

A MAGAZINE FOR ALUMNI AND FRIENDS OF EMORY UNIVERSITY'S GOIZUETA BUSINESS SCHOOL

EMORY | *business*

FALL 2017

What Attracts Talent to the Table?

Goizueta faculty explain why fairness might be the most important element of all.

PLUS

Up-close with:

Alpa Sutaria 96MBA

Joshua Sigel 02BBA

Percy Muenta 08MBA

Aty Biswese 14WEMBA

Aurora Hill 17EvMBA



What Attracts Talent to the Table?

Why factors beyond money matter

16

FEATURE

Contents



12 COFFEE WITH

Professors Michael Lewis and Michelle Andrews discuss sports, branding, and why mobile is not the endgame



CLASS NOTES 39

Bob Owens 55MBA, with wife Alice, on entrepreneurship at any age

16 Faculty researchers and alumni examine the role of fairness and trust in retention

25 The effects of employee rewards and penalties studied



34

Network: Alpa Sutaria 96MBA: on creating long-term value and going beyond



10

MEMBA West Coast Immersion tour



30

Jill Perry-Smith's scholarly work

36

Network: Joshua Sigel 02BBA



Back cover



EMORY | business

FALL 2017

On cover:

Faculty researchers from left **Emily Bianchi**, **Karl Kuhnert**, and **Erika Hall**

Photographer: Allison Shirreffs

emory | business

goizueta**buzz**

- 4 **NEW ARRIVALS**
Goizueta welcomes faculty additions
- 9 **SPECIAL GIFT**
Students raise funds through class gifts
- 10 **EMPLOYMENT OUTLOOK**
MBA job numbers remain strong

your**network**

- 32 **PERCY MUENTE 08MBA**
On cultural awareness and leading
- 35 **AURORA HILL 17EvMBA**
On leading through influence
- 37 **ATY BISWESE 14WEMBA**
On the rigors and joy of the entrepreneurial life

+ **plus**

- 14 **COFFEE WITH JACKIE CONNER**
Learn more about instructional design
- 28 **KNOWLEDGE CREATION**
Faculty research
- 40 **CLASS NOTES**
Promotions abound

YOU'RE PROUD TO BE A PART OF EMORY. NOW SPREAD THE WORD.

Emory Executive Education offers short courses and certificate programs for professionals seeking leadership or executive roles and custom programs for partnering organizations to strengthen their business skills and work smarter.

We're offering a discount to your friends, family, colleagues, or anyone you know that is interested in taking a short course with us!

EUFAMILY

Share this promo code, and they'll receive a 15% discount on their next short course! (Discount code valid until February 1, 2018.)

EXECUTIVE EDUCATION 2017/2018 COURSE CALENDAR

- » Corporate Finance: Analysis, Valuation & Decision Making
November 28th – 29th
- » Finance & Accounting for Non-Financial Managers
February 27th – 28th
- » Sales Leadership & Channel Management
March 13th – 14th
- » Executive Communication & Leadership Presence
December 13th – 14th
- » Design Thinking for Business Innovation
March 6th – 7th
- » Managerial Leadership Program
May 7th – 10th

worksmarter.org

EMORY EXECUTIVE EDUCATION
Work Smarter.TM

 **GOIZUETA
BUSINESS
SCHOOL**
EmoryExecEd.com | 

EMORY | *business*



The new Emory University Hospital Tower is a 450,000-square-foot, \$400 million state-of-the-art hospital tower across Clifton Road from Goizueta that provides an expansion of services and expert care while creating an integrated and spacious environment for patients and their families. See a slideshow at emory.biz/hospital.

Chief Marketing and Communications Officer
Angela Lee Bostick 04MBA

Senior Communications Manager
J. Mike Moore

Managing Editor
Nicole Golston

Art Direction
Plus One Media

Lead Photographer
Allison Shirreffs

Class Notes Editor
Breckyn Wood

Lead Proofreader
Breckyn Wood

Photographers
Tony Benner
Ann Borden
Lanero Hill
Kay Hinton
Bryan Meltz
Jack Kearsse
Jennifer Turner

Contributors
Meredith Farahmand 14BBA
Alex Gambon
Carol Lindsey
Patty Pohuski
Allison Shirreffs
Myra Thomas

For online extras and archived editions, visit emory.biz/magazine.



EMORY
GOIZUETA
BUSINESS
SCHOOL

EMORY BUSINESS

is published twice a year by Emory University's Goizueta Business School and is distributed free to all alumni and other friends of the business school. Emory University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; 404-679-4501) to award degrees at the associate, bachelor's, master's, and doctoral levels.

Send letters to the editor and other correspondence to Nicole Golston, Managing Editor, Goizueta Business School, Atlanta, Georgia 30322 or GBSmag@emory.edu or call 404.727.3434.

© 2017 Goizueta Business School, Emory University. All Rights Reserved. Articles may be reprinted in full or in part if source is acknowledged.

goizueta.emory.edu/magazine
emorybusiness.com

Emory University is dedicated to providing equal opportunities and equal access to all individuals regardless of race, color, religion, ethnic or national origin, gender, genetic information, age, disability, sexual orientation, gender identity, gender expression, and veteran's status. Emory University does not discriminate in admissions, educational programs, or employment on the basis of any factor stated above or prohibited under applicable law. Students, faculty, and staff are assured of participation in University programs and in the use of facilities without such discrimination. Emory University complies with Executive Order 11246, as amended, Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veteran's Readjustment Assistance Act, and applicable executive orders, state and federal regulations regarding non-discrimination, equal opportunity and affirmative action. Emory University is committed to achieving a diverse workforce through application of its affirmative action, equal opportunity and non-discrimination policy in all aspects of employment including recruitment, hiring, promotions, transfers, discipline, terminations, wage and salary administration, benefits, and training. Inquiries regarding this policy should be directed to the Emory University Office of Equal Opportunity Programs, 201 Downman Drive, Administration Bldg., Atlanta, GA 30322. Telephone 404.727.9867 (V) 404.712.2049 (TDD).

Other online features

WEB Delta Leadership Hub unveiled



Executives, alumni, and faculty came out to celebrate the ribbon cutting on the Delta Leadership Hub, a signature teaching and reception space on the second floor of the business school. The creation of the hub is part of a \$3.5 million gift from The Delta Foundation. See a slideshow at emory.biz/Deltahub.

WEB What's the future of marketing?



Marketing professors Michael Lewis and Michelle Andrews continue their Coffee With discussion online. See excerpts and the entire conversation at emory.biz/marketingtalk.

Find us:  @EmoryGoizueta  goizueta.emory.edu/Facebook
 emory.biz/LinkedIn  youtube.com/EmoryGoizueta

IN CASE OF EMERGENCY BREAK GLASS (CEILING)

Female leaders are often disparaged more than men for being direct in conversation, especially in tough negotiations or when making difficult requests. Female executives will tell you: What's assertive in men is bossy in women. It's backed by research.

But through an analysis of 71 behavioral studies, Melissa J. Williams, Associate Professor of Organization and Management at Emory University's Goizueta Business School, finds women aren't penalized for assertiveness when actions are nonverbal, instead of verbal.

While women might be censured for being verbally assertive, the same isn't true when they use nonverbal or paraverbal dominance. That's because dominance often works nonconsciously. Consider, for a moment, how identifying the leader of a group happens almost instantaneously. That's nonverbal dominance in action. The good news is these nonconscious cues – unlike conscious ones – don't bring up stereotypes about how women "should" behave.

**"WHEN YOU SEE A WOMAN STANDING TALL...
YOU WON'T CONSCIOUSLY LABEL HER
DOMINANT OR DOMINEERING"**

"When you see a woman standing tall and speaking loudly, our evidence suggests you won't consciously label her as dominant or domineering," Williams says. "But right away you'll know she's in charge." She believes women have options to influence and persuade without incurring social penalties. They include standing tall, using expansive gestures, making eye contact, speaking louder, and even interrupting.

Actions alone can't eliminate prejudice, but Williams' work suggests women shouldn't respond to criticism just by backing down. Emerging female leaders can – and should – avail themselves of all the tools at hand.

Credit Facebook executive Sheryl Sandberg. Leaning in (literally) can be a conduit to authority – minus antipathy.



EMORY
GOIZUETA
BUSINESS
SCHOOL

GOIZUETA
BEYOND

goizuetabeyond.com/research

Dear alumni and friends,

One of my favorite activities is to write notes of praise and congratulations to members of the Goizueta community. It's incredibly rewarding. I love passing along #GoizuetaKudos about alumni advancing their careers or thanking faculty and staff for going beyond to make Goizueta Business School a distinctive location for higher learning.

We are a collaborative community unafraid of hard work.

And I am increasingly proud.

Unfortunately, over the past few months it seems I'm writing more in solidarity with members of our school family affected by crisis. Ever-increasing political divisiveness, natural disasters, and civil unrest seem all too common. The strife is widespread, and it is physically and mentally exhausting.

As our nation continues to cope, I want the Goizueta community to be encouraged by our commitment to one another. You don't have to be on campus to experience this bond. Our alumni, faculty, staff, and students stand at the ready to offer a hand or an encouraging word. It's who we are.

At the same time, we can use our influence in various organizations and institutions to foster a dialogue to carry society forward.

I am encouraged by organizations that devote resources—beyond money—to relief efforts. Dedicating manpower and intellectual and strategic insights is critical. This proves an interdependence between industry and society I mentioned in the last issue of *Emory Business*. Higher education, corporate America, and society must fuel the far-reaching impacts of business.



We each sit in our own positions of strength. What can you do? What can your organization do? Friends, in times like these, our commitment to each other and the world must go deeper.

The Goizueta community is unlike any of its kind. It stretches across oceans and continents. May you thoughtfully consider ways you can reach out to the community in these uncertain times.

It's amazing what we can do together.

Sincerely,

Erika James
John H. Harland Dean, Goizueta Business School
Professor of Organization & Management
erika.james@emory.edu
[@erikahjames](https://twitter.com/erikahjames)

Showcase Day features projects and Mercedes-Benz USA CEO

Earlier this year, Goizueta hosted more than 300 business executive judges from a multitude of *Fortune* 500, midsize, entrepreneurial, and nonprofit organizations as part of the 2017 Goizueta IMPACT Showcase Day. The event showcased MBA teams presenting their recommendations developed during semester-long consulting projects with sponsoring clients. Mercedes-Benz USA President and CEO Dietmar Exler focused his keynote address on four pillars of his company's success: cars, customers, communication, and culture.

"I'm really happy to be in an industry that is emotional," Exler said. "We at Mercedes really enjoy a product that we have an emotion about."

He went on to explain how complacency can be deadly for companies and how it's always important to keep moving forward.

Exler also spoke about the future of autonomous driving and the challenges his company faces. Like any new concept, autonomous



Mercedes-Benz USA President and CEO Dietmar Exler addresses students at Goizueta's IMPACT Showcase Day.

driving introduces major challenges, including ethical questions, legal battles with regulations, and technical concerns in terms of processing data quicker for navigation.

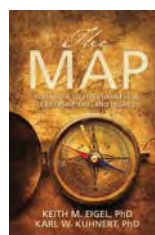
"The fundamental problem is still a ladder to the moon, when we really need a rocket," he said. "We need a new set of technology. After that, we need time as humans to really get there and change our behavior."

Showcase Day 2018 will take place on May 10, and judges are needed for the event. If interested, please contact **Lynne Segall 99MBA** at lynne.segall@emory.edu. —PP

Faculty books



Coauthored with Mona Sinha and **Reshma Shah**, associate professor in the practice of marketing, Professor of Marketing **Jagdish Sheth's** new book, *Breakout Strategies for Emerging Markets*, demonstrates how companies can succeed in these markets, unfazed by the ups and downs of the global economy. This book integrates insights drawn from extensive primary research worldwide, pioneering academic research and case development, practical consulting, and management experience. By observing how companies practice breakout marketing in emerging markets across the world and connecting their experiences to theoretical frameworks, this book traverses a creative path between theory and practice and introduces a new paradigm for marketing strategy. *Breakout Strategies* contributes to marketing thought and practice by offering eight strategies for companies competing in emerging markets.



Leadership isn't about winning, according to a new book by **Karl Kuhnert**, professor in the practice of organization & management. Coauthored with Keith Eigel, Kuhnert's book, *The Map*, explains great leadership is about making a contribution to family and friends, a community or organization, or the country or world. Based on decades of research on adult development, the book explains how individuals can take control of their own growth and accelerate progress in leadership, life, and legacy.

For more on faculty research and books, visit emorybusiness.com



Delta Leadership Hub ready for takeoff

Students are now soaring through their classes with the help of the new Delta Leadership Hub, a signature teaching and reception space. The hub comes as part of the \$3.5 million gift from The Delta Air Lines Foundation that went to leadership initiatives at Goizueta. Boasting a dramatic entrance with a glass storefront and large Lucite panels with the Delta Leadership Hub logo, the classroom allows instructors and students to connect their de-

vices wirelessly using Mersive Solstice technology. The foyer area includes entrance halls, affectionately called "jet ways," and is designed with clean lines and multiple display monitors. Beyond the new carpet, fresh acoustical treatments, updated lighting, and new lectern, students will be sitting at new desks that feature a wing-like edge. As an added extra, the desks and surfaces have a modern finish reminiscent of a Delta jet.

Kadous to take helm of Goizueta's PhD program



Kathryn Kadous is the new associate dean of the Goizueta doctoral program. Her appointment was announced during a reception for the graduating PhD students in May. She succeeds **Anand Swaminathan**. The associate dean position carries a three-year term, and faculty can serve up to two terms.

Kadous, Schaefer Chaired Professor of Accounting, has been a part of the Goizueta community since 2003. She started at Goizueta as a newly tenured associate professor, was promoted to professor in 2010, and was awarded a chaired professorship this year. A prolific researcher, her work is published in an array of academic journals, including the *Accounting Review*, *Contemporary Accounting Research*, the *Journal of Accounting Research*, *Organizational Behavior and Human Decision Processes*, the *Journal of Behavioral Finance*, and *Auditing: A Journal of Practice and Theory*. In addition, Kadous recently completed her second term as editor of *The Accounting Review* and sits on

several editorial boards. Prior to becoming an academic, Kadous worked in the private sector as an auditor and controller.

No stranger to the doctoral program, Kadous is a PhD advisor, has chaired several dissertation committees, and has served as a member of many others. In her new role, she hopes to use that experience to push the program to the next level.

"Professor Swaminathan has been a great role model and mentor to our students," she says. "I will continue his efforts to increase the stature of Goizueta's PhD programs by focusing on admitting a diverse set of promising students, ensuring students have the resources and support needed to do their best work, and ensuring our program is designed and implemented in ways that facilitate the development of our students into true scholars."

At the PhD placement reception in May, **Kristy Towry**, dean of faculty, thanked Swaminathan for his influence on and dedication to the program. She then welcomed Kadous: "I couldn't be more pleased to have Professor Kadous take on this role. She has a proven record of mentoring successful doctoral students, as her prior students have won prestigious awards, landed esteemed faculty positions, and contributed meaningfully through their research and teaching to both academia and the business community. I look forward to her leadership as she shares her knowledge and vision for taking our PhD program forward." —NG

New faculty join Goizueta

The fall season means crisp weather, changing leaves, and a host of new Goizueta faculty. This year, we welcome faculty specializing in finance, organization & management, marketing, and more.

Panagiotis (Panos) Adamopoulos, PhD, Assistant Professor of Information Systems & Operations Management (ISOM)

Panagiotis (Panos) Adamopoulos completed his PhD in information systems at New York University in 2016. Prior to joining the faculty at Emory, Adamopoulos held positions at the University of Minnesota as well as Relational SA and Toyota Hellas. Adamopoulos's primary research interests include data science, machine learning, econometrics, and experimental research designs in the areas of personalization, mobile and social commerce, and online education.

Tetyana Balyuk, PhD, Assistant Professor of Finance

Tetyana Balyuk completed her PhD in finance at the University of Toronto's Joseph L. Rotman School of Management in 2017. Balyuk has held positions at the University of Toronto, Taras Shevchenko National University of Kyiv, and Teletor Group Ukraine. Balyuk's primary research interests are corporate finance, lending, fintech, banking, and household finance.

Ruomeng Cui, PhD, Assistant Professor of Information Systems & Operations Management (ISOM)

Ruomeng Cui completed her PhD in operations management at Northwestern University Kellogg School of Management in 2014. Prior to coming to Emory, Cui held positions at Indiana University's Kelly School of Business. Cui's primary research interests include empirical operations management, supply chain management, information sharing, consumer behavior, social media, and government procurement. She has published articles in a number of leading journals, including *Harvard Business Review*, *Management Science*, and *Production & Operations Management*. Media reports on her research include *National Public Radio* and the *Globe and Mail*.

Christoph Herpfer, PhD, Assistant Professor of Finance

Christoph Herpfer completed his PhD in finance at the Swiss Federal Institute of Technology Lausanne and the Swiss Finance Institute in 2017. Herpfer has previously studied at the London School of Economics and held positions at Goldman Sachs, Deutsche Bank, and Oliver Wyman. Herpfer's primary research interests include corporate finance, banking, and law and finance.

Özgecan Koçak, PhD, Associate Professor of Organization & Management

Özgecan Koçak completed her PhD in organizational behavior at Stanford University's Graduate School of Business in 2003. Prior to joining the faculty at Emory, Koçak held positions at Columbia Business School and Sabanci University. Her research in the fields of organization theory, economic sociology, and strategy focus on market structures and meaning systems that shape organizational and individual behavior. Koçak's articles have been published in a number of leading journals, including *Management Science* and the *American Journal of Sociology*.

Daniel McCarthy, PhD, Assistant Professor of Marketing

Daniel McCarthy completed his PhD in statistics at the University of Pennsylvania's Wharton School in 2017. McCarthy is also the cofounder and chief statistician of Zodiac, a predictive customer analytics platform. McCarthy's primary areas of research include Bayesian models, computational methods, customer lifetime value, and the marketing-finance interface. His articles have been published in leading journals, including the *Journal of Marketing*, the *Journal of the American Statistical Association: Theory and Methods*, *Statistica Sinica*, and the *Annals of Applied Statistics*. His work has also been



Goizueta new faculty from left: Daniel McCarthy, Özgecan Koçak, Karen Sedatole, Karl Kuhnert, Christoph Herpfer, Panos Adamopoulos, and Jianxin (Donny) Zhao. Front row from left: Ruomeng Cui and Tetyana Balyuk. Not pictured: Renee Dye.

Alumna joins leadership team and other news



Belva White

Previously serving as the associate vice president for finance systems and data analytics for Emory University, **Belva White OSWEMBA**, CPA, returned to Goizueta on August 1. White joined Goizueta as the new chief business, analytics, and operations officer. “[White’s] institutional knowledge and familiarity with data-driven decision-making will be invaluable to Goizueta as we look to take advantage of operational efficiencies and continue to innovate in technology, classroom delivery, and interactions with corporate entities,” Dean **Erika James** says. White has been with Emory since 2002 and has overseen several major projects, including upgrades to accounting, billing, and reporting software. She

has experience in leading cross-functional teams and gaining consensus among business units including human resources, facilities, information technology, and finance.

Karen Sedatole, PhD, Professor of Accounting

Karen Sedatole completed her PhD in business administration at the University of Michigan in 2000. Prior to joining the Emory faculty, Sedatole was the Russell E. Palmer Endowed Professor of Accounting at Michigan State University. Her research focuses on the design and effectiveness of performance measurement and reward systems, the role of forecasting and budgetary systems within organizations, and control in interorganizational collaborations. Her articles have been published in a number of leading journals, including *Contemporary Accounting Research*, the *Journal of Management Accounting Research*, and *The Accounting Review*. Sedatole is a two-time recipient of the American Accounting Association Notable Contributions to Management Accounting Research Award and currently serves as senior editor of the *Journal of Management Accounting Research*.

Jianxin (Donny) Zhao, PhD, Assistant Professor of Accounting

Jianxin (Donny) Zhao completed his PhD in business administration at the University of North Carolina at Chapel Hill in 2017. Before coming to Emory, Zhao held positions at the

University of North Carolina. His primary research interests include debt markets, financial accounting, social networks, and corporate governance.

On August 1, **Wendy Tsung** assumed the position of associate dean of working professionals programs. Previously serving as the associate dean of the MBA Career Management Center (CMC), Tsung brings a wealth of knowledge about the working professionals population. Having stewarded Goizueta's full-time programs to national career success and launched the school's CMC for Working Professionals office, Tsung is equipped to bring valuable perspective to operations and help distinguish Goizueta further in the marketplace.

In addition to directing the curricular aspects of the full-time MBA experience, **Ted Rodgers**, associate professor in the practice of accounting, will now be the senior associate dean for graduate programs, with over-arching accountability for both the full-time and working professionals suite of graduate programs.—PP

Renee Dye, PhD, Associate Professor in the Practice of Organization & Management

Renee Dye completed her PhD in English at Emory University in 1994. Dye has previously held positions at Emory, McKinsey, and Navigant, and she is the founder of Stratitect, an independent consulting firm. Her articles have been published in a number of leading journals and magazines, including *Harvard Business Review*, *Fortune*, and *The McKinsey Quarterly*.

Karl Kuhnert, PhD, Professor in the Practice of Organization & Management

Karl Kuhnert completed his PhD in industrial and organizational psychology at Kansas State University in 1985. Prior to joining the faculty at Emory, Kuhnert was a professor at the University of Georgia, where his teaching and research interests include leadership development, organizational change, and decision-making artificial intelligence. His articles have been published in a number of leading journals, including the *Academy of Management Review*, *Leadership Quarterly*, the *Journal of Management*, and the *Leadership and Organizational Development Journal*.

New state-of-the-art hospital tower opens on Clifton Road

If you haven't been back to campus lately, chances are you won't recognize the changes on Clifton Road. Not only did the University and Emory Healthcare totally revamp the road, but they added a new access street to accommodate traffic and opened a new state-of-the-art hospital tower, just adjacent to the law school and encompassing the original B Building of Emory Clinic.

The 450,000-square-foot, \$400 million tower, across Clifton Road from the current hospital, comprises 232 patient beds, including 40 critical care beds. The new hospital tower provides an additional 128 net beds, bringing the total number of licensed beds at Emory University Hospital to 733.

"The opening of this tower is the first major expansion at Emory University Hospital in years," says Robert Bachman, executive director for expansion/renovation at the hospital. "When we admit the patient, we admit the family, and we want this building to truly represent the importance of interdisciplinary patient- and family-centered care."

In July, more than 1,200 Emory employees and physicians got a sneak peek of the new facility during a staff open house. Attendees explored the first two floors of the new building, which contain the radiology

department, anesthesiology pre-admission clinic, admissions, guest services, and the dining facility—the Clifton Café. They could also tour one of the patient floors nearing completion.

Floors one and two opened July 31, along with an underground parking deck, complete with 500 parking spaces. Patient floors began opening in late August, and the hospital tower became fully operational in late October.

—excerpted from *Emory Report*
July 31 edition

Visit emorycliftonroadwork.com for more on the Clifton Streetscape project.

Jack Kearsse/Emory Health
Sciences Photography

"This new addition will help us extend our services and excellent patient care."

—Bryce Gartland, MD
CEO of Emory University Hospital

Alumni in action

Alumni are giving back to Goizueta in multiple ways. Goizueta welcomed new members to the Goizueta Advisory Board, including:

- **H. James Dallas 94WEMBA**
- **Matt Friedman 94BBA**
- **Rebecca Ginzburg 94BBA**
- **Mike Grindell 99WEMBA**
- **Brian Howard 15WEMBA**
- **Omar Johnson 04MBA**
- **Jim Wetrich 09MEMBA**

Additionally, the new members of the Goizueta Alumni Board for 2018 were announced, including:

- **Brian Moore 07EvMBA**
- **Jason Payton 12EvMBA**
- **Deb Perantoni 00EvMBA**
- **Carey Smith-Marchi 16EvMBA**

Faculty promotions

Goizueta congratulates several faculty members who have received promotions, including:

Giacomo Negro, professor of organization & management

Nikolay Osadchiy, associate professor of information systems & operations management

Melissa Williams, associate professor of organization & management

Michael Sacks, professor in the practice of organization & management

Molly Epstein, professor in the practice of organization & management

Nikki Graves, associate professor in the practice of organization & management

Klaas Baks, professor in the practice of finance



Goizueta is trending online. Here's a sampling of what's new with our alums and faculty.

#GoizuetaKudos to **Adina Sterling 11PhD** for receiving Stanford Graduate School of Business's 2017 Distinguished Faculty Service Award!

#GoizuetaKudos to 00BBA alumna **Amanda Mathis** on being named the new CFO at Bridgestone Americas!

Sending some #GoizuetaKudos to 06MEMBA alum Dr. **Zoher Kapasi** for being named one of *Atlanta Business Chronicle's* Top 10 Health Care Heroes!

Dean **Erika James** was named a "2017 Most Admired CEO Honoree" for the education category by the *Atlanta Business Chronicle*. Dean James was honored with other top CEOs in the Atlanta metro area at a ceremony on August 24. #GoizuetaKudos to her!

#GoizuetaKudos to Dr. **Ram Subramanian 18MEMBA** for being named one of *Atlanta Magazine's* "Top Doctors in Atlanta in 2017." Subramanian is the director of the Emory Liver Transplant Program, which has recently been ranked no. 2 in the country with respect to transplant outcomes.

#GoizuetaKudos to **J.B. Kurish**, who teaches the core finance course at Goizueta, for being named a favorite instructor in a survey of MBA students by Poets & Quants!

For these and more, visit emory.biz/goizuetakudos.

Class creates Spirit of Goizueta Award



17MBA students, now alumni, from left: Donnell McGhee, Jamie Gregor, Adam Parker, and Ryan Brown

From long nights of studying to leading groups and organizations, there's no question that students work hard during their time at Goizueta. That hard work can pay off in a variety of ways, but the latest full-time MBA graduating classes wanted to take that payoff one step further.

While the one-year and two-year MBA classes typically do separate gifts, this year the classes joined forces to create the Spirit of Goizueta Award, which is designed to recognize and reward students who have contributed to the Goizueta community.

Class chairman **Adam Parker 17MBA**, alongside his committee made up of **Donnell McGhee 17MBA**, **Jamie Gregor 17MBA**, and **Ryan Brown 17MBA**, conducted focus groups and talked to fellow classmates to come up with the idea. The committee successfully garnered 90 percent of the 2017 graduating class to donate nearly \$35,000 toward the class gift. For the scholarship to become fully endowed, a total of \$50,000 will need to be raised.

"This endowment was started after conducting focus groups and realizing that most of the students we talked to wanted to leave a legacy of community engagement and contributing to a greater good, both of which are vital parts of the Goizueta student experience," says Gregor. "When this idea was raised, it seemed like the perfect way to recognize students who went above and beyond in contributing to that legacy and to celebrate these ideals within the GBS community."

Although the scholarship will take time to build, Parker says it's all about helping future students at Goizueta.

"We want to help ease the financial burden of future generations of GBS students," he says. "During the fund's first few years, the award may only cover books, but as the fund grows it will be able to cover much more, with the ultimate goal of this being a full scholarship. Every little bit helps."

Other class gift efforts include:

- **BBA:** Raised more than \$11,000 via the crowdfunding platform Momentum, benefiting Social Enterprise at Goizueta (SE@G).
- **EvMBA:** Raised close to \$7,000 for EvMBA Scholarship and various program funds.
- **WEMBA:** Pledged \$41,000 toward the Angela F. Johnson Memorial Scholarship, in loving memory of their classmate who lost her battle to cancer in June of 2016.
- **MEMBA:** Pledged more than \$76,000 toward Executive MBA scholarships and have pledged enough to help the Tony Edge Scholarship reach its endowment spending threshold. Because of this class, the school is on track to award that scholarship for the first time in fall of 2018.—PP

Alumni share insights during MEMBA West Coast Immersion trip

One week, two cities, 13 on-site corporate immersions, dozens of speakers providing limitless insights, and facilitation and support from more than 30 Emory alumni.

The MEMBA West Coast Business Practice Immersion was a whirlwind of learning, networking, and growing for students as they visited Seattle, San Francisco, and Silicon Valley in June.

The trip is a new immersion experience at Goizueta that exposes students to technologies, practices, and cultures that have fundamentally restructured business practices in the 21st century.

Andrea Hershatter, who teaches entrepreneurship and is senior associate dean of the BBA Program, led students through a series of experiences designed to provide insights into disruptive technologies, innovative workforce cultures, and high-growth ventures occurring within the West Coast ecosystem. The course consisted of a series of site visits, including Starbucks, Google, SurveyMonkey, Uber, Fitbit, and Amazon, as well as guest speakers and alumni working events.

“While many of our MEMBAs conduct business with West Coast companies, and some live and work out there, there is particular value in immersion into the culture and perspectives of many of the world’s most forward-thinking companies, including the



18MEMBAs Antoniette Gaston, Scott Buckingham, Claudia Garcia, Amanda Hellman, Rudy LeBlanc, Tisha Tallman, and Jessi Arnidis

top three of *Fast Company*’s 2017 World’s Most Innovative Companies,” Hershatter says.

Students had the opportunity to hear directly from, among others, **Zander Lurie 99JD/MBA**, CEO of SurveyMonkey; **Bill Carr 94MBA**, former head of digital music and video at Amazon; **Will Hockey 12BBA**, founder and CTO of Plaid; **Joshua Sigel 02BBA**, COO at Innit; **Andy Simpson 07MBA**, creative strategist at Facebook; and **Steve Carlin 00MBA**, chief strategy officer at Softbank Robotics.

The design of the class, for Hershatter, was for students to not only develop their own understanding and conclusions about the environments they witnessed but also identify some practices and approaches worthy of emulation in their own environments.—PP

BBA students mentor high-potential peers

Age 18 is often seen as a rite of passage, swinging open the doors for students to enter college, the workplace, and increased independence. But for young adults with special needs, graduating from high school ends the legal mandate public schools have to provide support and training. This closes the door on their ability to maximize and broaden their skills and talents.

That’s why a group of dedicated BBA and Emory students started the Spark Mentorship Group. Every Thursday, these students welcome a group of young adults ages 18 to 24 from the Emory Autism Center on the Clairmont campus to Goizueta to gain essential business and life skills.

“Very often, young adults with autism, who possess many gifts and talents to add to society, are left to figure out the next stage of their lives without necessary support systems,” says Spark founder **Jacob Lepler 18BBA**. “Our goal is to unlock the true potential of our participants.”

The idea for Spark ignited in Lepler because his brother, who has Asperger’s, will turn 18 soon and no longer receive services. His volunteer work at the Emory Autism Center solidified the plan. “As I interacted with young adults at the center, I witnessed the same potential I see in my own brother. I knew I had to help foster that in some way,” he adds. Along with **Jared Linsky 18BBA**, **Isaac Feiner 18BBA**, and others, a partnership between the Emory Autism Center’s myLIFE program and Goizueta was cemented. The Spark curriculum includes one-on-one coaching and group trainings, all of which focus on initiating a career and life path participants might not otherwise pursue.



BBA and Emory students engage high-potential peers in fun, friendship, and learning.

“What makes Spark unique is something we call ‘peer-level mentorship.’ As students of a similar age, we provide coaching and training, but at the same time develop a friendship that makes the relationship between us and our participants more sacred,” says Lepler. For more information, contact Lepler and team at Jacob.Leppler@emory.edu or Jared.Linsky@emory.edu. For more on autism, visit the Emory Autism Center at emory.biz/autism.—NG

MBA job numbers remain strong

By multiple measures and rankings, career success remains a hallmark of the Goizueta MBA experience.

In late September, *Forbes* released its annual ranking of MBA programs, which focuses almost exclusively on job outcomes and return on investment. The full-time MBA program moved up two spots to no. 23 in the nation.

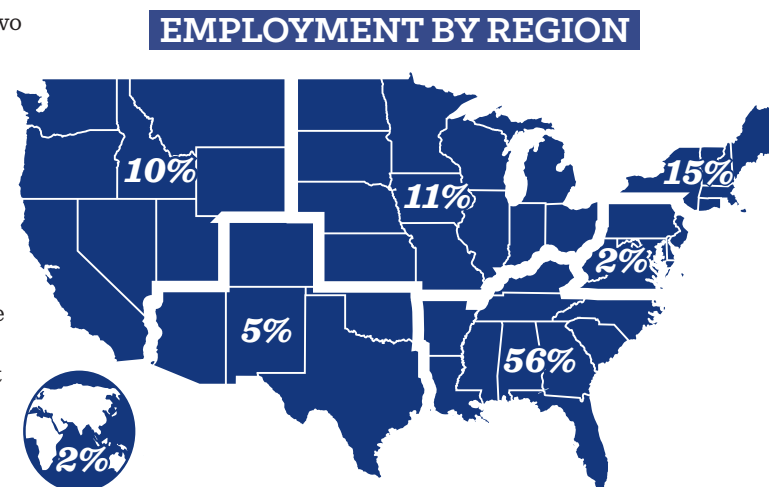
The Class of 2017 did its part to maintain a history of career success for the school, with 94 percent receiving job offers within three months of graduation. According to the career management center, more than half of jobs received came as a result of summer internships.

“In an ever-changing marketplace, Goizueta graduates continue to thrive,” says **Maureen Manion-Leone**, interim associate dean, MBA career management. “We are proud to consistently provide outstanding talent for our corporate partners and great career opportunities for our students.”

The majority of 2017 graduates chose careers in consulting (39 percent). Goizueta students also find jobs in marketing, finance, general management, operations, and real estate.

Once again, employers in the Southeast led in Goizueta hires.

For more MBA career data, visit emory.biz/mbaemploymentreport.



This is my legacy.



Lisa Fey 01EMBA
Atlanta, Georgia

“I STARTED MY MBA two weeks after having brain surgery, and the Goizueta ‘village’ made it possible to graduate with honors while working full time. I believe that with more education, women will change the world even more. My planned gift for a scholarship is my way to help them gain the knowledge, skills, and network of an MBA from Goizueta.”

Have you planned your legacy?

giftplanning.emory.edu 404.727.8875



EACH ISSUE, WE SELECT FACULTY OR STAFF MEMBERS, CURRENT OR RETIRED, TO "HAVE COFFEE WITH." THE OBJECTIVE IS TO GATHER INSIGHTS AND PERSPECTIVE ON A TOPIC OF INTEREST TO ALUMNI AND FRIENDS OF EMORY UNIVERSITY'S GOIZUETA BUSINESS SCHOOL. IF YOU HAVE A FAVORITE FACULTY OR STAFF MEMBER YOU WOULD LIKE TO "HAVE COFFEE WITH," PLEASE SEND YOUR SUGGESTION TO GBSMAG@EMORY.EDU.

Michael Lewis and Michelle Andrews

For analytical sleuths like **Michael Lewis**, associate professor of marketing, and **Michelle Andrews**, assistant professor of marketing, the impact of branding is everywhere, from major league teams to politics. In a recent conversation, the duo discussed academics, sports, and the future of marketing.

EB: Analytics is a hot topic and Goizueta even has a new master's in business analytics program. Has analytics replaced old-fashioned marketing techniques like focus groups?

Andrews: There is a difference between attitude and behavior. A focus group is about intent or how people feel, but analytics really captures behavior. Are you physically present? Did you actually buy tickets? This gives a better picture of what actually occurs.

Lewis: That's a good way to look at it. Analytics is evolving. "Big data" is a buzz word that did not mean a lot seven or eight years ago. Now we are hitting a second or third generation of analytics, and the reality is companies really need to do both. Companies need to use the traditional techniques like a focus group to talk to customers and then back it up by actually seeing what's happening in terms of the data.

EB: Speaking of analytics, tell us more about the Emory Marketing Analytics Center (MAC).

Lewis: In the past, Emory MAC has put on conferences, started to build bridges to the local business community, and offered student-level options, like applied class projects. One of the reasons Michelle joined us is to help take the analytics center to the next level. She has expertise in working with companies on field experiments, which is a great addition to our services.

EB: Michelle, would you talk a little bit about field experiments with companies and what they entail?

Andrews: A lot of begging. I say that honestly. We are interested in publishing insights we gather in the field. However, companies are very competitive. They are not very open to someone who they consider works only on theory. Also, they are concerned that information will be released and their competitors will find out. Since my research is in mobile marketing, I ask how firms can deliver better mobile messages. I look at factors that affect people's likelihood of responding, such as where they are, the time of day, and what's

going on around them when they receive the message.

Lewis: Can I take this in a different direction? Michelle used the word begging to describe how academics interface with the business community, and this does happen a lot. Companies have an agenda: they are driving revenue and trying to launch new products, and the thought of exploring ideas is not top of mind for them. One of the things we really emphasize in analytics is the need to go beyond the traditional academic approach of "let's explore this theory" to "here's a theory that is dead-on relevant to what a company is going to do." When we develop these partnerships with businesses, we are offering them information with immediate impact. I see our role as the long-term R&D arm for companies that partner with us.

EB: Would you give us an example?

Andrews: A recent project involved how crowds may make people more responsive to mobile ads. My colleagues and I recently approached a mobile marketing company and said, "We think that when people are in crowded situations, they tend to deal with anxiety by looking at mobile phones. If you capture people when they are in crowds, this would be a perfect time to try to send them a message." We ran an experiment in an underground subway system of a large city that was mobile equipped, where you could actually use your cell phone while riding the subway, and found that people were more likely to respond to an incoming message from a marketer when the train was crowded than when it was not.

EB: So is companies' ability to target mobile users the holy grail of marketing?

Andrews: I don't think mobile is the end-game. As consumers, we have technology in our cars, we wear smartwatches and Fitbits, and many people are comfortable moving across devices throughout the day. The next step for marketers is not to have a strategy for a single device, but a strategy for the consumer.

Lewis: I will go a bit more old school. This idea that the mobile phone is something fundamentally different, I don't buy that. When grocery stores began scanning products and adding loyalty cards, that was considered revolutionary. From there we went to e-commerce to track all the clicks. And now we have mobile. What we see over time is a continual growth in the amount of data that companies potentially have access to with customers. The real black box becomes, "How do I use this massive amount of data?"

EB: Coming back to the business school,

would you talk about your teaching methods and what classes you teach?

Andrews: I teach the core, which is the first class students take if they major in marketing. It covers marketing principles, and I use cases and lectures.

Lewis: In the last couple of years, I've focused on teaching sports marketing classes here at Emory. The course has evolved into a guest-heavy format, so in a given semester I might bring in 10 people from the local business community who range from the president of the Atlanta Hawks, to former NFL players, to the GM of the local Atlanta professional disc team. My job becomes knitting all of these stories together to tell a big-picture story about marketing.

EB: On a personal note, when you're not working, what are your outside interests?

Andrews: Mike, do you want to talk about your knitting hobby? Or is it crochet? I keep forgetting.

Lewis: In addition to her encyclopedic knowledge of women's sports, Michelle is a beer lover.

Andrews: My favorite beer right now is a sour beer called Duchesse De Bourgogne.

EB: And you Mike?

Lewis: I've got four kids plus two Great Pyrenees dogs and two cats—that is the extent of my hobbies!

—Nicole Golston





Jackie Conner

When faculty members want help crafting a syllabus or using technology to enhance the learning experience, they call on **Jackie Conner**, director of academic affairs and instructional design (ID). Conner leads the instructional design team that works behind the scenes to support faculty and make the classroom experience seamless. As part of Dean **Erika James**'s strategic initiatives, Conner and **Steve Walton**, professor in the practice of information systems & operations management, submitted an innovation fund proposal to explore new technologies that will impact higher education, and they won. Recently, the duo met up to discuss the project and Conner's career.

Walton: Let me be one of the first to congratulate you on our win!

Conner: Thanks, Steve. When Dean James challenged faculty and staff to use our entrepreneurial spirit to collaborate and think creatively to address problems and opportunities, I was totally on board. I have worked with faculty and technology for more than 10 years, and it's great the innovation award will provide resources for our study. Why don't you share your role?

Walton: This fall, I took on the new role of faculty advisor for digital education. I'll partner with you to look forward at new technologies that will likely impact education, mentor faculty, and find ways to bring technology into their classes. At the same time, you and I will explore not only the current best practices but where technology will take us in the future.

Conner: I'm excited to begin!

Walton: Speaking of the faculty, when they come to you, what type of help are they seeking?

Conner: Faculty want to improve the way they engage with their students. As instructional designers, our desire is to dig deeper and define the level of engagement a faculty member wants with students, based on their teaching styles and goals.

Walton: Share more about the work you do—there are multiple aspects?

Conner: Instructional design entails curriculum design and alignment with our school's mission and programmatic goals. Another component is the use of technology in the classroom. In conjunction with Goizueta's Academic Technology Media Services, we work to expose technologies to faculty so that the transformation of knowledge can be enforced and improved through learning technologies. This includes putting content online, creating digital assets for reviewing and reinforcing information, as well as using tools to teach students remotely in real time.

Walton: Is coaching faculty on delivery of this new pedagogy a part of what you do?

Conner: Yes, that's the main piece of our work. We see ourselves as educational consultants, and similarly, we like to put our clients at ease by meeting in their space, be it at their office or home.

Walton: How do you see technology changing what's happening in the classroom?

Conner: My personal belief is that technology is embedded in the classroom experiences in order to enhance a learning experience. To be effective, technology needs to be an advantage rather than a distraction. There is a very fine line between making it work for you and making it work against you. We've seen cases where faculty members are willing to try all the bells and whistles, but sometimes they get in the way. And then we have faculty where a bell and a whistle would really do them some good. The goal is to determine how and when to use the technology to your advantage.

Walton: Consulting with faculty is just one aspect of your role. You also work with academic affairs. What does that entail for you?

Conner: I am responsible for our accreditation within the school, monitoring our rankings, and also overseeing our registrar office for all student records. I really love this aspect of the job because it's an area of growth for me. I've been in distance education for over 15 years, and this gives me the opportunity to see the results from a much broader perspective. Specifically, I get to look at data on the student population as well as the faculty makeup to better understand how all these elements come into play when you're building an institutional experience for students.

Walton: Your background is quite diverse. You majored in math at Spelman, got a master's degree from Georgia Tech, and then a doctorate of education specializing in educational psychology from the University of Southern California. Why psychology?

Conner: The psychology component is important because it deals with the ways people learn and how they think. When we're building online educational content, we recognize that, cognitively, people will only really sit and engage fully in a topic for 8 to 12 minutes. We call that "seat time." That's why our online courses are always chunked within that timeframe. With educational psychology, we're looking at the ways people learn and which learning styles are actually exhibited in these students. For instance, you may have a person who will comprehend the concept better by having a visual cue, or verbal cue, so you have to be mindful of that when you're teaching to make sure you are accounting for multiple learning styles.

Walton: How would you describe your management style?

Conner: Fortunately, I've had amazing managers to aid the development of my style, which I would describe as very collaborative and empowering. For example, my goal is to be as hands-off as possible. This way, individuals take full ownership of their responsibility and their role, which leads to their ability to manage themselves and feel a sense of empowerment in their work.

Walton: When you're not working on all of the many things that you just described, what type of activities do you enjoy?

Conner: There's nothing I enjoy more than spending time with my husband and our three kids: 9, 6, and 3. Children are so amazing in just how honest they are. I think I really learn more about myself in watching them.

—Nicole Golston



What Attracts Talent to the Table?

By Myra Thomas

Is the time of the employee close at hand? After more than 20 years of downsizing, offshoring, buyouts, and innovation setting fire to traditional rules of the workplace, things are looking up for experienced, in-demand professionals. Many economic trends are on the uptick, and the unemployment rate continues to drop, from 8.2 percent in July 2012 to 4.3 percent in July 2017.

For workers with specialized skills, the job market is ripe with opportunity.

Top talent can be picky about where to work, and it isn't necessarily about more pay. No, highly educated and skilled professionals are looking to work for companies where they feel motivated, engaged, and appreciated.

Employers must learn—quickly—what that means.

According to the Bureau of Labor Statistics, 25 percent of US employees quit their jobs in 2015.

The ability to recruit and retain top talent has become a valuable competitive advantage. Human capital, like equipment or products, translates to the bottom line. So why do established companies find it difficult to attract and keep the best and brightest? While many factors contribute to such turnover, research suggests one key reason workers leave jobs is because they aren't sure they can trust their employer.

Recessions, globalization, and technological advances lead companies to downsize. But downsizing can

exact a heavy emotional cost on workers—on those who lose their jobs and on others who remain.

These actions alone can breed distrust. It's no wonder much of the workforce takes pause when choosing a place to spend their workdays.

According to **Emily Bianchi**, assistant professor of organization & management, trust and fairness impact recruiting and retention. She says employees must have confidence in employers to feel committed to their work and to the company.

"People are more likely to stay with employers they believe are trustworthy and fair," she says. Indeed, a study from the Society for Human Resource Management¹ indicates that "a culture of respect, trust, and belonging" is a key component for creating an effective workplace.

“People are more likely to stay with employers they believe are trustworthy and fair.”

—Emily Bianchi

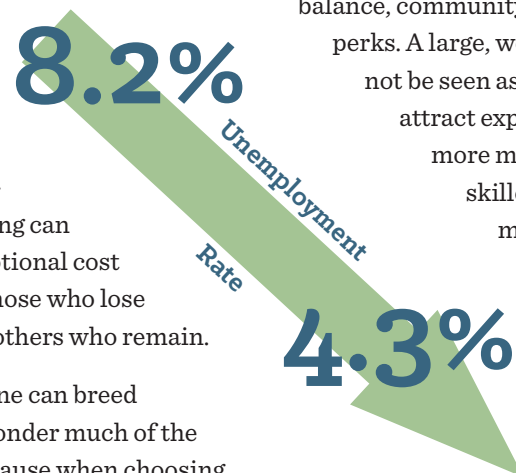
The rules of engagement

Long ago, corporate leaders embraced the importance of feelings in the workplace. But the competition for talent is steep and deep in intangibles, particularly for older companies looking to compete with Millennial-heavy firms embracing work-life balance, community activism, and any number of perks. A large, well-established corporation may not be seen as nimble or creative enough to attract experienced executives or retain more motivated employees. Highly skilled workers often seek smaller, more innovative firms that can add to their skill set and ability to pivot to the next career opportunity. With less hierarchy, smaller companies often offer a better chance for advancement and the opportunity to play a more decisive role in the organization's future.

The result? Employees are more engaged.

A new guard of technology firms dominates *Fortune* magazine's 100 Best Companies to Work For in 2017. Bianchi believes employers underestimate the role of trust, fairness, and engagement in recruiting and retention. She finds engagement improves recruiting and retention efforts and adds to worker productivity.

Culture and profit are connected.



Understanding fairness

So, what's a company to do? Bianchi argues corporations should work hard to develop a sense of trust in order to win—and keep—the best and brightest. One way organizations can build trust is through transparency.

"Organizations and managers that are transparent about how they make decisions tend to be more trusted," she says. "When they are not transparent, there is a sense there is something people are hiding—a reason they don't want employees to know what is really going on."

Bianchi says it's in a company's best interests to figure out what truly motivates employees. That's more than throwing money at the problem. She says employers assume employees care primarily about outcomes—how much they are paid, chances for promotions, and titles.

Not completely true.

"Of course people care about these things, but they also care a lot about whether they are treated respectfully and in fair and transparent ways," Bianchi says.

Research suggests employees form trust judgments early in their tenure with an organization. Bianchi says once an employee forms a judgment, it's hard to change and recommends managers do their best to earn employees' trust early and often.

"Being fair and transparent is an inexpensive and relatively easy way to recruit and retain the best employees," she says.

And retention is certainly in a company's economic interest. According to the Society for Human Resource Management², employers shell out about six to nine months of an employee's pay to recruit and train a replacement.

And don't forget productivity.

The IBM Smarter Workforce Institute's research

report "The Employee Experience Index" notes, "Positive employee experience can contribute to higher motivation to apply extra effort at work and go 'above and beyond' typical job responsibilities."

While it's inexpensive (and smart) to be fair, Bianchi's research suggests several ingrained behaviors work against managers. For example, people often have different assumptions about whether other people are trustworthy. Bianchi says employers may not recognize it, but some people are simply more trusting than others.

"They assume others have good motives and will act in the common interest," she says. "Others tend to view people with suspicion and expect that others will somehow harm them. People who are more generally trusting tend to have more positive perceptions of whether their workplace is fair and equitable."

Seven Components of the Effective Workplace Index



Reprinted from SHRM's Effective Workplace Index: Creating a Workplace That Works for Employees and Employers with permission of the Society for Human Resource Management (SHRM). ©SHRM. All rights reserved.

In this sense, it can be hard for employers to change people's preexisting beliefs about whether or not workplaces are fair.

A sense of belonging

But building trust and creating a culture of fairness can't occur in a vacuum. A long stream of academic research, including that performed by Goizueta's **Erika Hall**, reveals the power of bias in the workplace.

Hall, assistant professor of organization & management, notes racial and gender bias hurt employee engagement. Her research indicates most bias is not obvious, but the mere perception of bias can impact

job performance and employee retention.

"People tend to know about overt prejudice, but bias isn't always readily apparent," she says. For example, a manager might favor one employee over another for a position simply based on perceived gender roles and what they think a "male" or "female" job should be.

Hall argues companies can work to handle covert biases and begin to create a fairer and more trusting workplace by acknowledging that bias exists and that most people have preconceived notions about a group or gender.

"If you're conscious of bias and you have a desire to create a bias-free environment, it means you can work against it," she says. "If employers can recognize the systemic bias in commonplace incidents, they can counteract it in the workplace."

According to Hall, companies can

“Reputation follows a company, and even prospective employees know about the ‘feel’ or environment at certain companies.”

—Erika Hall

select leaders who recognize what an inclusive workplace truly means. According to research from Catalyst³, “inclusive leaders both value their employees' unique diversity and also find a common ground to foster a sense of belongingness.”

As employees place an ever-increasing value on the company culture, it's impacting the job decisions they make. If company culture is seen as inviting and accepting, then prospective employees will likely hear about it.

If the company is seen as a place where opinions and people aren't valued, then the world will know it.

“Current and prospective employees are, generally speaking, looking for their companies to be more socially minded or conscious,” Hall says. “Reputation follows a company, and even prospective employees know about the ‘feel’ or environment at certain companies.”

All things being equal

If negative impressions have an impact outside company walls, what is the impact inside? Rarely do decisions affect an internal or external audience exclusively. **Willie Choi 11PhD**, associate professor of business administration at the University of Pittsburgh, says choices managers make about an employee are observed and assessed by other employees in the organization. His research into “vicarious learning” shows a trickle-down effect leaders should recognize, especially if there's a misstep.

“Imagine two coworkers, one more senior than the other,” Choi says. “If the more senior employee is let go, the more junior coworker sees that decision and will immediately think about the implications for himself or herself.”

But Choi says issues of fairness and trust can have differing implications depending on whether or not the manager makes decisions for recruiting or retention.

“I think there is a distinction regarding what fairness and equality mean for recruiting compared to what those concepts mean for retention,” Choi says. “In particular, recruiting processes are embedded within an external labor market, in which there are many prospective job candidates looking for jobs and, likely, many employers looking for qualified candidates.”

Uncertainty exists in an external market. No one is certain any specific job candidate is a perfect match for the position. That uncertainty affects what job candidates and employees view as fair or equal.

In contrast, retention is part of an “internal” labor market where employers and employees have more information about the nature of the job and its demands.

“Both sides have tangible, firsthand experience of the employment relationship and thus have a better sense of the match between the employer and employee,” Choi says.

Those assessments relate to how the employee is performing in his or her current job and how said employee might perform if promoted.

A strategic approach

Additional insights change what employers and employees view as equal or fair.

Research indicates employers take a proactive approach to creating a fairer and more engaging work environment. Unfortunately, employers may not be making the critical link between



Erika Hall, assistant professor of organization & management



“Imagine two coworkers, one more senior than the other. If the more senior employee is let go, the more junior coworker sees that decision and will immediately think about the implications for himself or herself.”

—Willie Choi 11PhD



improving the company culture and its positive impact on retention.

Karl Kuhnert, professor in the practice of organization & management, says high employee turnover is no surprise given a large number of companies have no efforts to address attrition. To rectify this, formal and informal training, as well as mentorship, should focus on future jobs, not merely improving current performance. Kuhnert's research shows younger employees especially want to feel like the company is invested in them. Kuhnert joined the Goizueta faculty this fall, and for more than 20 years his research has focused on leadership development and organizational change.

"Your best employees want access to ways to increase their skills to rise within the company," Kuhnert says.

It's no secret employees want work with a purpose.

One of the best retention strategies, according to Kuhnert, is to have a company purpose that deeply resonates with the people in the organization.

"If I am contributing to a worthwhile mission, and we are doing that together, I am unlikely to seek out [other] employment options," he says. "Most employees want to know how they're doing on their jobs. In too many jobs, people don't see a connection between their work effort, pay, and rewards."

Employees and leaders working as one is of great importance, says **Graham Geiselman O6BBA**, manager in the human capital practice at Deloitte

Consulting. He says collaboration can go a long way to bridging the gap between employer and employee. He recommends companies encourage a collaborative environment to build camaraderie and trust between employees and, consequently, the organization.

The end result, he argues (and research supports), is a more productive company.

For managers looking to encourage collaboration, they'll need to think beyond the office. Leaders should appreciate work-life pressures their employees face and how the same pressures can tank a productive and collaborative workplace, says Geiselman. He notes Deloitte and its own generous leave policy as an example of such understanding. But the upstarts in the corporate world are leading the way and changing what top employees expect from a company.

"It seems that some of the companies that are best at embracing the balance of work and play are smaller startup organizations that feature things like unlimited PTO, flexible work schedules, and outstanding family benefits," Geiselman says.

Value of empathy

Successful leaders are attuned to the particular needs, values, and motivations of their employees. In the book titled *The Map: Your Path to Effectiveness in Leadership, Life, and Legacy*, Kuhnert and coauthor Keith Martin Eigel argue great leaders lead where others are, not where they themselves are. This level of understanding creates a sense of inclusiveness and trust, and, in turn, employees feel more committed to the organization.

"Effective leaders know how to put themselves in another's shoes and see what others see," Kuhnert says.

It's a big mistake for top managers to forget their empathetic side, says Kuhnert, especially given the

demands of a younger workforce. Perks like time off and higher pay are relevant, but growth opportunities, like increasing job responsibility and access to leadership development programs, are essential.

"What young leaders want is a chance to help grow the company," he says. "Too often many managers miss the opportunity to invest in employee loyalty by not including young leaders in their executive development programs."

Loyalty is bred through trust and a sense of fairness in the workplace.

"In today's organization, we are all networked, and we depend on one another to do our jobs," Kuhnert says. "When we let others down, communication

and relationships become strained and problems go unaddressed, and it eventually impacts bottom-line profits. With so much daily stress, there is little time for the important kind of reflection that unlocks commitment, trust, courage, loyalty, and other vital virtues necessary for leadership."

The takeaway

Research is clear.

Companies must invest more time and money toward motivating employees—as much or more than skills training.

Bianchi says the absence of investment can have devastating consequences, whether it's a drop in

“*In today's organization, we are all networked, and we depend on one another to do our jobs.*”

—Karl Kuhnert





employee productivity or an increase in attrition.

While her research continues to delve into trust and fairness issues in the workplace, she has expanded it to study CEO misconduct, the impact of the economy on ethics, and the effect of economic recession on individualism.

But she isn't surprised trust and fairness remain at the top of her mind in today's ever-evolving and fractured workplace.

For organizations hoping to change the current dynamic, Bianchi recommends leaders start at the beginning and understand what causes employees to worry about trust and fairness in the first place.

"It's simply because humans are hardwired to care about it," she says. "Our attention and anger spike when we believe we are being treated unfairly. It's something we see very clearly in children, but what we may not recognize is that adults care just as much about it. Employees who don't believe they are being treated fairly are likely to be looking for other opportunities and putting in less effort towards helping the organization succeed." ■

1 Society for Human Resource Management's "Effective Workplace Index," 2017

2 Society for Human Resource Management's "Human Capital Benchmarking Report," 2016

3 Prime, Jeanine and Elizabeth R. Salib. "Inclusive Leadership: The View From Six Countries." New York: Catalyst, 2014

“Our attention and anger spike when we believe we are being treated unfairly. It's something we see very clearly in children, but what we may not recognize is that adults care just as much about it. Employees who don't believe they are being treated fairly are likely to be looking for other opportunities and putting in less effort towards helping the organization succeed.”

—Emily Bianchi

The Effect of Employee Rewards and Penalties

Employers should think carefully about their approach to motivating employees. Karen Sedatole and Kristy Towry, Goizueta professors of accounting, along with coauthor Margaret Christ of the University of Georgia, study the effects that rewards for good performance and penalties for poor performance have on trust and perceptions of fairness in the work environment.

It's well known that individuals tend to have a stronger negative reaction to the loss of something than a positive reaction to a gain of an equal size. One might expect, then, a penalty for poor performance would be a stronger performance motivator than a bonus for good performance. However, there is a downside to penalties—they are often interpreted as a signal of distrust.

"To be motivated, employees need to know their employer believes they are capable of doing the job and trusts them to put forth the best effort. Penalties, on the other hand, can be interpreted as a sign the employer doesn't trust the employee to work as hard as he or she should," cautions Sedatole. The consequences of a culture of distrust include lower employee effort and greater employee attrition, especially in settings where trust in performance evaluation is critical. In these instances, performance evaluations are more subjective.

This research documents the role that rewards and penalties play in promoting trust in the workplace, employee retention, and ultimately organizational performance. Employers would be well advised to consider a more rewards-friendly approach, the researchers conclude.

—Myra Thomas

View the paper at emory.biz/trust.



Karen Sedatole



Kristy Towry



SPOTLIGHT ON...**ENGAGEMENT**



As we advance toward a bold future for Goizueta Business School, we are committed to doing things differently to engage our alumni. Below is a listing of exciting and meaningful opportunities for you to **Connect, Engage, and Invest** in ways that move Goizueta forward. One (or more!) of them is surely perfect for you.

CON•NECT

— to have or establish a rapport



Update your contact and professional information and share your personal and career successes.

emory.biz/update

Visit our news site, emorybusiness.com, to read about research, rankings, and the relevant ways Goizueta is impacting business around the globe.

emorybusiness.com

Mentor a current Goizueta student and help bridge the gap between the academic and professional worlds.

emory.biz/mentor

EN•GAGE

— to participate or become involved in



Attend an affinity group meeting and network with alumni across all types of industries, from real estate to marketing analytics to consulting and more.

emory.biz/network

Register to participate in the BDI (Behavior and Decision Insights) survey pool.

emory.biz/behaviorlab

Watch for periodic announcements on new research studies in the alumni newsletter.

gbsalumni@emory.edu

IN•VEST

— to provide resources to be used for future benefit or advantage



Give to the Business Fund for Excellence and fuel the strategic plan and initiatives you just read about as well as all of Goizueta's general operations efforts.

emory.biz/give

Sponsor a research project with BDI and provide resources to further enrich the research efforts. For more, contact our Executive Director of Corporate Engagement Angela Bostick o4MBA at angela.bostick@emory.edu

Using rigorous methodologies, Goizueta faculty focus on researching important problems that affect the practice of business. The following is a sample of recently created new knowledge. To learn more, please visit goizueta.emory.edu/faculty.

By Myra Thomas

Managing style and product design

Mobile phones look very different now than they did ten years ago. With access to all of the design patents available from the US Patent & Trademark Office (including ones from products in the telecommunications industry), **Tian Heong Chan**, assistant professor of information systems & operations management, and coauthors Jürgen Mihm (INSEAD) and Manuel E. Sosa (INSEAD) show how one can cluster them according to their visual similarities. The process results in an evolutionary timeline charting the successive styles of mobile phones from “clamshell” to “touchscreen slate” and everything in between. This approach creates a novel data platform from which researchers can start testing hypotheses about how product forms evolve. With the data, the authors show that there is increasing turbulence (or unpredictability in the change in product forms) across all product categories. In other words, it is much harder now than in the past to predict what the next hot style will be based on current trends. This is especially salient in non-tech categories, such as furniture and fashion. The authors conclude that companies with the capability to manage this increasing uncertainty will have a significant competitive advantage in the future. *Management Science* (2017)



Relational signaling and gift giving

Prior research indicates that gift givers are motivated by competing goals. Often, they will simply select an item of the recipient’s choosing. However, gift givers are also likely to select an item on their own to help show knowledge of the recipient and further define and maintain a personal connection. **Morgan Ward**, assistant professor of marketing, and coauthor Susan Broniarczyk (U Texas) take the research a step further by analyzing how the closeness of a relationship further impacts the gift-giving decision when a gift registry is readily available. The duo employed five separate studies with human subjects presented with various gift-giving scenarios. The paper notes, “We find that despite their stated primary intention to please recipients, close (vs. distant) givers ultimately are more likely to ignore recipients’ explicit registry preferences in favor of freely chosen gifts.” Ward and Broniarczyk conclude that divergence from the registry was not necessarily about finding a better gift. Instead, it occurred only when givers specifically received attribution for their selection. The closeness of the personal connection resulted in a “perceptual distortion of the gift options in favor of relational-signaling gifts.” Distant givers were much more likely to pick an item from the registry, selecting gifts closely aligned with recipients’ preferences. *Journal of Marketing Research* (2016)



Morgan Ward

The link between corporate alliances and returns

Strategic alliances are agreements between two or more firms to pursue a set of agreed upon objectives while remaining independent organizations. Alliances are formed for a number of reasons, including licensing, marketing or distribution, development or research, technology transfer or systems integration, or some combination of the above. **Tarun Chordia**, R. Howard Dobbs professor of finance, and coauthors Jie Cao (Chinese U of Hong Kong) and Chen Lin (U Hong Kong) find evidence of return predictability across alliance partners. If the alliance partner or partners have high (or low) returns this month, then the firm has high (or low) returns over the next two months. Using a sample of alliances over the period 1985 to 2012, the authors find that a long-short portfolio sorted on lagged one-month returns of strategic alliance partners provides a return of over 85 basis points per month. This long-short portfolio return is robust to a number of specifications, including different adjustments for risk, controlling for different proxies for cross-autocorrelations, and excluding partnerships with customer-supplier relationships, as well as controls for industry returns. They theorize, “If investors are fully aware of the impact of strategic alliances on returns and pay attention to the firm-partner links, then the stock price of a firm should quickly adjust to price changes of its partners’ stocks.” The evidence suggests that investor inattention may be the source of a firm’s underreaction to its partners’ returns. *Journal of Financial and Quantitative Analysis* (2016)



Tarun Chordia

Understanding the influence of mobile promotions

Michelle Andrews, assistant professor of marketing, and coauthors Jody Goehring (RetailMeNot), Sam Hui (U Houston), Joseph Pancras (U Conn), and Lance Thornswood (JCPenney) cull together divergent streams of research to provide a framework to better understand how mobile promotions influence the in-store shopping behavior of consumers. Online promotions allow merchants to reach shoppers easier and faster, enabling traditional stores to text out online discounts or highlight specific products. Merchants can also use geolocation on mobile phones to text and target shoppers once inside of their store to feature merchandise or advertise a special offer. The authors identify a number of key areas for additional research to “enable long-term, value enhancing relationships between consumers and marketers.” For instance, they note the need for a better understanding of the role of privacy concerns on personal data collection via mobile devices. Andrews and coauthors also find that a deeper investigation of such things as return on investment, loyalty programs, upselling, proximity to purchase, and global promotions are required to get a true sense of the effectiveness of mobile promotions. *Journal of Interactive Marketing* (2016)



Significance of pricing and product-line strategies

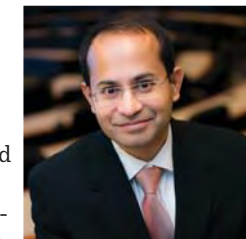
In new research, **Ramnath Chellappa**, associate professor of information systems & operations management, and coauthor Amit Mehra (U Texas) investigate the business practice of IT “versioning,” whereby a company creates different models of a product in order to charge varying prices for each one. Much research takes into account economies of scale and a company’s marginal costs—the price of making an additional unit of a product. However, Chellappa and Mehra note that companies also need to consider consumer usage costs when they decide to create various versions of the same IT product. But for IT products and services, the “costs” are not monetary. The pair note the “time commitment and physical effort” to use IT products or services. They use the example of mobile devices: “One cannot enjoy these information goods without them consuming resources such as memory and processing power.” They determine that “this consumption-related disutility” is critical to feature bundling and consumer segmentation. The researchers create a model to test the consumer cost impact, using a “digital goods firm with a unique production cost structure and agents—consumers who face resource constraints in consuming these goods.” Given the usage costs, they determine that individuals may not necessarily prefer products with more features to lower-quality items. The pair concludes “marginal cost and consumers’ usage costs have the same impact on versioning strategy.” *Management Science* (2017)



Ramnath Chellappa

The impact of behavioral bias on decision-making

For business leaders, the ability to make critical decisions in a dynamic work and industry environment is essential to the success of an organization. However, **Diwas KC**, associate professor of information systems & operations management, and coauthors Francesca Gino (Harvard U) and Bradley R. Staats (UNC) note that behavioral traits can sometimes impact the ability to weigh new information and make a logical decision, even in the face of negative news. KC, Gino, and Staats analyze 147,000 choices made by cardiologists during a six-year period when they were presented with negative news from the FDA about drug-eluting stents used in angioplasty. The experienced cardiologists were more likely to continue using the questionable stents than their less-experienced peers, even after being informed of the problem. The role of influence also played a factor in the decision-making. They add, “Given that those who feel they are expert are less likely to react to negative news, those around them show the same tendency, thus making worse decisions than those in groups with less perceived expertise.” The seasoned cardiologists were better able to “generate counterexamples to the negative news and thus be susceptible to confirmation bias.” The authors note managers should be aware that more experience and the perception of expertise may bias decision-making. *Management Science* (2017)

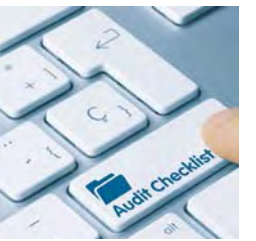


Diwas KC

#GoizuetaKnows

The process behind auditor judgement

Auditors are required to use considerable judgment in their job, assessing information from a number of sources to create financial reports, critique accounting estimates, and assess a company’s internal controls over financial reporting. But an auditor’s decision-making process is not well understood. In their paper, **Kathryn Kadous**, professor of accounting, and coauthors Emily E. Griffith (U Wisconsin) and **Donald Young 13PhD** (Goizueta, Indiana U) provide a framework for researchers to better evaluate the judgment of auditors and, in turn, improve audit quality. Prior research in this area presumes that “decision makers typically engage deliberate, analytical processes to solve problems (i.e., pursue goals) that they have specifically chosen, that they limit their decision inputs to items they view as relevant, and that they have access to the details of their own cognitive processing.” The trio notes that “nonconscious goals” and “intuitive processes” are also influential in the decision-making process and in the factors driving these processes. Kadous, Griffith, and Young conclude that their framework indicates researchers approach their investigation by taking into account “conscious and nonconscious goals” and “decision makers with conflicting incentives, as well as differing capabilities.” *Auditing: A Journal of Practice & Theory* (2016)



The role of the economy on individualism

Past work has shown that as countries become wealthier, people often become more individualistic. In new research, **Emily Bianchi**, assistant professor of organization & management, takes the investigation a step further and finds that even subtle fluctuations in the economy are associated with changes in individualism. She finds that during good economic times, Americans are more likely to seek out ways to signal their uniqueness and individuality. For instance, during boom times, Americans tend to give their children more uncommon names and are more likely to prize autonomy and independence in child-rearing. They are also more likely to favor music featuring self-oriented lyrics. Conversely, during recessions, Americans tend to focus more on fitting in and tend to give their children more common names, listen to more relationally oriented music, and encourage their children to get along with others. Additionally, Bianchi discovered that recessions engender uncertainty, which, in turn, decreases individualism and encourages interdependence. The study results indicated that the “link between wealth and individualism is driven not only by differences in how people live, work, and learn but also by their sense of the predictability, orderliness, and certainty of the surrounding environment.” *Journal of Personality and Social Psychology* (2016)



#GoizuetaKnows

Scholar Spotlight: Jill Perry-Smith

"It's not the formal policies that companies institute that encourage creativity. It's the social networks."



By Myra Thomas

This illusion of the “difficult to understand” and solitary leader, says Perry-Smith, might be a common misperception, but for leaders, especially for those at large corporations, social networks are at the heart of creativity. “My research is looking to help people buy into a different approach—to drop the myths around personality and temperament,” she notes. Perry-Smith argues that leaders need community to operate and to effectively develop ideas. Her research not only shows how input can help leaders come up with creative ideas, but it also points to the value of heterogeneous networks in pushing novel thinking.

Taking the entrepreneurial path

For entrepreneurs just starting out, social networks may be even more profound. At first glance, some business ideas might seem crazy, and others may be abandoned too early. Perry-Smith’s research finds that successful creative ideas go through a number of stages: generation, elaboration, championing, and implementation. She says feedback and encouragement are essential to that process—once again, it’s the informal relationships that help make or break a new idea. But while input and affirmation are important, disagreement and criticism can also help to refine and retool business concepts.

Entrepreneurs are in the business of generating ideas that hopefully change their field. “They need to spot new concepts and implement them, as well as convince others that their ideas have merit,” she says. Some individuals are comfortable talking to one business confidant, but others may need many more people to be their sounding board. That feedback remains important at certain points in the creative process, but not in others, she admits. “We have to adapt informal relationships throughout the entire creative process.”

The driving force

Creativity is very much a collaborative process, she says. Whether it’s dealing with a large conglomerate or a small business just out of the gate, Perry-Smith says she’s determined to find the best ways to define creativity and explain how social networks drive it. Her research continues to inform her teaching, she says, and her students, most of whom are corporate leaders and entrepreneurs themselves, share their career experiences with her. Whether it’s in her research or at Goizueta, Perry-Smith is a big believer in the power of collaboration. “It’s not as mystical a process as some might make it out to be, though I know it hasn’t always been well defined,” she says. It can be a long and difficult process to bring an idea to life, says Perry-Smith, but it shouldn’t be a solitary one.

Jill Perry-Smith, associate professor of organization & management, began her career as a civil engineer, which would seem a far cry from her current role as an academic and researcher in the field of organizational behavior. However, the evolution from working for a large oil and gas company to her life as a professor came about organically, she says. “While the technical aspects of my job were very interesting, I was always much more fascinated by the interpersonal dynamic that existed in the company and how that dynamic drove decision-making.”

to see the world. Specifically, it was social dynamics and how they played into creativity that really piqued her interest.

Companies often ignore the influence of organizational behavior on the creative output of their leaders and employees, but it all plays back into the success of the business, she says. “It’s not the formal policies that companies institute that encourage creativity. It’s the social networks. The less-formal processes often work better. It’s a low-cost lever compared to some big, expensive program.”

Debunking the myth

Part of her research into organizational dynamics sheds a light on what makes highly successful people tick. According to Perry-Smith, the idea of the solitary misanthrope, endlessly toiling away to come up with the next big thing, is a fallacy. “There’s this idea that eminent creators are different and quirker than most people,” she says. “We assume they are socially inept and hard to work with, as if they’re sitting around in a cave getting groundbreaking ideas, and that’s simply not the reality.”

Perry-Smith spent six years at Exxon Research & Engineering, earning her MBA at Pepperdine University during that time. She left her project engineer job to earn a PhD in management from Georgia Institute of Technology in 2002 and accepted a post at Goizueta that same year. It’s a decision she doesn’t regret.

Perry-Smith admits she was simply much more attracted to the “less defined” side of making an organization work. Engineers are problem solvers by design. Their work is often black and white, and that wasn’t the way Perry-Smith wanted

GO BEYOND THE MAGAZINE



- » The latest news and updates
- » Relevant faculty research
- » Exclusive event coverage

EMORYBUSINESS.COM



XIII
no huracanes
bre la tierra,
pere empuje de
zas revueltas!

Percy Miente:

On cultural awareness and leading



Percy Miente O8MBA's office is in a modern, mid-rise building in the upscale Chico neighborhood of Bogotá, Colombia. It's a relatively quiet area, with good restaurants and shops, several blocks away from Bogotá's congested thoroughfares. Dressed in khakis and a button-down shirt, Miente blends in with employees moving about Kimberly-Clark's open office space. He is quick to say hello to coworkers, often stopping to give them a hug and a single kiss on the cheek—a typical Colombian greeting. He keeps a low profile, but Miente is the boss. As general manager of Kimberly-Clark's Colombia, SA operation, Miente oversees nearly 2,000 employees (Kimberly-Clark has nearly 42,000 employees in 35 countries) and is responsible for ensuring that all aspects of the company's business in Colombia, from sales to supply chain, are aligned.

A native of Peru, Miente began his Kimberly-Clark career as an intern a decade ago. After he graduated from Goizueta, Miente accepted a full-time role with Kimberly-Clark, an \$18.2 billion consumer products company that produces some of the world's most recognized brands, including Huggies, Kleenex, and Kotex. "The values of the company resonate with me. The leaders inspire me. I feel good about the culture here," he says. "I love what I do. That's helped me grow in the company."

While with Kimberly-Clark, Miente has worked in Peru, Bolivia, and Colombia, where he's been for the last three years. Toggling between cultures, Miente realized he needed to be humble and learn different approaches—both personally and professionally—to connect and engage with people. "You cannot come in and impose your ideas and strategy without gleaning an accurate picture of what's going on from your team," he says. "You have to have an active listening approach."

When he's in the office, a typical day might mean huddling with his sales and marketing team or getting briefed on how the turmoil in Venezuela is affecting business in Colombia. But much of Miente's time is spent in the field, visiting supermarkets and vendors—from chain retailers to mom-and-pop shops in impoverished neighborhoods. When company representatives noticed that the small storeowners sold individual Huggies diapers to customers who couldn't afford to buy an entire package, Kimberly-Clark designed a large pack so that small shopkeepers could sell individually wrapped, hygienically sealed diapers.

Miente relishes this proactive approach and is often guided by the principles of Roberto Goizueta, who is quoted as saying, "Competition may copy your strategy, your product, and your go-to-market strategy, but they can't copy your people and your culture."

"That's the ultimate strategic advantage a company can have," Miente says. "People see who you hire, who you promote, and who you fire. Meritocracy is the most powerful message you can send in an organization."

"Roberto Goizueta has a famous phrase—'The only task a leader cannot delegate is communication.' I carry that with me always," he explains.

When he first moved to Colombia, Miente's fellow Goizueta classmate **Lucas Marulanda O8MBA**, director at Advent International in Bogotá, helped him get settled. "Goizueta creates a great sense of community, of friends all around the world. That's huge. I love the relationships I built over those two of years of my life," he says. In 2013, Miente accompanied **Peter Roberts**, professor of organization & management, and a group of Goizueta students on a trip to Bolivia. The team prepared a feasibility study for Kimberly-Clark regarding the improvement of the paper recycling program in Santa Cruz. "It was a win-win project," states Miente. Each year, he returns to Atlanta to judge student presentations at Goizueta IMPACT Showcase Day. "It's a way to give back," he says. Plus, many of the project solutions shared at the event "are great starters of ideas that I can apply in the company."

Percy isn't the only Miente to graduate from Goizueta. His older brother, **Arturo Miente Kunigami O6MBA**, inspired Percy to choose Goizueta. (Arturo currently works for the Inter-American Development Bank in Washington, DC.) A younger brother, Juan Jose Miente, lives in Lima, Peru. Percy and his wife, Carla, have two children, Ignacio and Antonio. What Miente likes most about living in Colombia is "the culture and warmth of the people and the ability to enjoy a variety of wonderful places with my family. Colombians are very educated, warm, and happy people. They are proud of their country, heritage, music, and their development in recent years."

When he's not working or exploring Colombia with his family, Miente likes to go to the gym. If he's watching television, it could be *Game of Thrones*. "I'm a big fan," he says.

Miente plans on staying with Kimberly-Clark for the foreseeable future, but he's motivated to do more. He'd really like to teach at a university in Latin America. "As a way to give back to society and to develop new leaders," Miente says. "People are the base to build a better future."—Allison Shirreffs

Since 2015, **Alpa Sutaria 96MBA** has been working on some of the biggest transformations in The Coca-Cola Company's recent history, each with a set of sticky, challenging problems and opportunities.

And that's just the way this Coca-Cola veteran likes it.

Until recently, she worked with the leadership team of Coca-Cola Refreshments to tackle the daunting task of seamlessly selling off all of the company-owned bottling operations in the US to independent bottlers, all while driving great business results.

Sutaria worked closely with a cross-section of leaders to craft and execute "a really good game plan for how we would accomplish it, while we were actually going through it ourselves." They had to ensure that thousands of employees were delivering the business plan, successfully refranchising, and staying engaged and empowered, all while in transition themselves. "Truly a case study of leadership and resilience on steroids," she says.

In June, she was tapped by the new Coca-Cola Company Chief People Officer, Jennifer Mann, and CEO James Quincey to help take the 135-year-old company to the next level and beyond. "At Coca-Cola, we are working to give our consumers what they are telling us they want, where they want it," Sutaria notes. "We have a great foundation to get there as a total beverage company. To go further, we must become flexible and agile, more curious and entrepreneurial."

Sutaria's current title is lead for strategy execution and culture transformation. In this role, she is figuring out how to utilize "the amazing talent we have all around the globe and leverage their passion to drive some of the changes we'd like to make." Not surprisingly, Sutaria has built a reputation for delivering value over the nearly 15 years she's worked at the beverage giant. What sets her apart, she says, is focusing on learning instead of a career goal, being fulfilled, and accurately connecting the dots.

"For me, fulfillment comes from the ability to deliver results that really last," she says. "This requires me to be open and creative."



Alpa Sutaria: On creating long-term value and going beyond

Sutaria uses her innate curiosity and varied network of fellow employees to make connections. "Because I've had so many different types of jobs within the company, I am able to pull different groups together, which brings fresh ideas to problems." Her flair for solving problems propelled Sutaria from an initial path of industrial engineering to earning her MBA at Goizueta. Not only did she gain the necessary tools to move into the field of consulting, but she got her first taste of the principals and legend of Roberto C. Goizueta.

"I began school just as the gift named in Mr. Goizueta's honor was announced and the school named for him," recalls Sutaria. "It was such an honor meeting Mr. Goizueta. He was the speaker at our graduation and gave us our diplomas. Needless to say, my passion for the Coke system started way back then." She spent eight years at Deloitte before joining Coca-Cola in 2003. Reflecting on her tenure, Sutaria credits the work ethic and values instilled in her by immigrant parents.

"I come from a family of first-generation immigrants. My parents are Indian ethnically but have roots in East Africa—Kenya and Uganda. I was actually born in Uganda," she says. "My parents worked multiple jobs just to make ends meet, and yet we had a wonderful childhood growing up. Our life was really all about focusing on hard work, dedication to each other, and enjoying what we had. I learned about grit from them. They really inspired me to think beyond our problems and to understand that we are on this planet to make a difference, and we can do that in so many ways every day."—Nicole Golston

Aurora Hill: On leading through influence

When **Aurora Hill 17EvMBA** was introduced to the Delta Leadership Coaching Fellows Program (LCF), she figured it would be just another class, definitely worthwhile but not transformative.

Instead, it changed the trajectory of her career.

In the Delta LCF Program, student fellows receive opportunities to lead through three pillars: academic learning, experiential learning by coaching first-year MBA candidates, and a reflection learning component, whereby a fellow works with an executive coach on self-development.

For Hill, the feedback she received from her coach, **Danielle Rubenstein**, senior associate director of Goizueta Alumni Career Services, proved invaluable.

"The two biggest lessons for me were the power of active listening and the flexibility that comes with having a set of skills that enables teams to navigate complex problems for which I have no defined answer," she notes. "Before I started the program, I assumed the only way I could lead a team through an obstacle was to have experienced something much like it. Instead, I learned how to help teams identify potential roadblocks and how to be open with one another, such that they facilitate solutions on their own."

Freed from the constraints of her former thinking, Hill blossomed.

"This knowledge gave me the self-assurance to pursue opportunities that were not directly applicable to my past experiences. It definitely helped bolster my confidence as a leader," says Hill.

A biomedical engineer by trade, Hill was accustomed to dealing with algorithms and programs. Previously, "if I asked you a question and you said 'X,' then I knew to do 'Y.'" In the leadership fellows program, her skills broadened. "I developed some of those softer skills that helped me understand how a person's feelings might influence their team interactions."

Armed with her newfound communication skills, Hill has struck out on her own, opening Gray Ivy LLC. There, she provides services as an independent consultant and manages projects for midsized and start-up medical technology



Aurora Hill 17EvMBA (right) with her coach, Danielle Rubenstein (left)

companies. The MBA has elevated her status in the marketplace, allowing her to offer clients in the biotech and medical technology space a familiarity with FDA regs and strategic options.

As for the fellows programs, she is a big proponent. "I absolutely would encourage anyone to take advantage of this, because most of us want to be managers someday. If you can't get a team to move towards a goal, you are going to be an ineffective leader. Absolutely, I would recommend this program over and over again."—Nicole Golston

The Delta Leadership Coaching Fellows Program provides leadership learning opportunities for second-year and evening MBA students to understand, practice, and enhance their skills of providing team and individual feedback. Students are trained to be peer coaches for first-year MBA students.

For more information on the Delta LCF Program, contact Associate Dean Ken Keen at Ken.Keen@emory.edu. To view photos of the new Delta Leadership Hub, visit emory.biz/Deltahub.

Joshua Sigel: On merging food and technology

Ever since he spent childhood hours sweeping the warehouse floors of his family's food distribution company, **Joshua Sigel O2BBA** has had a passion for food. Add to that a love of technology, and you've got the perfect recipe for his current job.

Sigel is COO of Redwood City, California-based Innit, an "eating technology" company that answers the age-old question "What's for dinner?" by leveraging smart technology and health consciousness. The company is developing what Sigel calls a "connected food platform"—a centralized hub that coordinates shopping, preparing, and cooking while adapting to the user's routine. The technology incorporates Innit's deep understanding of food and translates it to the consumer via smart appliances and devices.

Sigel's role at Innit brings together his knowledge of the food industry and technology. And although his father once advised him to stay away from wholesale food distribution, Sigel's trajectory has always stayed close to the food orbit.

At Goizueta, Sigel fostered an entrepreneurial spirit in classes like Ideation with **Joey Reiman**, an adjunct faculty member in marketing, and honed leadership skills as president of the BBA Council.

Armed with these skills and more, he took a job in consulting with Deloitte and worked on accounts like Ross Stores Inc. and The Coca-Cola Company. Then a funny thing happened.

"I quickly realized a lot of the opportunities and problems I saw in large companies were the same ones I'd observed with my father's firm, just on a smaller scale," he says.

Eventually, Sigel rejoined the family business. With his father's support, he focused his efforts on maximizing supply-chain efficiencies. Leveraging technologies helped him excel.

"I developed this keen interest in applying technology to the consumer experience instead of just to the supply-chain process," notes Sigel.

In 2007 when the company was acquired by United Natural Food, the largest distributor of organic and natural food in North America, Sigel stayed on and was promoted to national vice president of IT operations and innovation, where he and his team played an instrumental role in creating consumer-facing technology platforms. He went on to serve as CIO of Nat-



ural Market Food Group, an organic and natural food grocery store and restaurant chain, where he led the development of one of the most advanced mobile payment, loyalty, in-store kiosk, and online ordering systems in retail food and food service.

As his enthusiasm for merging food and technology increased, the food industry's response to this change proved tepid at best.

"I was thinking of leaving the food industry altogether because I felt that it was not at the forefront of innovation," admits Sigel. "I have always had this need to make a real impact. I've always wanted to be a serial disrupter."

An encounter with Eugenio Minvielle, the former president and CEO of Unilever North America and future founder of Innit, would renew his interest.

"Minvielle shared his vision to build a company that would transform lives by helping people eat and live better," explains Sigel. "I was excited about the possibilities."

When Innit launched in 2015, Sigel's expertise and drive made him a perfect fit to join the start-up. Today he is responsible for the day-to-day operations at Innit, including engineering, culinary tech, product and platform strategy, design, marketing, sales, and business development.

"We aim to disrupt the consumer experience across the entire food ritual—from meal planning and grocery shopping to chopping, sautéing, and plating," says Sigel. "If we can help people more seamlessly orchestrate dinner, then we can help people eat better and feel better. If we can do this, then we can make a real impact."—Meredith Farahmand

Aty Biswese: On the rigors and joy of the entrepreneurial life

Aty Biswese 14WEMBA began his journey into entrepreneurship at age 25. The Morehouse grad was enjoying his work as a consultant in Chicago, with his first nice apartment in the South Loop area, when divine intervention altered his path.

"There was a gas leak in my apartment building in November, and all the tenants were evacuated to a nearby hotel until the problem was resolved," he says. "But the leak never got fixed. Everyone received their money back, and I found myself with nowhere to live. I felt homeless during the holiday season."

That's when he realized the power of real estate and the importance of home ownership. As a Christmas gift, he purchased his first condo and never looked back.

"I wanted to harness that overwhelming feeling of joy and relief at having a home into something more, towards a passion," he says. "That experience taught me that the business of real estate is very emotional. And for me, it's a personal calling that became a business in 2005."

Nearly 13 years later, Biswese owns two companies. The first, the NID Group, is a full-service, boutique real estate brokerage firm with headquarters in Washington, DC. NID (or "nest" in French) represents buyers, sellers, and developers in the purchase of homes or acquisition of land, among other services.

Then in 2014, he started Third Story Capital, a real estate private equity and community development firm, focusing on niche real estate investments and distressed assets that suffer from curable flaws in management, market position, physical attributes, tenancy, or capital structure.

"This is the contracting side of the business. We have investors, and we help people build a real estate investment portfolio or to build or customize their dream home."

His road to creating Third Story was equally providential.

"During the real estate downturn, I realized the need to make myself better than the competition, better than anybody else," he recalls. "It was time to reinvest in myself. And the best way to reinvest in myself was to go back for the MBA. And for me, location was very important."

Chicago was on the list, but Biswese considered Atlanta his US home. After all, he had immigrated to America from Africa by



way of Europe in the late '90s with plans to study engineering at Georgia Tech and hopes of becoming a basketball star. Instead, he would learn about Morehouse and turn his attention to business. When it came time to choose a school for his MBA, he wanted the same type of experience.

"I wanted to fall in love with my business school, the same way I fell in love with Morehouse," he says. "During my visit to the Emory campus, I felt welcome. That was big for me. I didn't feel like a number; I felt like I was treated as part of the family."

His coursework in private investment, finance, and leadership would shape the way he structured Third Story.

"At Goizueta, I learned hands-on how to put together venture and financial deals. This is the type of knowledge I learned in the classroom and was able to apply day one," he says. "As a matter of fact, Third Story Capital was put together a week before I graduated from business school. Goizueta definitely gave me the tools to take it to the next level."

Today, Biswese is preparing to open NID's fifth office, in Virginia—the others include Illinois; Georgia; Washington, DC; and Maryland. As his businesses grow, Biswese is learning to delegate, which allows him to commit more to gym workouts and family time, but he remains active in the day-to-day operations, from hiring and training staff and agents to brokering deals and showing houses.

"As the managing broker and the president, I still sign off on most of the deals. This protects the company, but I also like to stay involved," he adds. "I still like to be on the field because it keeps me on top of my game. I don't want to be just a figurehead. I love being hands-on. I love being out on the field."

—Nicole Golston

GIVE LIKE A LEADER



At Goizueta, we believe the word “leader” isn’t a title, it’s a mindset. Through our classes, activities, and outreach, we teach the importance of living out leadership every day. **Jon Keen 11MBA** embodies this philosophy in a multitude of ways. From distinguished military veteran to Alumni Board president to successful business executive, Jon shows his commitment by impacting what matters to him most. One of those things is his alma mater, which is why Jon also makes an annual leadership gift to Goizueta. Join alumni like Jon by making an annual gift in an amount you can sustain year after year – or consider propelling your giving to the leadership level of \$1,000 annually.

Build upon our legacy of leadership by making a gift to Goizueta Business School. Your investment ensures we can impact the marketplace for generations to come. Give today at Emory.biz/Give.



EMORY

GOIZUETA
BUSINESS
SCHOOL

Checking In: Class of '55 Entrepreneur Robert Owens



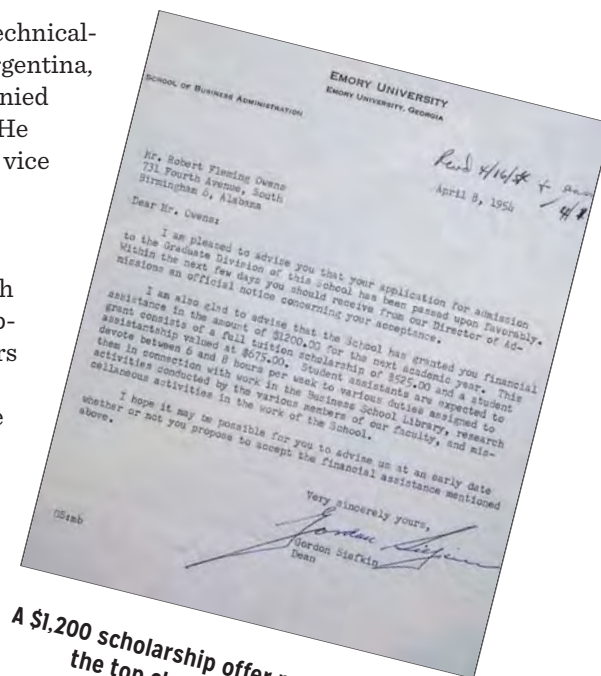
At 84 years old, **Robert “Bob” Owens 55MBA** insists on carrying a camera bag up a flight of stairs. “How do you think I got to be 84?” he asks, depositing the bag on the landing. His wife, Alice, three years Bob’s junior, shakes her head. Recently, she spotted her husband on top of a rickety ladder, trimming trees in the backyard. When Alice suggested they hire someone to do the trimming, Bob bought a new ladder. It’s not surprising, then, that Owens isn’t really retired. Retired from decades in the banking industry, maybe. But not from entrepreneurship.

An economics major with a degree from Samford University, Owens chose Emory, a school just launching its MBA program, over other schools, not least because the school offered him a full ride. Not long before Owens had applied, he’d contracted nonparalytic polio, which made work difficult. Emory gave him \$1,200 for tuition and expenses for the one-year program.

After graduating, Owens took a job at GE, but his career stalled over a technicality. Owens’s mom, born to her missionary parents when they lived in Argentina, was considered a foreign national. Because of her status, Owens was denied the security clearance necessary to work on top projects, so he left GE. He went into banking, working for various banks before becoming a senior vice president loan and investment specialist at what is now SunTrust.

In 1998, in an attempt to diversify their investments, the Owenses became part owners of Pirate’s Island, an “adventure golf” experience with outposts in several cities, including Gulf Shores, Alabama. Originally approached to run the day-to-day operations, Owens convinced the owners to sell him part of the Gulf Shores business. A small-business entrepreneur was born. “Best investment we ever made,” he says. He surveys the 36-hole course, which is a beehive of activity, with visitors of all ages putting around cannons and through caves. His investment in Pirate’s Island illustrates Owens’s fundamental tenets of successful investing, both professionally and personally: “Buy quality to hold with minimal expense and without leverage,” he says. “Spend less than you make—that’s how you get comfortable.”

He and his wife are two years shy of their 60th wedding anniversary. They have two grown sons and five grandchildren. The Owenses also attended the 50th reunion of Emory’s Class of 1955. Asked for words of wisdom he likes to pass on to young people, Owens recalls a Benjamin Franklin phrase: “An investment in knowledge pays the best interest.”—Allison Shirreffs



A \$1,200 scholarship offer made Emory the top choice for Owens.

1970s

Michael Beindorff 78MBA of Denver, CO, announced that Michael and Sherry Beindorff have affiliated with Coldwell Banker Residential Brokerage as residential sales associates. Michael has more than 30 years of experience in senior executive marketing, sales, and operational roles at companies including Coca-Cola, Visa, and Exclusive Resorts.

Horace J. Johnson 77OX 79BBA of Covington, GA, was named to serve on the Bench & Bar Committee of the Georgia Bar Association for 2016–17.

1980s

Rhonda Harper 88MBA of Dallas, TX, has been selected as a North American Finalist in the Cartier Women's Initiative, a global business case competition for entrepreneurs driving social change.

1990s

Marc Gerson 90BBA of Washington, DC, is chairman of Miller & Chevalier.

Tracy Barash 93MBA of Atlanta, GA, is a member of the Board of Trustees and president of the Alumni Association Board at Syracuse University. Tracy is vice president of global franchise management at Turner's Cartoon Network.

Naomi Maruta 94MPH/MBA of Chicago, IL, is director of business strategy and analysis for the Alzheimer's Association National Home Office in Chicago.



Paul Robertson 95MBA of Atlanta, GA, is a partner at Edge Capital Partners.

2000s

Amanda Mathis 98OX 00BBA of Nashville, TN, is Chief Financial Officer at Bridgestone Americas.

Joshua Hahn 02BBA of Washington, DC, is set to open Camp Somerset, a premiere residential summer camp for girls in Smithfield, Maine. Following 15 years as an owner/operator of a group of Washington, DC-based restaurants, Josh is transitioning to fulfill a lifelong ambition of a career in the summer-camp industry.



Joe Hassan 02BBA of Forest Hills, NY, has launched Nitey Leash, a company that sells light-up, fiber-optic dog leashes.

Christopher T. Nace 03JD/MBA of Washington, DC, was sworn in as president of the Trial Lawyers Association of Metropolitan Washington, DC. Chris is a partner at the law firm of Paulson & Nace.

Hemal Saraiya 03MBA of Mumbai, India, has started Air Care Innovations, which sells Hemal's invention, the Airofil Air Cleaner, a disposable, nonelectric air cleaner. The product works with ceiling fans to help capture dust, pollen, and other allergens from the air within a room.

Anita Surendran 04BBA of West Hollywood, CA, is a partner at Gray Krauss Stratford Sandler Des Rochers LLP, which specializes in the motion picture, television, and new media industries.

Whit Davis 06MBA of Atlanta, GA, is a partner at Edge Capital Partner.

Dr. **Zoher Kapasi 06MEMBA** of Atlanta, GA, received the *Atlanta Business Chronicle's* 2017 Health Care Heroes award in the Allied Health Professional category. Zoher, interim director and associate professor in the division of physical therapy of the department of rehabilitation medicine at Emory University, implemented the DPT-MBA program.

John Sommers Jr. 06WEMBA of Atlanta, GA, is vice president of merchandising for ACE Hardware. John was previously with The Home Depot.

Andy Simpson 07MBA of Seattle, WA, is head of Facebook Creative Shop, Australia/New Zealand.

Adrian Tonge 02C 07EvMBA of New York, NY, has been inducted into the CALIBR Global Leadership Network, a membership organization and professional network dedicated to accelerating the careers of mid-to-senior level African American executives through specialized training, mentoring, coaching, and networking opportunities. Tonge is vice president of corporate strategy at Mylan Inc.

David Bray 01C 04PH 08PhD of Washington, DC, is the executive director of the People-Centered Internet.

Josh Greenbaum 09WEMBA of Atlanta, GA, is executive director for development and alumni information services at Emory University. In this role, Josh will oversee financial and information technology operations activities that support the Office of Development & Alumni Relations.

For real-time updates, tweet your news and celebrations to our social media hub, **The Social Index**, using the hashtag #GoizuetaKudos.

Scott Cathcart 12WEMBA of Atlanta, GA, is Central Florida division president of SunTrust Banks Inc. Scott joins **Allison Dukes 06WEMBA** in SunTrust's commercial and business banking division.

Louise Wasilewski 13MEMBA of Atlanta, GA, is CEO of Acivilate, which has released its Pokket app, a cloud-based platform that reduces recidivism by facilitating the vital connections between newly released prisoners and the services they need to maintain self-sufficiency.

John Alexander Johnson 00MR 14MEMBA of Atlanta, GA, is chief medical officer of Virginia Premier Health Plan Inc.

Lynn Hylden 16MEMBA of Smyrna, GA, was elected to the National Board of Directors for the Producers Guild of America.

Dara Schailer 17MBA of Atlanta, GA, is CEO and cofounder of Built Out Of Paper (BOOP), a company that builds furniture out of cardboard. The company was featured in an article on Forbes.com.

Alok Gupta 09MBA of Atlanta, GA, has joined The Koblentz Group as principal.

C. Brooks Seay 09MEMBA of Atlanta, GA, is interim president at Young Harris College. Brooks was formerly vice president for finance and operations and CFO at the college.

2010s

David Clark 10WEMBA of Atlanta, GA, is director of customer success at CareerBuilder, where his analytics team recently won two Stevie® Awards for their enterprise-wide customer health score, designed to identify at-risk clients in order to improve retention rates. The awards were a gold medal for People's Choice for Favorite New Products and a gold medal in the category of New Product/Service of the Year—Software—Big Data Solution.

Alex Curlet 10MBA of Washington, DC, is vice president/account manager at Skanska. Alex will be responsible for the pursuit and execution of development opportunities in the hospitality, office, and multifamily sectors.

STAY CONNECTED THROUGH EMORY BUSINESS MAGAZINE

Keep your fellow Goizueta alumni up-to-date in multiple ways. Stay connected in our database by updating your profile, and send details and your photos to GmagClassNotes@emory.edu for consideration in our publication.*

Goizueta's nearly 20,000 alumni look forward to hearing your good news!

* Please note that submissions may be used in our print and online publications. Goizueta Business School assumes no liability for unauthorized use of submitted materials. Please don't forget to let us know which smile goes with which name.

1980s

Douglas Vissicchio 89BBA and wife Gabrielle welcomed son Dylan Parker on February 11, 2017.

1990s

Brett Schlemovitz 99BBA of New York, NY, married Rebecca Gladwell on March 4, 2017, in New York City.

2000s

Kim Tyson Chenevey 02OX 04BBA and husband **John 07M 08MR 11MR** of Atlanta, GA, welcomed daughter Rosalynn Marie on November 23, 2016.

2010s



Heather Karellas 11BBA of Decatur, GA, married Justin Norris on April 8, 2017, in a private outdoor ceremony in Dahlonega, GA. Heather is a development director at the Center for Puppetry Arts; Justin works for Monday Night Brewing.



Emily Anne Nolte 13MBA of Cambridge, MA, married Jeffrey Jacobstein in Asheville, NC, on September 4, 2016. Many Emory alumni were in attendance, including bridesmaid **Whitney Robinson 11MPH**, **Chris Rollins 13MBA**, **Jeff DeLong 13MBA**, **Ben Jarrett 13MBA**, **Katie Goldstein 09BBA**, **Caren Lusk 13MBA**, and **Eva Dreger 13MBA**. Emily Anne is a manager with PwC's Healthcare Advisory practice and Jeff is a biotech patent attorney with Finnegan Henderson.



Hiroki Kinoshita 14MBA of Tokyo, Japan, and Misa Nakano were married May 13, 2017, at the Imperial Hotel Tokyo. Hiroki is a vice president with SMBC Nikko Securities Inc.

#GoizuetaKudos

Amit Gupta 16MEMBA of Atlanta, GA, and wife Reena welcomed daughter Mira in July 2017.

Cynthia Parks 16MEMBA of Atlanta, GA, climbed to the summit of Mt. Fuji.

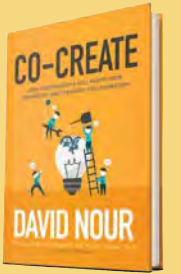


Vijay Raju 16MBA of Roswell, GA, and **Mitch Levine 16MBA** of Rockville, MD, climbed to the base camp of Mt. Everest the summer after graduation.



Andy Simpson 07MBA and his wife, Kristina, and kids, Aubrey and Beckett, moved to Sydney in September. Andy and Kristina are sad to miss the reunion but hope to see some of their friends and classmates down under!

Books by Alumni



David Nour 00EMBA, nationally acclaimed speaker, senior management advisor, and best-selling author, has recently published his tenth book—*Co-Create: How Your Business Will Profit from Innovative and Strategic Collaboration*. In it, Nour makes the case that co-creation leads to Market Gravity,TM a force that attracts stakeholders to your business because they recognize that many others have also united their interests with yours.

Nour encourages companies to set aside a bit of their own self-interest to become part of a dramatically more rewarding collaborative effort. He argues that co-creation is a transformational journey that naturally leads to growth and evolution, because it gives birth to shared interests that dwarf anything that existed previously.

Excerpt from the Foreword:

“... for the most part customers couldn't care less about their value to our brand or company. What they're interested in is what value our brand holds for them. What problem can the brand solve for a customer? ... Needs-based differentiation is critical to the process, as Nour says, because the only way you can entice a customer into an act of Co-Creation is if the customer is motivated to participate in the process, in order to meet some need the customer has.”

As an 18-year-old freshman at Emory University, **Stephanie Cassatly 83BBA** had her whole world shaken when her mother was shot and killed in a convenience store robbery in New Orleans. After twenty years of anger and heartache, Cassatly found her mother's killer and forgave him, just before he died in the Angola State Penitentiary. “It was then that I realized that I had been as much of a prisoner as he was,” she says.



Cassatly has chronicled her journey of forgiveness in *Notice of Release*, published by eLectio Publishing on April 21, 2017, and available on Amazon. She has an MFA in writing from Vermont College of Fine Arts and teaches literature and writing part-time at Palm Beach Atlantic University. Because of her experiences, Cassatly is a frequent speaker on the topic of forgiveness and is a contributor to The Forgiveness Project, a UK-based nonprofit organization.

In Memoriam

John W. Pinkston 45BBA of Austell, GA

Paul D. Petris 49BBA of Charlotte, NC

George A. Mansour III 51BBA of Roswell, GA

Robert W. Roberts 55BBA of Forsyth, GA

Barnwell Roy Daley Jr. 54OX 56BBA of Jacksonville, FL

David S. Franco 56BBA of Atlanta, GA

Parks B. Dimsdale 62MBA of Pace, FL

John T. Clower III 65BBA of Atlanta, GA

David M. Langford 74OX 76BBA 86LLM of Atlanta, GA

Jon E. Benson 82WEMBA of Atlanta, GA

The Goizueta community also mourns the loss of **Patrick J. Flaherty 08EvMBA** and **Jill Lewis 93MBA**.

Patrick passed away in Bangkok, Thailand, where he served as the deputy director of the National Center for HIV/AIDS, Viral Hepatitis, STD, and TB Prevention's Division of HIV/AIDS Prevention's HIV/STD Research Program.

Jill passed away in Smyrna, Georgia. After working for various companies, including Arthur Andersen & Co., UPS, Mead Paper, and Amdahl, she chose to become a stay-at-home mom. She enjoyed traveling, golf, watching the St. Louis Cardinals win the World Series or beat the Cubs anytime, and driving her Corvette Stingray. Jill is survived by her husband of 26 years, **Harold S. Lewis 90MBA**, former associate dean for the Evening MBA program, and their son, Miles.

BUILDING NEIGHBORHOOD VITALITY. >>> THAT'S OUR BUSINESS.

Twenty-nine additional promising micro-entrepreneurs from the **Clarkston** and **East Lake** communities completed an extensive mentoring and business training program offered through the **Start:Micro-Entrepreneur Accelerator (Start:ME)**.

The 14-week accelerator program provides **business training, mentorship support, and early-stage financing** to promising micro-entrepreneurs (those with one to four employees) to develop viable and sustainable businesses. Entrepreneurs supported one another while competing for peer-selected loans from a \$60,000 pool.

SOCIAL ENTERPRISE @ GOIZUETA

SE@G, a research center within Goizueta Business School, aims to generate positive societal impacts by making markets work for more people, in more places, in more ways.

The program is offered annually by Social Enterprise @ Goizueta (SE@G) at **Emory University** in partnership with **Access to Capital for Entrepreneurs (ACE)**, **East Lake Foundation**, and **Friends of Refugees**.

At **Goizueta Business School**, we believe that small businesses make the biggest impact in our neighborhoods. Research* shows that 92% of U.S. businesses are micro, generating 32 million jobs and \$4.87 trillion in annual economic impact.

*Based on reports by AEO and CFED

Start:ME has supported **110 Atlanta area micro-entrepreneurs** - mechanics, artists, makers, bakers, caterers, fix-it folks, and more.

These talented entrepreneurs have created/retained **20 full and 167 part-time jobs**, and built connections with **100+ volunteer business mentors**.

**CONSIDER BECOMING A MENTOR
IN THE ATLANTA AREA.**

Join us at emory.biz/StartME



Start:ME 



EMORY

GOIZUETA
BUSINESS
SCHOOL



EMORY

GOIZUETA
BUSINESS
SCHOOL

Goizueta Business School
1300 Clifton Road
Emory University
Atlanta, Georgia 30322

NONPROFIT ORG
U.S. POSTAGE
PAID
EMORY
UNIVERSITY



Reunions: reconnecting and reminiscing

Homecoming is always an exciting time on Emory’s campus. In October, alumni descended on campus to enjoy a plethora of events, including a Back to School academic session featuring faculty-led workshops by Professors **Benn Konsynski**, **Jeff Rosensweig**, and **Andrea Hershatter**. Back to school was capped off with a talk by **H. James Dallas 94WEMBA**. Additionally, several classes celebrated reunions, including the classes of 2012 (5 year), 2007 (10 year), 2002 (15 year), 1997 (20 year), 1992 (25 year), 1987 (30 year), 1982 (35 year), and 1977 (40 year).

In addition to celebrating during Homecoming weekend, the MBA Class of 2012 did something unique this year. Members of the 2012 class gathered during graduation weekend back in May to reconnect and celebrate their reunion.

More than 70 alums traveled from all over the United States, Guatemala, India, and the Netherlands to take part in the reunion, which started at a welcome event at SweetWater Brewery on a Friday and ended with the main event on Saturday at the Glenn Hotel, overlooking Atlanta’s downtown skyline.

A team of six alumni coordinated the event: 12MBAs **Pallavi Connor**, **Krystle Moss**, **Jason Gordon**, **Greg Kruchko**, **Raj Kaneriya** (president of the class), and **Mike Farrell** (class vice president of alumni affairs).



“We were approached by the alumni office and pitched the idea of doing it on graduation weekend,” Farrell says. “I believe we’re the first class to do that. We just wanted to start a new concept with this reunion.”

For Farrell and team, the hope is to encourage future classes to plan to reconnect and set a date for reunions.

“We want to set the expectation with current and prospective students that this is the event five years out, so put it on your calendar and make sure you’re involved,” adds Farrell. “It is great to catch up with everyone you haven’t seen since graduation.”—Patty Pohuski