dividends in spades down the road."

Related now is involved in a major development, Hudson Yards, that will reshape the Manhattan skyline. The 26-acre, mixed-use project will have apartments, offices, a school, affordable housing, and a large, public plaza.

"It's the biggest challenge we've ever faced," Blau says. "But this is going to be the Rockefeller Center of the 21st century. Everyone who comes to New York will have to see it, and it's all being done with the latest green technology. It's an incredible experience."

While the buildings get the press, Blau and Ross are most proud of the way they build their team. Blau himself started as a summer intern, rose through the ranks, and became CEO last year, with Ross becoming chairman. When Blau and Ross first met, Blau had designs on eventually starting his own business. Ross told him, "If you're as good as you think you are, it's upon me to do the things to keep you."

Blau stayed — becoming president at age 32 and CEO at 44 — and keeps the same philosophy. Related enjoys a low turnover rate for its industry.

"Our approach to people isn't conventional, at least in our industry," he says. "We hire young, smart people and put them in charge of their own projects. Sometimes it's to the point where it's too much responsibility. I know Steve let me do more than I was probably ready for at the time. But when they're doing ambitious things and have a stake in it, they become motivated. They want to do well and do it the right way." Blau says another key is sharing equity broadly with established team members. They become partners in deals. "We want entrepreneurs, and that's the way you keep people happy who otherwise would go out on their own. People always say they want loyalty from their people, but first you have to be loyal to them." ✦

—Terry Kosdrotsky

BOUNDARYLESS



Alejandro Quiroz, MBA '07
VP, Global Advanced Manufacturing,
Whirlpool Corp.

What do the indigenous Tikunas of the Brazilian rainforest have to do with smart refrigerators? A lot.

When **Alejandro Quiroz, MBA '07**, became vice president for global advanced manufacturing for Whirlpool Corp., he was tasked with transforming manufacturing for the world's largest home appliance maker. He never anticipated that an encounter with a primitive population of the Amazon could influence the way people use kitchen appliances worldwide.

For some time, Whirlpool had been waiting to launch a line of smart-technology home appliances, such as refrigerators that could connect with smart phones to keep track of grocery needs, or other similarly enhanced technology.

"I knew it could revolutionize the industry," he says, "but from a manufacturing standpoint, we were at a roadblock. Our resources in South America were maxed out, and I had feasibility concerns for the pilot." Quiroz was visiting a factory in Manaus, Brazil, when a light bulb went off. He saw even the region's most primitive populations using the latest smart technologies through their mobile phones. "I realized the potential of what we were sitting on," he says. "I decided we had to make the launch happen no matter what. A few months later, we introduced our global pilot."

Perhaps this unexpected turn of events from a cross-cultural encounter isn't a surprise for a guy who speaks five languages and has lived and worked throughout Europe, Asia, Latin America, Africa, and the U.S. "Crossing boundaries is what I do — I'm the global guy," Quiroz says. The Mexico native began his career as a mechanical engineer, heading up greenfields and factory turnarounds for the automotive industry. As a graduate student, he was living in Germany with his family, working in China, and commuting once a month to Ann Arbor for the Ross Executive MBA Program. "I'm one of those people who can sleep almost anywhere," he says. "And staying fit is a priority for me. You have to have stamina for this job."

It was his breadth of global experience that brought Quiroz to Whirlpool in 2009. The company had created a new global function reporting to the executive committee as a key part of its transformation strategy. "We had factories running throughout the globe, but they weren't well-coordinated," he says. "My job was to integrate advanced manufacturing technologies and change their processes to a common platform. When a glitch arises in a supply chain, operations can be flexibly shifted to enable cost savings, reliability, and faster distribution for new products."

The strategy is paying off. In 2009, Whirlpool's stock traded at \$19 per share; in 2013, it's trading at almost \$120 per share.

"Optimizing processes hasn't been only an operations task, it's been a cultural task," says Quiroz. "There's no way you could do this job without keen insight into all the global players. We've asked some tall orders of our teams. The only way to accomplish them is with trust." To build that trust, one of Quiroz's first decisions was to visit each of Whirlpool's 36 factories on five continents during his first three months. "No one at Whirlpool had ever been to all of them in such a condensed period. I made it a priority."

Quiroz says no matter where he goes, he believes in taking time to immerse in the culture and study the local customer. "I'm not in marketing, but I believe whatever your function, you have to connect with the customer." On a 2012 trip to Sweden, he stopped at a local shopping mall and ended up talking with a sales clerk. "I learned that our Kitchen Aid stand mixers were selling faster than the store could order them. At the time, we had a bottleneck in our facility in Ohio, so I immediately took steps to solve it. The European sales team reported the same information a month later, but my team was already ahead of the issue."

Such on-the-ground learning also has helped Quiroz better understand his global workforce. While talking with factory workers during a trip to Slovakia, Quiroz discovered they wanted their printed work instructions to be given in English along with the local language. They explained it would make them feel more a part of the company and make them stronger employees. "I'd never gain that kind of insight in a management meeting," he says.

Knowing the importance of those diverse insights drives the way Quiroz builds his team. "I made a point to create one of the most diverse senior teams in the company," he says. "We've exercised greater cultural sensitivity and gained more trust for it. It's been a key value driver. And as the world's consumer demographics continue to shift, the value of diversity is only going to grow." ✦

—Helen Ledgard

Bob Fregolle, BBA '79

Global Customer Business Development Officer
The Procter and Gamble Co.

ANALYTIC



“Consumers have no idea

how much analytical

horsepower goes into that

bottle on the shelf.”

When you walk into a pharmacy, there’s a science behind where you’ll find your favorite hair care product. **Bob Fregolle, BBA ’79**, is one of the key people in the consumer products industry behind that science.

Fregolle oversees worldwide go-to-market strategy for the Procter and Gamble Co. — not what that bottle of shampoo looks like, but getting your local store to carry it in the first place. He says “global customer business development” is more than a fancy word for sales. “It’s about multifunctionally developing our customers’ businesses, using our brands in a way that benefits the consumer and our business.”

P&G pioneered this approach in the 1990s, expanding the sales force’s scope to include resources from finance, marketing, logistics, market research, and HR. Sales managers were trained to solve varying issues that might affect a customer’s sales, from merchandising and supply challenges to antiquated technology. “We saw this as a source of competitive advantage,” Fregolle says. “If sophisticated analytics could help us work with customers to reduce inventory and free up cash, that cash could be used to develop smarter demand creation programs for our brands.”

At the core of that strategy is data and the interpretation of it. While the term “big data” is a business buzzword, Fregolle says that’s not enough. He talks about “big analytics.” “There is no question about the abundance of data. What’s more valuable is business intelligence and insights. Whether it’s point-of-sale data from customers, operational results data, shopper insights, or household panel data, the trick is pulling it all together.”

Pulling it all together is key before data collection even begins, says Fregolle. “We must ask the right strategic and operational business questions that will lead us to the right data to make better, more informed decisions.” Those decisions cover the gamut from where the household care department should be located in a store to the placement of diapers and bottles within the baby care aisle. P&G’s customer teams analyze what departments within stores are profitable, so they can recommend layout changes, new merchandising strategies, and more effective supply solutions. It’s all part of P&G’s evolution

from strictly a brand-focused strategy to a total-store strategy designed to optimize the shopping experience.

At P&G, analyzing data is more than reading spreadsheets. The company has retail innovation centers worldwide that bring data to life, including a Cincinnati, Ohio, facility with a grocery store, a model home, and state-of-the-art computer modeling and consumer research technology. The centers are not where products are developed or manufactured. They are where P&G analyzes how consumers shop, eat, and perform routine household tasks in order to help the company enhance its go-to-market approaches.

“It all comes down to the consumer,” says Fregolle. “Through our analytics, we show customers that it’s not only about P&G. It’s about consumer needs and wants, the purchase decision trees they utilize, and how we can grow categories through improving the shopping environment.”

While analytics must drive decision making, Fregolle says human behavior injects a wild-card element. He sees the quest for greater predictability as the next frontier for his business. “It’s not like anybody has the answer, but it’s absolutely what we’re starting to think about. The most difficult consumer to predict is anyone who’s not like you. We rely on research and data to produce insights that better predict shopper behavior.”

That’s why Fregolle says the more than 10,000 people who comprise his global customer business development sales force are so vital. Having as many diverse viewpoints as possible increases the likelihood of finding commonality with consumers. At a recent customer meeting, he estimated 200-300 years of diverse retail experience sat in the room, which allows decision making to marry analytics and experience. “People make decisions, not data,” he says. “Analytics, and the conclusions that come from them, are valuable inputs. But nothing takes the place of experience-based knowledge.”

After 34 years at P&G, Fregolle still relies on frequent travel to gain that knowledge, heading from Monterrey to Mumbai to Moscow to understand the on-the-ground realities faced by businesses that carry P&G products. “You can’t ever replace the value of sitting across the table from your customer and just listening.” ✎

—Amy Spooner



Jennifer Zeszut, MBA '99
Founder and CEO, Beckon

HOW DO YOU STUDY ENTREPRENEURSHIP?

For **Jennifer Zeszut, MBA '99**, the answer is to be an entrepreneur. It wasn't a premeditated journey, and although she's still surprised by her career path, no one else is. "I tell people from my past what I do, and they say, 'Of course' and point to the signs from childhood," Zeszut says. "But it never feels obvious when you're going through it."

Zeszut founded Scout Labs, an SaaS company that helped brands aggregate and analyze what people were saying about them across social media. Sixteen months after its 2009 launch, she sold the company to Lithium for more than \$22 million. The short time frame from launch to acquisition alludes to a smooth ride. But such thinking is a mistake, says Zeszut. "I don't know any startups that are rocket ships with no bumps in the road."

Zeszut's entrepreneurship education began with a getting-to-know-you conversation when she was hired as a marketing VP at a Silicon Valley software company. A principal investor wanted to hear her strategy for the company, and Zeszut discussed social media as the wave of the future. She outlined what would be helpful to her in terms of marketing in that space, as well as ideas for achieving it. The investor offered her \$2 million to start her own company focusing on just that. She laughed it off and tried to turn him down a few times, but he persisted — and the more she talked about what that hypothetical company's hypothetical CEO should do, she realized that person should be her.

"It was not part of my life plan," Zeszut says. "But I knew I would regret it if I didn't try."

So she made the leap into "CEO boot camp," anticipating many mistakes. What she couldn't have predicted was that her biggest stumbling block was beyond her control. As the recession's shockwaves echoed across Silicon Valley in 2009, Zeszut learned her next round of committed funding wasn't coming. She was weeks from launch, with hundreds of the world's biggest companies lined up as clients, yet her liquidity was evaporating. Zeszut used what remained to keep the servers running and to pay employees who had visa requirements. Then she told the rest of her team she could no longer pay them. To her surprise, most stayed. "I've never been so stressed in my life as I was when I was trying to justify their amazing commitment," she says.

While it was tempting to call it quits, Zeszut believed too strongly in her idea. "I know startups fail all the time. Companies falter because they didn't build a good product or the market isn't there," she says.

"We had built something exceptional in a fast-growing market with incredible traction. We had done the hard part. It would've been a shame to let something that good fail."

Zeszut found new investors based on the strength of her client portfolio and metrics. "It was a compelling story for those who understood that we had a real sweet spot with social media," she says. Within six months, she had multiple acquisition offers and sealed the multimillion-dollar sale on the same day she gave birth to her third child.

A few months later, Zeszut won the Technology Innovators Award from Astia, a Silicon Valley group that supports female entrepreneurs. Soon thereafter, she spoke at the White House during the kickoff of "Startup America," the president's initiative to encourage private sector investment in startups and small firms.

After the acquisition, Zeszut became chief social strategist at Lithium and learned another lesson of entrepreneurship — it's addictive. She missed being a CEO and building something with a committed team under her. Once the Scout Labs product and team were well-integrated, she decided to move on. Zeszut tried to convince herself she could be happy somewhere as a chief marketing officer, "but then we came up with the best idea *ever*."

Zeszut and several former Scout Labs colleagues founded Beckon, which launched in late April 2013. The company helps marketers understand the business impact of everything marketing does. "We answer the question of what's working across channels and help companies better manage and optimize marketing spends. It's the holy grail of marketing," says Zeszut. It's no accident her second company is an extension of her first. "I've been building what I, as a marketer, wanted," Zeszut says. "I'm passionate about putting things out into the world. It's so much easier when it's my company and I'm living it in my bones."

It remains to be seen if success will strike twice, but Zeszut says many things are easier this time. "I learned so much from the Scout Labs experience that I just have to do it again. Why go through all the pain once if you're not going to do it better the next time?" ✕

—Amy Spooner

A photograph of Terry Davis, an older man with white hair, smiling and standing in front of a large stone archway. He is wearing a blue sweater over a white collared shirt and brown corduroy pants. The background shows a brick building and green foliage.

PRINCIPLED POLITICS

Terry Davis, MBA '62, embraced American democratic values throughout his career on the British and European political stages.



Perhaps the Right Honourable **Terry Davis, MBA '62**, thought retirement meant the end of public scrutiny. But in 2010, the ex-politician, who recently had served a five-year term as secretary-general of the Council of Europe, found himself slammed in the infamous WikiLeaks scandal as “devoid of vision” and “an unpopular lame duck ... who [would] not be missed.” The critic was not a disenfranchised constituent or an opposition leader. It was the United States government.

That Davis had drawn such piercing commentary from the Americans was ironic, given he was known throughout his political career as being pro-American. But if politics makes strange bedfellows, it also causes unlikely rifts – and for Davis, the United States’ practice of extraordinary rendition undercut its core democratic values.

“It’s un-American. It’s contrary to the whole tradition of civil rights in the United States,” he says. “I’m a great admirer of the American tradition, and part of that is the right to a fair trial.”

The controversial aspect of the “War on Terror” involves transferring suspected terrorists for interrogation in countries known to employ torture techniques like waterboarding. A June 2006 Council of Europe report, issued while Davis was secretary-general, estimated 100 people had been kidnapped by the CIA on European Union territory and rendered to other countries. Extraordinary rendition became a hot-button issue for the Council of Europe, which was established after World War II to extend democracy, defend human rights, and promote the rule of law on the continent.

Davis became an outspoken critic of the practice, as well as the U.S. detention facility in Guantanamo Bay, Cuba. “Democracy is a matter of culture as much as laws,” he says. “What happened, and continues to happen, is illegal and morally wrong.”

POPPING OVER THE POND ... AND BACK AGAIN

Davis’ passion for human rights stems, in part, from his time at the University of Michigan. He received an exchange scholarship for one year of graduate study at the university, and decided business would provide a solid foundation for any career path. He enjoyed it so much that he accepted a fellowship for a second year.

Davis first set foot on campus in the summer of 1960, when the civil rights movement was heating up with sit-ins staged nationwide. And it was just a few months before the presidential election that saw **John Kennedy** become the youngest elected president in U.S. history, with a platform that included defending civil rights. “It was a fascinating time of transition,” Davis says. “I became keenly interested in American politics.”

During his second year, he was a research assistant for the late Professor **Paul McCracken**, who at the time was a member of Kennedy’s domestic economy task force. Davis also became close with Grand Rapids, Mich., Mayor **Paul Goebel**, who was a friend of future President **Gerald Ford, AB '35**. The connections gave Davis an insider’s view of domestic politics, and during a 46-state road trip after graduation, he saw it firsthand during a stop in Washington, D.C. Davis and his future wife sold their car and sailed on the Queen Mary back to England, but he never forgot the experience.

His post-Michigan career, however, began in business. After two years as an internal auditor at Esso, Davis settled into family life and gave up the hectic schedule of the London-based company

Story by Amy Spooner

Photo by David Fisher, UK

for a general management role at Clarks Shoes (now C&J Clark International) in rural Somerset. It was then that he joined the Labour Party, and as he pondered his next career move, he was asked to stand in a parliamentary election. “I enjoyed my time at Clarks, but I could see it was a glass ceiling,” Davis says, so he agreed to throw his hat into the ring for the 1970 election. He was defeated in the soundly conservative area, but when the MP died the following year, Davis won the resulting by-election. In 1974, he again found himself at the losing end of the ballot, and returned to industry as a manager at British Leyland (which later became Rover). Although stung by the defeat, Davis says it ultimately gave him a political advantage. “I built a lot of relationships with contractors and suppliers, and gained good knowledge of West Midlands industry.”

After several early defeats, it would’ve been easy for Davis to give up on politics and turn his attention to business. But a family discussion convinced him to try again. “Many people become politicians because they have a view of the way the world should be,” he says. “My family helped me realize I still had that idealism. They knew I had been happier as a full-time politician than I was as a businessman.” In the 1979 election, Davis’ background in industry helped him relate to the people of blue-collar Birmingham. He returned to Parliament, where he remained until 2004.

LONDON CALLING

Davis successfully made the leap from business to politics because he says the keys to success are the same. “To paraphrase **Thomas Edison**, success is 1 percent inspiration and 99 percent perspiration. But we should remember Edison also said he’d never done a day’s work in his life. It was all fun.”

An atypical source of fun for Davis was his tenure on the Public Accounts Committee, the most senior committee in the House of Commons. Reviewing accounting reports of various government departments intimidated some of his colleagues, but it allowed Davis to shine. “Lawyers in Parliament are 10 a penny, but few have training in accounting. I was able to make a mark on the committee because I was not afraid of the numbers,” he says. “I would pick up on things that had been buried in reports with the hope that no one would find them.” His time spent observing American congressional and senate committees had helped him hone his “forensic” style. “That’s the way I thought committees in Parliament should operate.”

“After the WikiLeaks broke, I received many messages of congratulations for standing up to the Americans. That was never my intention. I was just adhering to what I still think of as American ideals of democracy and human rights.”



Davis also served on the Advisory Committee on Public Records, reviewing classified government files for declassification. What he saw in those files solidified his commitment to human rights, as he reviewed 1950s-era records concerning the colonial wars of independence, the Korean War, and death-row cases. It also reinforced his anti-war stance — Davis voted against participation in the 1990 Gulf War, as well as the 2003 invasion of Iraq. “[2003] was a difficult time,” Davis says. “We were told there was incontrovertible

evidence of weapons of mass destruction, but I was very suspicious. I feel sorry now for my colleagues who feel they were misled.”

In 1992, Davis’ interest in human rights gained a Europeanwide perspective. He was elected to the United Kingdom’s delegation to the Council of Europe’s Parliamentary Assembly. Like his 1960 arrival at Michigan, Europe in the 1990s was entering a period of transition as the fledgling democracies that emerged from the collapse of the Soviet Union sought to strengthen ties with

the West. The Council of Europe’s membership surged as a result. “It was an exciting time to be part of an organization committed to spreading democracy and securing human rights,” says Davis. He became increasingly prominent in the Strasbourg, France-based organization and eventually was nominated by the British government to be a candidate in an election for secretary-general. The seasoned politician employed an American-style whistle-stop campaign, visiting 43 member countries in a few months. “My opponents, who came from European political systems, weren’t used to that,” he says. Davis was elected in a landslide.

On his first day in office, Chechen rebels took more than 1,000 hostages as part of their separatist movement from Russia, and Davis dealt with separatist movements and ethnic tensions throughout his tenure. Today, he points to human trafficking, ongoing intolerance of ethnic minorities, and the rise of the extreme right as problem areas in Europe. But extraordinary rendition remains his primary concern. “If we behave like terrorists, we will destroy our own credibility, we will descend to their level, and we will increase support for them,” he said in a 2004 speech before the United Nations General Assembly.

Davis cautions Americans that while Europeans are allies in many ways, there are key differences. “Too often, the British are seen as being too compliant with American policies that are unpopular in the rest of Europe, and this damages Britain’s image in Europe,” he says. “After the WikiLeaks broke, I received many messages of congratulations for standing up to the Americans. That was never my intention. I was just adhering to what I still think of as American ideals of democracy and human rights.” ✎



Juli (LeSage) Kaufmann, BBA '91, is building a green business — and a better city — brick by recycled brick

Story by Nicole Sweeney Etter; Photo by Ben Smidt

Building Sustainable Community

Real estate development can conjure up images of glassy boardrooms and skyline-altering architecture. For eco-entrepreneur **Juli (LeSage) Kaufmann, BBA '91**, it involves jeans and work boots, being too busy to shower, and time on a farm learning the nuances of raising goats.

It's just another day at work for Kaufmann, a self-described "contrarian" who is changing the way Milwaukeeans do business. As the founder of Fix Development, Kaufmann combines business savvy with a passion for social justice in pursuit of what she calls the quadruple bottom line: an ROI with environmental, social, and cultural benefits as well as financial ones.

"Fix Development seeks to make the world a better place," she says. And that starts with her corner of the world in southeastern Wisconsin.

Kaufmann founded Fund Milwaukee, which connects local investors with local entrepreneurs, and is helping develop the city's sustainability plan as part of the mayor's Green Team. But she is best known for transforming a polluted brownfield in her neighborhood into the Clock Shadow Building, a much-buzzed-about \$7 million commercial project that the *Milwaukee Journal Sentinel* described as "radically green" and "visionary." Since the building opened last year, it has won a slew of awards, including "Best Green Project in the Midwest" by the *Engineering News-Record*.

Kaufmann has received plenty of acclaim herself, snagging honors that include the 2012 Innovator of the Year Award from the *Daily Reporter*, a state construction industry newspaper.

"She defines 'trailblazer,'" says **Dave Misky**, assistant executive director of Milwaukee's Redevelopment Authority, who serves



with Kaufmann on the Green Team. “She’s not afraid of dealing with challenges, she’s not afraid of dealing with environmental issues, and she’s not afraid of investing in a property or neighborhood. The way she operates, you want to find ways to help her.”

Less-public kudos come in the form of weekly tour requests and inquiries from other developers who want to follow Kaufmann’s lead with their own green projects.

“One building is great, but if an industry can start to shift in that direction, that’s powerful stuff,” Kaufmann says.

From Campus Crusader to Ebbing Entrepreneur

It’s no surprise that Kaufmann found her calling in creating a greener, more sustainable city. She discovered her love of environmental causes at Michigan, where she led a campuswide recycling drive that diverted more than 30,000 pounds of garbage from residence halls. She protested everything from the destruction of the rainforest to toxic waste sites. But her 20-something self couldn’t picture how that passion could become her profession.

“I only recently realized what I wanted to be when I grew up,” she says. “I majored in business because business struck me as a good foundation for whatever I would end up doing.”

After graduation, she was recruited by the Procter and Gamble Co. as a brand manager, but decided she was not cut out for life at a massive corporation. After just a year at P&G, she took a job with the environmentally friendly cosmetics company Aveda, only to learn her job had been eliminated the day before she was supposed to start. Kaufmann was forced to move home to Milwaukee and wondered what would be next.

“It truly felt like failure,” she says. “It was devastating.”

She found a job as a director at Campus Circle, a nonprofit that worked to revitalize the neighborhoods around Marquette

University. “It really imprinted the mission of nonprofit work in my soul,” Kaufmann says.

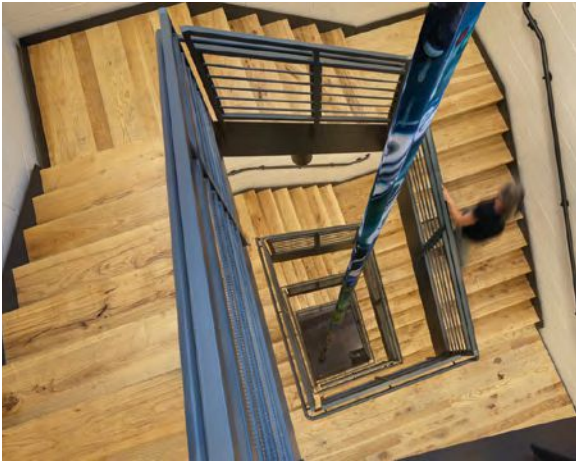
She stayed with nonprofits for 16 years, eventually serving as the founding executive director of the Healthier Wisconsin Partnership Program, a \$300 million public health foundation at the Medical College of Wisconsin. But her entrepreneurial spirit itched for a new challenge.

“I love the nonprofit sector, but it’s challenging in a way that’s oppressive,” Kaufmann says. “The challenges can seem insurmountable. The wages are often low. People’s positions are often a mismatch for their skills. It’s a lot of people with good hearts but not necessarily good business sense.”

Her experience at the foundation taught Kaufmann an important lesson about herself. “What I realized is that I like starting things,” she says. “I’m always trying to change rules and be a contrarian. I work better trying to change the system from the outside than from the inside.”

And so she and friends decided to start Pragmatic Construction, a green residential building company. At the time, Kaufmann was six months pregnant, building her family an uber-green house in the heart of the city (on a former brownfield, no less) and making the highest salary of her life. But that didn’t stop her from quitting her job at the foundation to give Pragmatic Construction her all.

Unfortunately, the market crashed, and the small niche of eco-conscious homeowners wasn’t enough to sustain the business. “I think ‘fail’ is a tough word, but we didn’t make money,” she says. “It did teach me a lot about running my own business.” Kaufmann left the business a couple of years before it folded entirely.



“Fix”ing Milwaukee

Kaufmann decided to take a broader approach with Fix Development. Real estate is a core tenant of her business, but not the only one. “I develop land, I develop organizations, and I develop businesses,” she says.

She ended up doing all three with the Clock Shadow project. For the actual construction, she set her sights higher than LEED certification standards. Half of the building was created from salvaged or recycled materials — from wooden pickle barrels to scrap metal and old bricks. It also features geothermal heating and cooling, toilets that run on greywater, an elevator that generates its own energy, and a rooftop garden.

Kaufmann was able to do it all at \$175 per square foot, a market-competitive rate. Incentives and subsidies partially offset the cost of steeper environmental technologies. The building’s tenants, which include a cheese factory, an ice cream shop, law offices, an engineering firm, and three wellness-focused nonprofits, also held a fundraiser to bring down the project’s costs.

In the first year, she has seen a 4.3 percent return on the project. “The financial bottom line is the same,” Kaufmann says. “You just have to think differently.”

Fix Development’s other recent projects include helping a central-city farmers’ market become more sustainable, and “artscaping” a commercial corridor on the city’s south side. Kaufmann also is working with a client to transform a 400-acre farm in Port Washington, Wis., from a traditional, pesticide-using, mono-crop farm to a better, more sustainable model. From her work with the farmers’ market, Kaufmann knew that many of the area’s Southeast Asian farmers don’t have their own land, making it difficult for them to plan and grow their businesses from year to year. Now 10 have become long-term tenants at the Port Washington farm in exchange for committing to organic practices and continuing to sell their fresh produce in the central city. Kaufmann’s plan also

Fifty percent of the Clock Shadow Building was constructed of recycled materials, including a staircase made from trees killed by the Emerald Ash Borer. Among the other green features are a southern orientation to maximize sunlight and a rooftop garden cultivated by the building’s tenants. Photos on these pages courtesy of Juli Kaufmann.

includes hops production to supply area craft brewers, and adding goats to the farm’s pastured pigs and chickens.

As her business grows, Kaufmann hasn’t lost sight of her rough entrepreneurial beginnings. She is committed to helping other small businesses thrive, and created Fund Milwaukee to help entrepreneurs who wouldn’t otherwise get access to large business loans or investors. The fund recently helped a young couple who dreamed of launching a small-batch, gourmet ice cream business but lacked the \$25,000 needed to get started. Kaufmann, through Fund Milwaukee, gathered 13 investors who gave \$1,000 to \$5,000 each. The investors get a 4.5 percent return on their loan and free ice cream — as well as the knowledge that they’ve added a cool new business to the city’s culinary landscape. “That encapsulates so much of what I’m trying to do,” Kaufmann says.

She especially loves helping companies that share her belief in working for people, planet, and profit. “Profit is really important, but your return should not be solely measured in dollars and cents,” she says. “There’s so much untapped potential to create change in the private sector.”

So how does she make the business case for going green? Kaufmann says it’s all a matter of how you define business. She believes business works best when it contributes to a thriving local economy and a healthy community. “It’s everyone’s job to live in the world,” she says. “How do you *not* make the case?” ❧

Making the Case for Ross

Chile alumni club puts Ross on prospective students' radars by hosting a case competition



The winning team poses with Erico Gomes, MBA '10, Danilo Rodrigues, MBA '10, Juan Carlos Altmann, MBA '02, Andrés Haloua, MBA '08, and Juan Pablo Undurraga, MBA '09.

Alumni rated each team's submission, and five finalist teams presented before a panel of alumni judges. The process helped alumni reminisce about their b-school days. "We thought the competition would give people a real sense of what getting an MBA is all about," says Undurraga. "Many of us recall case competitions as an important part of our time at Michigan."

While only a few participants had heard of the University of Michigan prior to the competition, all are now outfitted with Ross paraphernalia and have a solid understanding of the Michigan Ross MBA Program. Club members want to make it an annual event.

"The best way to strengthen the Ross brand in Chile is to continue the competition," Altmann says. "This year's participants will tell their friends. Next year, those friends might participate, and new people will be drawn in. The Ross name will keep spreading."

The competition utilized club members' talents, such as finessing logistics, marketing the event, and judging. "One student asked why we're doing this, what's in it for us," says Altmann. "It was a way for our members to use their skills to help the school. The best way we can give back to Ross is to promote the brand."

Alumni who assisted with the competition are **Juraj Vljajovic, MBA '09, Erico Gomes, MBA '10, Sebastian Domenech, MBA '05, Danilo Rodrigues, MBA '10, Patricio Muñoz, MBA '11, Enrique Canessa, MBA '94, Ivan Gezan, MBA '06, and Andrés Haloua, MBA '08.** "Our committed alumni made this happen in a short amount of time," Undurraga says. "We couldn't have done it without everyone's help."

—Amy Spooner

From staffing tables at information fairs to hosting alumni-prospective student receptions, alumni worldwide are valuable ambassadors for Ross.

Each year, only a handful of Chileans attend Michigan Ross, so last fall the Ross Alumni Club of Chile decided to get ahead of the admissions game. They sponsored an MBA-style case competition for Chilean undergraduate students — some of whom may not have been considering an MBA yet. "Instead of trying to compete against other schools, we decided to get ahead of the curve and talk to prospective students before they'd even heard of the other schools," says **Juan Carlos Altmann, MBA '02**, club president.

The club hosted 77 top students (grouped in 19 teams) from Chile's best business and engineering schools. For publicity, alumni relied on the club website (www.michigan.cl), print advertising on the campuses, and social media. While they offered lucrative prizes, the application process ensured the competition was filled with committed, qualified students. "We wanted quality participation and high-caliber students who someday might want to attend Ross," says **Juan Pablo Undurraga, MBA '09**, the club's VP of finance.

Since participants had no idea what a case competition is, club members first hosted an informational meeting about the Ross School and the competition. The following week, alumni held a training session on problem solving and case resolution to teach the tools necessary to tackle the case. The teams then received the case and had two weeks to solve it.

The case, which focused on car-sharing service Zipcar Inc., was written by former Ross dean **Bob Dolan** and selected from the WDI – Global Lens catalog. "That was a critical element of our branding," says Altmann. "No way were we going to give the students Ross T-shirts and a case written at HBS."



Alumni teach case fundamentals to student participants.

dividend is just part of our story



Dividend Email is a bimonthly supplement to *Dividend* magazine, with alumni features, timely news from campus, and faculty research highlights.

Ross Thought in Action is a bimonthly collection of the latest faculty research delivered in a way that is clearly applicable to organizations.



MICHIGAN
ROSS SCHOOL OF BUSINESS

★ Beijing

- 1 Beijing alumni club members and their families celebrated the holidays and supported Michigan Ross at their annual holiday party, held Dec. 15.
- 2 Suimin Feng, MBA '09, and Zach Mueller showed off their holiday swag.
- 3 Keijing Ying, MBA '05, and Andrew Zhang, MBA '09, toasted the season.

★ Boston

- 4 Attendees at the Michigan Business Womens' Networking Evening included (front) Gloria Hom, MSE '89, Vidhu Nambiar, MBA '09, Hueling Lee, MBA/Med '11, Grace (Tsuei) Tkach, MBA '03, Caroline Dickerson, MBA '11; (back) Lisa Ingmarson, MBA/MS '11, Mindy Gomes Casseres, MBA/MS '04, Regina Au, BS '81, April LaCroix, MBA/MS '12, Tina Bosch, MBA/MS '11, and Daniela Reilly, MBA '11. The event took place at Scholars Boston Bistro in October.

★ Taipei

- 5 U-M Taiwan Alumni Association members represented the block M at their 2013 Annual Gathering. (front) Charleen Chen, MBA '99, Kelvin Sun, MBA '95, Steven Chen, MBA '81, John Hu, MBA '77, Casper Huang, MBA '90, Max Yang, MBA '97, and Andy Chang, MBA '95; (back) Herman Chein, MBA '02, Rachel Kao, MBA '11, Julia Chao, MBA '07, Allen Lin, MBA '07, Aaron Kuo, MBA '08, Samson Hung, MBA '06, and future alumni Serena Wang, MBA '14, Kiwi Lin, MBA '14, and Ted Wu, MBA '14.

★ Santiago

- 6 Patricio Muñoz, MBA '11, talked to prospective students about Michigan Ross during an October recruiting event.

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★ Houston

- 1** U-M Provost **Phil Hanlon** and Michigan Ross Dean **Alison Davis-Blake** talked with host **George Pilko**, BSE '71/MBA '73, during January's alumni reception at the Coronado Club.
- 2** Host **Robert "Bob" Gray**, BBA '72/MBA '74, and **David Heleniak**, AB '67, enjoyed an evening of mingling with the Houston alumni community.
- 3** **Bob Gray**, BBA '72/MBA '74, **Candace TenBrink**, MBA '97, and **Dondi Cupp**, U-M's associate vice president of development, admired the club's bountiful selection of wine.
- 4** **Carl McGowan**, MBA '99, and **Richard Yehle**, MBA '74, paired their wine with fruitful conversation.

★ Mumbai

- 5** **P.R. Venketrama Raja**, MBA '83, addressed attendees during October's University of Michigan India Business Conference.
- 6** **Ritesh Bawri**, MBA '01, president of the U-M India Alumni Association, chatted with **Bill Lanen**, associate dean for global initiatives at Michigan Ross.
- 7** **Sanjay Reddy**, MBA '89, and **Narayan Ramachandra**, MBA '87, participated in a panel discussion.
- 8** **Sanjay Mirchandani**, MBA '89, and **Bharat Patel**, MBA '69, celebrated a successful conference.

2012 Investors' Report

The 2012 Investors' Report is available at www.bus.umich.edu/give/2012report.

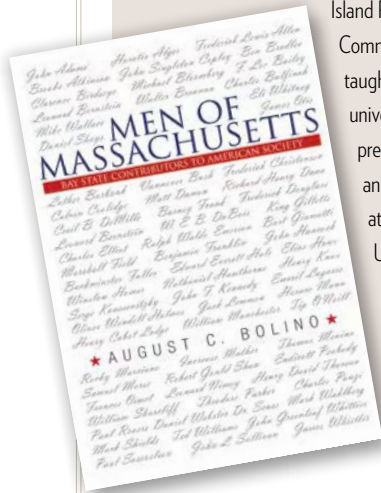
The report is a testimony to the affinity that so many people have for the Ross School's mission to develop leaders who make a positive difference. Thank you for investing in Ross. Every gift makes a difference, and your thoughtfulness is evident in everything we do.



Send us your news:
rossdividend@umich.edu

August Bolino, BBA '48/MBA '49, has published *Men of Massachusetts: Bay State Contributors to American Society* (iUniverse.com, 2012). The book profiles influential sons of the commonwealth, from statesmen **John Adams** and **John Kerry** to literary legends **Ralph Waldo Emerson** and **Dr. Seuss**. August has held various federal government posts, was part of the Ellis

Island Restoration Commission, has taught at several universities, and presently holds an appointment at the Catholic University of America in Washington, DC.



Bruce Evans, MBA '58, is a full-time professor of management at the University of Dallas. He teaches the final MBA capstone course, where soon-to-graduate students work with the CEO or owner of a corporation seeking guidance to resolve a strategic problem.

Edward Pappas, BBA '69/JD '73, has been named the No. 1 lawyer in Michigan by *Michigan Super Lawyers*. He is chairman and a member in the Troy, Mich., office of Dickinson Wright PLLC. He focuses his practice in the areas of commercial and business litigation, arbitration, and mediation.

Richard Monkaba, MBA '71, was appointed president and general manager at Detroit-based automotive supplier New Center Stamping Inc. Previously, Richard was a business coach and industry expert for the UEP Detroit program, through the Kansas City, Mo.-based Kauffman Foundation. UEP stands for Urban Entrepreneur Partnership, an entrepreneurship program and coaching model for southeast Michigan.

Michael Smith, BSE '70/MBA '72, retired from the Charles Stewart Mott Foundation after 35 years of service. He joined the foundation's Detroit-based investment office in 1978 as an investment manager. He subsequently was named assistant VP and associate VP of investments, and was responsible for equities, fixed income, and real estate portfolios. In 2006, Michael was named VP and chief investment officer.

Kyle Wescoat, MBA '76, received the Peter Siracusa Award from the Hoag Hospital Foundation for outstanding contribution developing and chairing the Hoag Hospital Foundation Forum on Healthcare. The foundation is based in Newport Beach, Calif. Kyle recently was named senior VP and CFO of Skullcandy, a publicly traded headphones company, after serving for more than four years as CFO of VIZIO.

Franck Moison, MBA '77, has been appointed to the board of directors of the H.J. Heinz Co. He is COO for emerging markets and the South Pacific at Colgate-Palmolive Co. Previously, Franck was president of global marketing, supply chain, and technology, and prior to that, he was president of Colgate-Palmolive Greater Europe/

South Pacific. He joined Colgate in France in 1978 and advanced through marketing and management positions in Colgate-Europe and at the corporate level. Franck is a native of France and is fluent in English, French, Italian, and German.

Mark Lezotte, BBA '78/JD '81, has rejoined Butzel Long as a shareholder based in the firm's Detroit



office. Mark joined Butzel Long out of law school. He was later with Oakwood Healthcare System, where he served as a general counsel until 2009, when he joined Hall Render Killian

Heath & Lyman in Troy, Mich. Mark was recognized in "The Best Lawyers in America" (health care law) for 2013, and was selected to *Michigan Super Lawyers* in 2008-12. Mark has served on the boards of the YMCA of Metropolitan Detroit, the United Cerebral Palsy Association, the Metropolitan Affairs Coalition, and Michigan Protection and Advocacy Service. He lives in Detroit.

Laura Schlafly, MBA '77, spent years in a successful product marketing management career, but changes both anticipated and unexpected drove her to launch her own business. In 2001, Laura reeled from a layoff, but little did she know that the event would transform her career into something very near perfect. "The layoff was eye-opening," she says. "I was making great strides, and then suddenly, I was out. It happened to so many people."



Instead of pursuing another job in her tried-and-true field, Laura chose to assess where she was in life. She started a couple of consulting businesses of her own, but in 2009, another seminal event happened — Laura turned 60, and she realized she still had another career to pursue. "It became important to me to find my true calling, so I started meeting with a career coach to work through a process of self-discovery. Eventually, we realized I would excel at career work."

The career advice seeker became the advice giver, and in 2010, she launched Career Choices with Laura. She helps a niche set of clients — those seeking fulfillment through an "encore career" — realize their dreams. It helps that she once walked in their shoes. "There are resources for people who are seeking a new direction at 30 or 40. But between financial obligations and simply wanting to stay engaged, hundreds of people in their second half of life are seeking meaningful work. I was once one of them," says Laura. "There's nothing more rewarding than helping others do what they were meant to do." Laura is co-author of the new book *Roadmap to Success*, which also features **Deepak Chopra** and **Ken Blanchard**. It is set to release in spring 2013. To learn more about Laura, visit www.careerchoiceswithlaura.com.

— Holly Higgins

Far Reaching in the Far East

Carla Freitas, MBA '11, is a rising star in Citi's Global Engagement Management Associate Program

She probably doesn't own a wide-brimmed bonnet and certainly doesn't have a Conestoga wagon. But **Carla Freitas, MBA '11**, is blazing a trail in Asia that caused her to be dubbed "the pioneer" in the Korean press. Last fall, the country's *10 Magazine* named her one of 20 expats to know.

Freitas is part of a hand-picked group in Citi's Global Engagement Management Associate (GEMA) Program, tailored to develop the future leadership of the company through cross-business and cross-country rotations. Her pioneer label stems from being a woman in the male-dominated Asian financial sector, and from bringing fresh ideas to the business. "When I arrive in a new country or start working in a new department, I spend time understanding the business," she says. "But I'm also in a good position to question the status quo. Outsider views promote innovation."

The GEMA Program affords Freitas an outsider's look at many aspects of Citi's business during her rotations. As part of nine months working with the cards business in Seoul, she contributed to the launch of the company's Facebook page and the opening of new benefits programs for cardholders. The role gave her a lot of independence and helped her make many connections inside and outside Citi. "I was energized by the nature of my projects, and because of the buy-in they required, I gained exposure to top executives. It was an eye-opening experience," Freitas says.

She also acquired firsthand knowledge of working across cultural boundaries, especially through developing a process for Citi to create more credit card benefits partnerships worldwide. "Negotiating discounts over the phone and via email with a partner abroad can be very different from negotiating with a partner who's in front of you in Korea," she says, in terms of both the contract and cultural nuances. "Last year, we improved how we developed overseas partnerships, making the process even more efficient. As a result, we've been able to see a lot of growth in our partnerships."



Part of Freitas' success came from the cross-cultural communication training she received during a pre-rotation stint at Citi's New York headquarters. One takeaway for the up-front Freitas was that she should adapt her style in Asia, where communication is less straightforward and workplace hierarchy is more important. She also learned the value of developing trust to be successful in that environment. Fortunately, Freitas already is comfortable boundary hopping. During the Brazil native's two years in American business school, she studied for a semester in Switzerland and spent seven weeks in China through the Multidisciplinary Action Projects (MAP) course. It was then that she saw her future career path. "MAP was my first time in Asia, and I was fascinated. That experience changed my whole outlook."

Freitas' current GEMA Program rotation helps her bridge her love of

Asia and her Brazilian roots. She has embraced a new challenge leading the Latin America desk for Citi's trade business in Shanghai, acting on behalf of the bank as the intermediary for imports and exports between the two regions. She's excited for what the coming year will bring.

"When I first started my post-MBA job search, I envisioned doing business between Brazil and China. Now I have the chance. I can contribute to Citi's growth in China while making progress toward my long-term goal of doing international business."

The opportunity to experience so many aspects of Citi's business now is positioning her to be a global leader later. "The learning experience I gain when I switch from one country to another or from one part of the banking business to another is immense," she says. "I look forward to leveraging what I'm learning throughout my career." ✨

—Amy Spooner



**Henry Osti, MSE '88/
MBA '91**, has created RYDE (Ride Your Dreams Everyday), a nonprofit organization dedicated to eradicating blood cancers. In summer 2011, Henry launched the endeavor with a cross-country bicycle trip. During the 52-day, 3,800-mile adventure, he raised money for research and registered 375 new bone marrow donors. Henry's foundation is planning a 1,200-mile cycling trip around Florida in November. Learn more at www.rideyourdreamseveryday.com.

a managing director at Moelis & Co. Prior to joining Moelis & Co. in 2010, John was a managing director and global head of software investment banking at UBS Investment Bank. Prior to that, he served with Donaldson, Lufkin & Jenrette, advising high-growth companies and leveraged buyout sponsors in diverse sectors, including technology, business services, media, financial institutions, and wireless communications.

Harrison Wehner, MBA '92, was named managing director of Canaccord Genuity's life sciences practice, with a focus on biotechnology and specialty pharmaceuticals. He is based in Boston. Harrison previously was with Citigroup, where he served as a managing director in the global healthcare group in New York and London. Prior to Citigroup, he held positions at UBS Investment Bank in London, and UBS Warburg and PaineWebber in New York.

Mary Kay (Kretch) Haben, MBA '79, was elected to the board of directors of Bob Evans Farms Inc., and elected a trustee of Equity Residential. She retired from Chicago-based William Wrigley Jr. Co. in February 2011 as president, North America. Prior to that, Mary Kay spent more than 25 years in executive positions with Kraft Foods.

also has corporate compensation experience with Amoco Corp. in Chicago. He speaks regularly on compensation issues and is a member of the National Association of Stock Plan Professionals and WorldatWork.

Carl Warschusky, MBA '89, recently became president and CEO of World Kitchen LLC, whose brands include Baker's Secret®, Corelle®, CorningWare®, Pyrex®, Snapware®, and Chicago Cutlery®. Previously, Carl was COO, president of North America, and CFO. Prior to World Kitchen, Carl was executive VP and CFO of Chef Solutions and Merisant Co.

Jeff Williams, MBA '92, is CEO of Tangent Medical, an innovator in IV therapy products and creator of the NovaCath™ Integrated IV Catheter System. In January, Tangent Medical was named "Most Innovative Company" at the 2013 Business Excellence Awards. The awards honor the "best of the best" results in small- and medium-sized businesses from around the world, and showcase exceptional results for business owners, entrepreneurs, their teams, and their companies. Jeff is based in Ann Arbor.

John Corrado, BBA '86, was appointed director of Astoria Financial Corp. and its holding company, Astoria Federal Savings and Loan Association. He is based in Lake Success, N.Y. John is president of Suffolk Bus Corp. and Suffolk Transportation Service Inc., which provide both transit and special-needs transportation in Suffolk County, N.Y. Previously, John was with public accounting firm Deloitte Haskins & Sells, the predecessor of Deloitte LLP. John is chairman of the United Way of Long Island, a member of the SUNY Stony Brook Council, and a graduate of the Molloy College Energiea Partnership, a leadership academy dedicated to identifying and addressing the challenges facing the Long Island region and developing sustainable solutions.

John Joliet, BBA '91, joined the board of directors of KeyedIn Solutions, a global SaaS solutions provider and consulting organization. He also currently serves as

MBA Class of 1993 alumni

Kerrie (Thompson) Halmi, Lee (DePalma) Dorsey, Patrick Dorsey, Karen (Nowak) Lewis, and Jodi Klein



gathered for a mini reunion last summer. With the exception of Patrick, all are proud members of Section Four. Karen and her husband, **Bob Lewis, MPP '92**, were in Napa Valley, Calif., for the weekend, and they asked

Bay Area Michigan friends to join them for a private dinner at Hess Winery. After appetizers and a wine tasting, the group toured the Hess private art collection and dined in a private room. "It was a fun evening of great food and great stories from our years at Michigan," says Karen. "Jodi also pitched (successfully) for us to come back to Michigan for our 20th reunion this fall." Reunion takes place Oct. 4-5, 2013.

Ed Steinhoff, MBA '86, has joined independent executive compensation consultancy Pearl Meyer & Partners as a managing director. He is located in Detroit and affiliated with the firm's Chicago office. Ed has more than 25 years' experience in executive compensation. He works with boards of directors and the senior management teams of public and private companies, ranging from small- and middle-market firms to multibillion-dollar corporations. Most recently, Ed led the Michigan market compensation business at Mercer. He

Getting Back Up

Scott Fedor, MBA '04, charts a new course after a devastating spinal cord injury

When Scott Fedor, MBA '04, dropped off pants at a dry cleaners prior to the July Fourth holiday in 2009, "I took for granted that I would wear them to my next sales meeting." Instead, they are a portal to another life that remained unclaimed for three years. The man who planned everything found life had a different plan.

That weekend, Fedor decided to go for a quick swim upon arriving at a family cottage. But he misjudged the water depth and dove headfirst into the lake's bottom. He laid face down in 33 inches of water, unable to move. "I prayed and swallowed as much water as I could, to die quickly," he says.

The marketing VP at a Berkshire Hathaway company had risen through the corporate ranks, and enjoyed challenges ranging from riding bulls to tackling Michigan's Evening MBA Program in order to get the most out of his life and career. But then he found himself with a neck broken at the C3 level.

"When I came out of the coma, I didn't want to live," Fedor says. Doctors said he would never again breathe on his own, feed himself, or walk, and the young manager faced his toughest decision — live or die. "When given the choice, I was surprised how easy it was to decide to go on, despite my living death sentence."

Fedor channeled his energy into recovering and spent 20 months in hospitals and rehab, pushing the boundaries of physical therapy. But he also faced mental and emotional struggles. "I still don't understand why this happened. The emotional impact never goes away, but it changes," he says.

Fedor defied the odds by breathing and eating on his own. He lives in an apartment with round-the-clock care and uses voice-activated software to email, blog (one entry about meeting **Bruce Springsteen** got 56,000 hits), and more. And he's focused on marketing a new product — hope. Fedor had always enjoyed infusing positive messages into presentations, and collected inspirational quotes and stories. He also was comfortable with public speaking. So when he was asked to detail his recovery at a spinal cord injury symposium, he agreed.



"Getting myself straight mentally and emotionally helped me physically. I wanted to share that message."

Fedor now is booked regularly for engagements at schools, hospitals, churches, businesses, and civic groups. His injury has taught him ways to help people that he says he otherwise wouldn't have understood. But he shrugs off the "inspiring" label. "To inspire is to cause someone to act. People might be moved by my story, but does it cause them to do something differently in their own lives? My hope is that it does."

Fedor also is raising awareness of spinal cord injuries (SCI) and difficulties facing survivors. In 2011, he launched Getting Back Up, a foundation dedicated to increasing survivors' quality of life, since insurance often doesn't cover aggressive, exercise-based therapy programs or voice-activated software. "Little things can make a huge difference — physically, mentally, and emotionally," says Fedor.

Through the foundation, he is developing an independent-living facility ("The Quad") for quadriplegics. The Quad will foster a sense of comfort and camaraderie not available in many nursing facilities, and also will allow residents to share expenses. "Many SCI survivors are young, yet relegated to elder-care homes," Fedor says. "We need an alternative for vibrant people who want to contribute to society."

The project harks back to Fedor's previous work. "We must effectively market the Quad and set the strategy," he says. "Then we'll manage the idea sustainably. It reminds me of case studies at Michigan."

While he's not a "Pollyanna," Fedor says the accident has made him more appreciative of tiny joys — from laughing with friends to feeling the sun on his face. His life might not be following the course he mapped out, but he's making the most of new opportunities.

"I used to wake up in the morning and think, 'I can't move.' Now my first thought is that it's time to get going. I get as much done as I did before the accident. I just do it differently."

Learn more about Fedor at www.scottwefedor.com. ✎

—Amy Spooner



Jay Lichtenstein, BBA '93, has been promoted to managing partner of the marketing strategy consulting group at Rosetta. He is based in Rosetta's Princeton, N.J., headquarters. Prior to joining Rosetta in 2007, Jay was the CEO of HeartWatch, a technology/healthcare startup providing patients with innovative technologies and services to check their heart condition over the phone. Prior to that, he spent a number of years as a marketing strategy consultant at both Monitor Co. and the Cambridge Group. During his time at Rosetta, Jay has led the company's Michigan recruiting efforts, and has had new Ross graduates joining each year.

Amit Singhi, MSE '89/MBA '94, was named CFO of Ford South America in April 2012.



In his new role, Amit is responsible for all financial matters for Ford's South American operations, including operations finance, profit

analysis, treasury, tax, accounting, and internal control. He has been with Ford Motor Co. since 1994, and has held key finance leadership positions in marketing and sales, product development, manufacturing, purchasing, customer service, and profit analysis. Prior to joining Ford, Amit was an engineer at General Motors Research and Development Center.

Andrew Chien, MBA '95, joined Oliver Wyman as a senior partner, with responsibility to grow their North American automotive management consulting practice in Detroit. Andy's work focuses on product development, complexity management, cost reduction, strategic sourcing, and warranty improvement. He most recently served as president and managing director of North American operations for a global automotive consulting firm. Prior to that, Andy was a VP at A.T. Kearney and held positions at Ford Motor Co., including Powertrain design engineer for Ford Electronics and race engineer for the Benetton-Ford Formula One team.

Kevin Hauser, BSE '92/MBA '95, has joined Oliver Wyman's automotive consulting practice in Detroit. His primary focus is in supply chain improvement and product cost reduction. Previously, he was senior VP and

head of the operations practice for a well-known consulting firm. Kevin also has worked in the auto industry as a manufacturing engineer at ThyssenKrupp and a research engineer at Ford Motor Co., where he specialized in composite materials and manufacturing process development.

Jeff Mott, MBA '95, was named the first chief operating officer at Meers Advertising, a national digital marketing and advertising agency based in Kansas City, Mo. Previously, Jeff was director of the Leadership Institute at Washburn University for four years. Prior to that, he spent nine years at Sprint Corp. as VP for customer base management and loyalty marketing, where he was responsible for the revenue from 17 million Sprint wireless and wireline consumers. Jeff serves on the board of directors for the United Way of Greater Topeka and the board development committee for Easter Seals Capper Foundation. He recently completed a six-year term on the Ross School's Alumni Board of Governors. Jeff and his wife, Brenda, have three children, Carly, Griffin, and Peyton.

Nadeem Ali, MBA '99, is VP and treasurer at Delaware, Ohio-based Greif Inc., the largest global industrial packaging products and services company. He previously was senior director of capital markets and treasury operations for Cummins Inc.'s corporate treasury division. Prior to Cummins, Nadeem held treasury and finance positions at Genentech, Hewlett Packard, Compaq Computer, and Ford Motor Co. He was honored with the "40 under 40" award from *Treasury and Risk Management* magazine in 2008.

Lee Shainis, BBA '99, received the Young



Businessperson of the Year Award from the Boulder (Colo.) Chamber, and the Boulder County People's Choice Gold Award for Best Activist/Community Champion. In 2000,

Lee co-founded Intercambio Uniting Communities, a nonprofit organization that has transformed the community by training and connecting 4,000 volunteer teachers with 8,000 English-learning immigrants.

Federico Martinez, MBA '00, has joined Markel Bakery Group as VP for Latin America, with responsibility for the strategic direction, business development, and asset management of its companies within the region (AMF Bakery Systems, Reading Bakery Systems, and Tromp Bakery Equipment). Previously, Federico spent more than 12 years with Cargill in the food ingredients and food processing business. He worked in Cargill's strategy and business development group and most recently was the general manager for Cargill's corn-milling business in Mexico. Earlier, Federico was a manager at Dow Chemical Co. in Mexico City.

Mariel Estigarribia, BBA '01/JD '05, has



joined San Diego-based Klinedinst PC as a shareholder and co-chair of their corporate, transactional, and securities department. She is a principal of Fons & Estigarribia LLP, a boutique transactional and

securities law firm she co-founded in 2009. Prior to that, Mariel was with Foley & Lardner LLP. In 2009 and 2010, she was recognized by the *San Diego Business Journal* as a recipient of the Women Who Mean Business Award.

Terry Margolis, MBA '01, was appointed associate VP for individual giving and campaign director at Wayne State University in Detroit. Previously, she was the school's director of executive and professional development and educational outreach. Prior to that, Terry owned her own consulting firm, providing human resources, customer service, and technology consulting for businesses, schools, and nonprofits. She also is a second-term member of the Novi (Mich.) City Council.

Clint Perez, MBA '02, recently was named executive VP at SEP Connect, a leader in search engine placement. Previously, he was CMO. Prior to SEP Connect, Clint held senior marketing positions at Best Buy, Discovery Communications, and New Era Cap. At Best Buy, he managed the marketing and advertising for the computer business, as well as Best Buy's Geek Squad services for small business owners.

Numbers on a Mission

Danielle (Stewart) Olekszyk, BGS '00/MAcc '01, adds accounting savvy plus passion to equal success for the Skillman Foundation

Three-fifths of Detroit's youth live in poverty. While numbers drive any accountant's daily work, that statistic fuels an added sense of purpose for **Danielle (Stewart) Olekszyk, BGS '00/MAcc '01**, the CFO and treasurer of the Detroit-based Skillman Foundation.

"I came to the Skillman Foundation because I felt like I could do what I do best for an organization I care about. That makes me feel good and motivates me to work hard every single day," Olekszyk says.

The Skillman Foundation was launched in 1960 by philanthropist **Rose Skillman**, and it addresses the needs of Detroit's underserved youth primarily through school and neighborhood improvement. The foundation's annual grants budget is about \$17 million, which it invests in high-quality schools and nonprofits providing youth development and neighborhood stabilization in its six "Good Neighborhoods." It also provides funding and support to what it calls "Good Opportunities" — organizations like Data Driven Detroit, which gathers accurate data about the city's neighborhoods and kids.

Olekszyk is responsible for the oversight of the foundation's financial and administrative systems, including accounting, legal, human resources, and facilities management. Working for a foundation means the organization's mission is omnipresent. "All of us contribute to the mission, whether we're approving grants, designing program strategy, answering phones, or doing the accounting," she says. "We're all here because we love the foundation, Detroit, and children."

As a member of Skillman's executive team, Olekszyk frequently participates in neighborhood tours and meetings, school visits, and opportunities to see the foundation's funds at work in the community. She says seeing a child on the street unsupervised or without a warm coat provides tangible proof of the importance of her work, as well as a teaching moment for her own small children. "It's important that my kids understand there are significantly less-privileged children living not that far from them, so they realize the incredible privilege they have."



Olekszyk always has been interested in women's and children's issues. But at the onset of her career, she didn't realize her need to have her work serve a greater good. She spent two years at PwC, followed by a financial consulting position at AlixPartners, based in Southfield, Mich. Olekszyk counts both as valuable learning experiences that laid the knowledge groundwork for her current career and helped her fine-tune her career plan. "I realized that I had a hard

time seeing myself and my future career doing something that didn't have a philanthropic mission," she says.

In 2004, a former PwC colleague alerted Olekszyk to the opening at the Skillman Foundation. She was content at AlixPartners, but says, "I learned at business school that you should look at an opportunity no matter what, even if you don't think it's the right one at first."

As it turns out, it was. Olekszyk was hired as the accounting manager, and was promoted to controller and assistant treasurer a year later. When the CFO left in 2008, she was tapped to replace him. The global financial crisis was going full throttle, which made it a challenging time to assume financial oversight of a \$450 million endowment portfolio. But Olekszyk took the challenge in stride. "I never want to be in a position where I think I know everything," she says. "It's been a wild ride, but I truly love it."

And the suburban Detroit native relishes the ties she's built to the city proper, which hit home during the foundation's 50th anniversary celebration in 2010. Watching her children enjoy carnival rides alongside children served by the foundation reinforced the impact her organization has. "Detroit parents love their kids every bit as much as parents in the suburbs," she says. "They might have different resources and a different perspective on the world, but they still want success, safety, love, and education for their children. I'm proud that the work I do can help them achieve that." ✨

—Amy Spooner



Shashi Mara, MBA '08, can't remember a time during his youth when he didn't receive a watch for his birthday. "It was almost comical," he says. "Every year, my parents would get me a new watch. Either it was an unspoken tradition or they simply didn't know what else to get me." To say Shashi knew what he'd become from the moment he was born might be a stretch, but the signs were right in front of him. He received a watch at birth, commissioned by his grandfather to celebrate the occasion. Today, he owns Marawatch & Co. LLC, which focuses on limited edition, luxury Swiss timepieces for Michigan alumni.

Though watches have always been in the back of his mind – and on his wrist – meeting **Warren Buffett** during an Entrepreneur and Venture Club trip inspired him to turn his passion into a career. "When we asked what advice he'd give a soon-to-be MBA graduate, Mr. Buffett said, 'When I was younger, my ideas outran my capital. Now, my capital outruns my ideas. Chase your passion.'"

Shashi took the advice to heart. "That was during the 2006 [football] season," he says. "Michigan was undefeated, and there was insane energy all over campus. Then it dawned on me: Why not combine my love of watches with my love of Michigan?" He spent years becoming a watch expert, meeting master Swiss watchmakers and visiting high-end watch boutiques. After obtaining brand licensing from U-M, MaraWatch began production of the Wolverines Collection in fall 2012. "I am proud to say that we have found a way to infuse many aspects of Michigan, especially the Big House, into the design. These timepieces are built to last forever and to keep the Michigan story alive. Go Blue!" Visit www.wolverinescollection.com for more information.

– Holly Higgins

Abbey (Neisius) Ahearn, MBA '03, was promoted to partner at HawkPartners LLC, a marketing consulting firm based in Cambridge, Mass. Abbey joined HawkPartners in 2004 and has led a variety of consulting projects, specializing in the healthcare, financial services, and professional services industries.

Nicholas Juhle, BBA '03, has joined the research team at Greenleaf Trust, a Michigan-based wealth management firm. Prior to joining Greenleaf Trust, he was a senior equity research associate at Robert W. Baird & Co., and covered the healthcare, IT, and services sectors. Nicholas has earned the chartered financial analyst designation.

H. Todd Kephart, MBA '03, became a managing partner at Retirement Income Solutions Inc., an independent, fee-only investment advisory firm in Ann Arbor that counts hundreds of U-M faculty and staff as clients. In addition, Todd has been named chair of the Arbor Hospice Foundation Board of Directors.

Danny Silverman, AB '99/MBA '04, has joined integrated online sales and marketing consultancy Etailing Solutions as director of sales strategy and sup-

port. Previously, Danny was with Johnson and Johnson Family of Consumer Companies, most recently as senior manager of e-commerce development. Etailing Solutions, part of the Hyper Marketing Inc. network, is an integrated e-commerce consulting agency specializing in helping brands understand, navigate, and lead in e-commerce with retailers like Amazon and Walmart.com. In his most recent role at J & J, Danny led the Amazon team to triple-digit sales growth, expanded its global Amazon partnership, and established a sustainable business model for long-term, strategic growth. Prior to that, Danny developed best-in-class shopper loyalty, trade, and category

management solutions for several major retailers. He resides with his family in Sharon, Mass.

Jason Mironov, BBA '05, joined global growth private equity firm TA Associates as a VP in the services group. He is based in Menlo Park, N.J. Jason focuses on investments in business, financial, consumer, and other services companies. Previously, he was an associate with Spectrum Equity Investors. Prior to that, he was an analyst with J.P. Morgan Securities in the consumer, healthcare, and retail group, both in the U.S. and South Africa.



Ron Kim, BS '90/MBA '05, has been promoted to VP and head of IT for Exelon Utilities, the second-largest group of utilities in the country. He has IT executive responsibility for the utilities powering Baltimore (Baltimore Gas and Electric), Chicago (ComEd), and Philadelphia (PECO), encompassing 6.6 million electric and 1.2 million gas customers. Ron's role also includes executive IT oversight of three of the nation's largest Smart Grid/Smart Meter programs. Prior to joining Exelon in 2008, Ron was with Accenture for 18 years, where he was a partner in the IT consulting practice.

Michael Tayter, BS '02/MBA '06, and his wife, **Sarah Tayter, AB '02/JD/MPH '06**, are opening an Elevation Burger restaurant in Ann Arbor this summer. The Virginia-based burger franchise has a commitment to organic and sustainable products. After graduation, Mike worked for McKinsey & Co. in its Detroit office. He and Sarah discovered Elevation Burger in Texas and decided to become franchisees. They purchased the rights to open three Elevation Burger restaurants in Michigan, and hope to open a second Ann Arbor location near U-M's campus in the future. "We're showing that fast food doesn't have to mean junk food," says Mike.

Craig Klein, MBA '08, is a global analyst at Janus Capital, responsible for sector, distressed, and special situations coverage. Prior to joining Janus, he was an executive director in the Special Situations Group at UBS AG. Previously, Craig was the managing member and CIO of Redrock Capital Management, and a portfolio director and research analyst at Madison Capital Management. He began his career as an investment banking analyst, and subsequently a fixed-income research analyst, at Bear, Stearns & Co. Inc.



Keith Maddock, MBA '08, has joined the board of directors of Project Open Hand, a San Francisco nonprofit that provides "meals with love" to seniors and the critically ill. Keith is an investment banker at Credit Suisse.



Zoltan Mesko, BBA '09, has launched the Zoltan Mesko Foundation, based in suburban Boston. The foundation provides financial support to organizations that foster the social, emotional, economic, and physical well-being of children, with the goal of giving children and young adults the guidance, mentoring, and assistance they need to improve the quality of their lives. Zoltan is the starting punter for the NFL's New England Patriots. Visit www.facebook.com/zoltanmeskofoundation for more information.

Rob Barrow, MBA '10, has been named CEO of Doctors' Hospital of Michigan, in Pontiac. His immediate priorities include a focus on growth, productivity, and patient care. Most recently, Rob was CEO of BPL International, a consulting firm focused on healthcare providers as well as medical device and medical technology companies. He has led numerous growth, turn-around, and start-up initiatives as an integrated partner with such clients as Henry Ford Health System, Detroit Medical Center, and the University of Michigan.

Christopher Lanker, MBA '10, received a career achievement award from Rose-Hulman Institute of Technology, his undergraduate alma mater. He is VP of global supply chain at BorgWarner Inc. Previously, Christopher was director of supplier development and commodity management at Morse TEC. Prior to that, he was director of product strategy at Emissions Systems and director of sales and plant start-up at Turbo Systems. He joined BorgWarner in 1998.



OBITUARIES



Walter Kell, BBA '46/ MBA '47, and professor emeritus of accounting,

died Feb. 10 at the age of 91. Walter held faculty appointments at Michigan State University and Syracuse University prior to joining the accounting faculty at the University of Michigan in 1961. He was known for his excellent teaching and legendary summer parties for faculty and alumni, which he hosted at his lake house. Always active in his profession, Walter served as vice president and president of the American Accounting Association. Even after his retirement in 1987, he continued to be active in the American Institute of Certified Public Accountants on the prestigious Auditing Standards Advisory Council. Some of Walter's later textbooks include *Modern Auditing* (with William C. Boynton and Richard E. Ziegler) and the *Student Study Guide to Accompany Modern Auditing*. He also co-authored *Internal Control in U.S. Corporations*.

Tom Berry, BBA '49, died Oct. 9, 2012. He served proudly in the Navy Air Corps, and was forever grateful for the GI Bill that made it possible for him to attend the University of Michigan. At U-M he met Mary Lou Asplin, to whom he was married for 57 years. His career as a banker began at Chase in New York and continued at National City Bank in Cleveland, where he became a VP and commercial loan officer. As a loyal bank employee, Tom was appalled at the recent mismanagement in the industry. He leaves behind a daughter, Jan, son-in-law, John, and step-grandson, along with many other relatives and friends.



**Do you have news to share with Ross classmates?
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rossdividend@umich.edu.**

Don Cullison, MBA '52, died Sept. 5, 2012. He was 85. After graduating from Michigan, Don joined Guaranty Trust in New York, and in 1957 joined Polaroid Corp. in Cambridge, Mass., where he spent more than 20 years. He later formed his own company, Atlantic Sales, which specialized in building products. Don lived in Newton, Mass., and is survived by his wife of 55 years, Greta, four children, and six grandchildren. He was a true-blue Michigan fan all his life, and cheered the teams on regularly. His passions were tennis, golf, and spending time with his family.

••••



Merle Crawford, professor emeritus of marketing, died Nov. 11, 2012, at the age of 88. Merle served in the European Theater during World War II. He went on to earn bachelor's, master's, and doctoral degrees from the University of Florida, where he also served as assistant professor. He left academia to work as a marketing research administrator at Mead Johnson and Co. before joining the Michigan business school faculty in 1965. He remained with the school until his retirement in 1992. Merle was a past president of the Ann Arbor Downtown Kiwanis Club and an active member of the First Congregational Church. He also was a lifetime member of Ann Arbor Golf and Outing. He is survived by his wife of 64 years, Mary Ann, four children, and 12 grandchildren. Says Dean Alison Davis-Blake, "Merle was an excellent citizen of the school, a valued teacher and researcher, and a leader in the early development and growth of the marketing department. We appreciate his enduring service to Michigan."



Jesse Hill Jr., MBA '49, died Dec. 17, 2012, at age 86. Jesse had a close relationship with Martin Luther King Jr., and ensured his legacy would be remembered by helping grow the King Center in Atlanta. Jesse was chairman of the board of directors from 1979-93. He also worked on voter registration initiatives and helped desegregate the Atlanta Public Schools as well as the University System of Georgia. Jesse became the first African-American head of the Atlanta Chamber of Commerce (now called the Metro Atlanta Chamber) in 1978. He participated in several economic trade missions to Europe on behalf of the chamber, and accompanied President Jimmy Carter on a trade mission to Nigeria. In 1960, Jesse helped create the *Atlanta Inquirer*, the city's first newspaper for the African-American community. He served as publisher until 1985. He also was a board member of the Southern Christian Leadership Conference. Jesse was born in St. Louis. He graduated from Lincoln University in Jefferson City, Mo., with a degree in mathematics and physics, before coming to Ann Arbor for graduate school. He joined the Atlanta Life Insurance Co. after graduation and eventually became the company's president and CEO before retiring in 1990. Atlanta Mayor Kasim Reed called him an essential figure in bridging the divide between the business community and the African-American community. "Atlanta would not be what it is today without Jesse Hill Jr.'s extraordinary contributions," he said. Jesse is pictured standing next to President Jimmy Carter (center), who also is flanked by Coretta Scott King.

Rethinking What Matters

December 14, 2012, was the worst day of my life. My daughter Allison got on her school bus that morning, as she had every school day for a year and a half, but she never came home. Someone walked into Allison's school, Sandy Hook Elementary, with an arsenal of high-powered weapons and proceeded to murder 20 small children and six adults.

Allison was a sweet little girl. She loved to laugh and have fun, much like most innocent six-year-olds. Allie was smart, and as parents do, we had already thought about the great things she was going to accomplish. Her life and legacy were cut far too short that day, when she was shot repeatedly with an assault rifle similar to those used by soldiers in combat. It took days to get her poor little body in a condition where we were even allowed to see her. What we saw was no longer our beautiful little girl, but we got to hold her hands and say goodbye. Some of the other families didn't even get to do that.



We haven't had many good days since December 14, but we've kept going. Allison's younger sister, Lauren, was also in the school that day and knows more than any five-year-old should ever have to know about guns and violence. Lauren has been our rock through the past

few months. It is amazing how strong children can be. In the days following the tragedy, Lauren would see my wife or me starting to break down and cry, and she would quietly come over and give us a hug or bring a tissue. She didn't ask why we were upset — she understood far more clearly than we had expected her to. She understood her big sister was gone and was not coming back. In the first few weeks, our home was full of friends and family. To keep herself busy and entertained, Lauren set up shop painting everyone's fingernails a variety of bright colors. And I mean *everyone's* nails — including mine, her grandfathers', and a big, burly state



trooper who left his polish on for a week while continuing to hand out tickets to truck drivers on the highway.

A common theme you'll hear from many of the families that lost loved ones that day is that something good has to come from this. It can't be forgotten, and the legacy of those lives needs to stand for something. Amid the politics and recent discussions in Washington that I have been involved in, there has been a different activism at work in the past few months. The incredible outpouring of support that we have seen has honestly been overwhelming. We have received thousands of cards, letters, and gifts from people we don't know all around the world. I now realize I had never before in my life been moved to send a letter offering support to a complete

stranger, and had rarely gone out of my way to do something nice for someone I didn't know. But I am changing that, and I would like you to help me. It shouldn't take a tragedy like this to bring out the best in us ... or to simply treat people decently. Too often, we get so wrapped up in the day-to-day stresses of life that we lose sight of what is really important.

If we can't feel safe simply sending our children to school in the morning, then nothing else matters. Love your children and don't ever take them for granted. Rather than exposing them to ugliness, let us show them how to make our world a better place. Spend as much time with them as you can and cherish them.

Friends of mine set up a memorial charity fund in Allison's name, and we plan to use donations to support activities like mental health research, as well as positive community programs, particularly for children. Allison is still going to do amazing things for this world. It's just a little different than I had ever imagined. ✕

Learn more about the Allison Wyatt Memorial Fund and the Gift Fund for Allison's Sister at allisonwyattmemorialfund.org.

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