

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

EMORY | *business*

SPRING 2016

At the Crossroads: Navigating the Options for Your Business Venture



16 CROSSROADS

Six alumni entrepreneurs share why they chose to merge, cash out, or grow their business ventures.



FEATURE

22 CROSSROADS

When her goals changed, entrepreneur **Paige Perkins 04MBA** took action.



JOURNEYS OF RECONCILIATION

11 Comfort-zone-busting tours inform while engaging hearts and minds.



contents

27 WHAT'S YOUR 'ENOUGH' NUMBER?

Why it's vital that business owners know their financial threshold.

EMORY | business

SPRING 2016

On cover:

Alumni entrepreneurs and Goizueta faculty share factors that impact the decision-making process when determining the right path for a successful business.

Illustrator: Dave Cutler

emory | business



Warner Bros. Exec **Greg Feo 04MBA**: On the business of show business

34



BBA scholars bond and thrive

2



Coffee with Jim Rosenfeld

14



30 **Giacomo Negro** on socioeconomic factors in business



inside back cover

Uruguay alumni update

goizueta buzz

- 04 **NEW CURRICULUM**
Executive MBA adds more flexible programming
- 05 **DOCTORAL FELLOWS**
Alumni recall benefits of award

your network

- 32 **RACHEL HOOVER 13WEMBA**
On leveraging education and science
- 35 **DIANE GUTENTAG 02BBA**
On fashioning a career by the numbers

+ plus

- 28 **KNOWLEDGE CREATION**
Faculty research
- 36 **CLASS NOTES**
Promotions abound

MATCHED GIFTS, UNMATCHED OPPORTUNITIES



For **Leslie Patterson 99MBA**, partner with EY, the decision to give back to Goizueta is an easy one. Strong rankings, cutting edge technology, outstanding faculty, exceptional curriculum, and the intangible bond of people within the Goizueta community all make the business school a worthwhile investment. Leslie makes an impact on what matters to her most, her alma mater, with an annual leadership gift to Goizueta Business School. Leslie also gets her annual gift matched by EY, and encourages colleagues across the country to do the same. Leveraging your employer match is a great way to double, even triple, your support to the student experience at Goizueta. Join alumni like Leslie in making an annual gift in an amount you can sustain year after year—or propel your giving to the Leadership level of \$1,000.

Find out if your employer matches: matchinggifts.com/Emory

Give Today! Goizueta.emory.edu/give



EMORY

GOIZUETA
BUSINESS
SCHOOL

EMORY | business



Discovering the next big thing has more to do with the ability to solve a problem and meet a need than anything else. At Emory's 2nd annual Entrepreneurial Summit, three Goizueta undergraduate alumni shared what it takes to find solutions and break into their various fields: the healthy eating sphere, the wedding gown rental industry, and the artist and entertainment booking platform. Find the article at emory.biz/magazine.

Other online features

WEB

Celebrating President Jim Wagner

From a block party held in his honor to a retrospective by *Emory Magazine*, outgoing Emory President Jim Wagner looks back on more than a decade at the helm of Emory. Visit emory.biz/magazine.

WEB

Willingness to take the tough road



From a love of numbers to mentoring teen girls, **Tiffany Willis 15WEMBA**, vice president, Audit & Advisory Services at Fiserv, shares her strategic moves in life and work. Visit emory.biz/magazine.

Chief Marketing and Communications Officer
Angela Lee Bostick 04MBA

Managing Editor
Nicole Golston

Art Direction
Plus One Media

Lead Photographer
Allison Shirreffs

Illustrator
Dave Cutler

Class Notes Editor
Carol Lindsey

Lead Proofreader
Breckyn Wood

Photographers
Tony Benner
Ann Borden

Jessica Hershatter
Lanero Hill
Kay Hinton
Bryan Meltz
Ramin Rahimian
Jon Rou
Ben Simons
Susan Stava
Joann Vitelli

Contributors
Cynthia Blakeley
M. Nicole Darnell
Megan Frank
Vandy Beth Glenn
Gary Goettling
Isabel Zoe Hughes
J. Michael Moore
Myra A. Thomas
Peta Westmaas
Laura Wenner
Breckyn Wood

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.

© 2016 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 Dowman Drive, Administration Bldg., Atlanta, GA 30322. Telephone 404.727.9867 (V) 404.712.2049 (TDD).

Find us: [@EmoryGoizueta](https://twitter.com/EmoryGoizueta) [goizueta.emory.edu/Facebook](https://www.facebook.com/goizueta.emory.edu/Facebook)
emory.biz/LinkedIn [youtube.com/EmoryGoizueta](https://www.youtube.com/EmoryGoizueta)



EMORY

GOIZUETA
BUSINESS
SCHOOL

COME BACK

TO SCHOOL

CONTINUE A LIFETIME OF LEARNING

AS AN ACCOMPLISHED ALUM, you know firsthand the foundation Emory provided for your success today. But did you know we're still here for you and your future, offering lifelong learning to impact your tomorrow?

This fall, we invite all “entrepreneurs-to-be” to learn how to visualize, synthesize, and actualize your small business plans through our **ENTREPRENEURSHIP AND VENTURE CAPITAL** short course being offered September 22-23rd, 2016, right before reunion weekend. Like all our high-impact offerings, this two-day short course is designed to provide insights to take you to the next level. Build and test your business ideas with our accomplished faculty and learn how to access the funding needed to meet your goals.

EMORY ALUMNI receive **15% OFF EXEC ED CLASSES** at Goizueta, and this year, graduates in the classes of 1991, 2006 and 2011 receive an **EXTRA 5% OFF** this course.

From business to law to medicine to public health – and even the pursuit of your own dream – **EMORY EXECUTIVE EDUCATION** gives you the acumen you need for the outcome you desire.

To register, visit
www.EmoryExecEd.com/Reunion2016
Discount available for registrations by 7/31.

Dear alumni and friends,

SPRING IS A TIME FOR NEW BEGINNINGS.

It's also the time for graduation—the start of a new journey for our undergraduates, MBAs, MPAs and PhD candidates.

Watching commencement and shaking the hands of our newly honored graduates as they claim a degree is professionally and personally rewarding. When they cross that stage, it reminds me of the many opportunities that await them on the other side, both in business and in life.

I'm proud of how well prepared our students are to take on the world. Increasingly, more students take control of their own future by starting a business or stepping into a start-up. From building business plans with our faculty to working on innovative projects throughout their curriculum, Goizueta graduates leave our program better trained than ever before for the changing face of industry and the increasingly complex problems in the marketplace.

In this issue of the magazine you'll meet some alumni who have faced (or are currently facing) the apex of the entrepreneurial journey: sell the business, merge with another firm, or stay the course.

The factors in the decision are as unique as the people making them.

However, I'm most proud with how this magazine captures the brave spirit of our graduates. Whether starting a business or joining one of the Fortune 500 companies that frequent our city and campus, today's business leaders face deep and ambiguous challenges.

I'm happy to say, on behalf of our faculty and staff, that we offer some of the best preparation around. Goizueta graduates embrace the challenge.

Enjoy the issue!

Warm regards,

Erika H. James

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



Inaugural BBA Scholars to celebrate fifth reunion



In the fall of 2007, a special group of six freshmen entered Emory University. They were the first in the Goizueta BBA Scholars Program, which provides a financial scholarship and a personalized learning experience to exceptional high school students with a demonstrated interest in business.

Typically, undergraduates apply to Goizueta for enrollment their junior year, but Goizueta Scholars are guaranteed admission to the BBA program as soon as they enroll at Emory. In addition to special Scholars events and seminars, they are included in all events, activities, and programming open to BBA students. An average of four students are enrolled in the program each year.

Seniors graduating in May are **Brandon Walker 16BBA** (associate, Boston Consulting Group), **Ellie Hattrich 16BBA** (project manager, Paradowski Creative), and **Sumaali Chheda 16BBA** (actuarial associate, PwC). “When I entered the Scholars Program, I had only expected a financial scholarship, but I have received much more,” says Chheda. “It is inspiring to be a part of the Scholars community—

everyone has incredible talents and continues to achieve success in so many different ways.”

As the BBA Scholars Program continues to attract the brightest business-minded freshmen, the inaugural class prepares to celebrate another milestone. This fall, they’ll gather to mark the fifth anniversary of their graduation. The reunion will take place September 23–25, 2016. (Pictured above are the current Scholars.)

Libby Egnor, assistant dean for the BBA program, oversees the selection of the Scholars and notes that the program sets students up to stretch themselves academically and personally. “You have freshman in the same class as seniors. From their very first semester, these students see what is possible,” she says. “They all take on different projects, but the program creates an expectation that they have the opportunity to do something at Emory beyond the norm. These students come to us already so talented, but the Goizueta Scholars Program helps them rise even higher in terms of leadership and achievement.”—MF

ISOM competition takes on car industry

At the fourth annual Predictive Analytics Competition in February, **Libby Ying 18BBA**, a one-person team, beat out more than a dozen MBA and BBA participants.

Teams were tasked with forecasting vehicle sales for January 2016, using real industry data provided by sponsor Automotive Ventures LLC. Founded by alumnus **Steve Greenfield 04EvMBA**, the company aims to improve the online car-buying experience. Data scientist **Vu Pham 03EvMBA** also sponsored the competition, which is organized annually by **Nikolay Osadchiy**, assistant professor of information systems & operations management.

Sixteen teams were given the data set and less than 48 hours to present their predictions; five teams submitted. Ying’s model had the lowest amount of variance from the actual number of cars sold during the month.

“We were thrilled to participate this year,” Greenfield says, “and the teams provided some great insights into a business problem that is very applicable across the entire automotive supply chain.”

Taking a course with the relationship whisperer

BY THE TIME GOIZUETA UNDERGRADUATE SENIORS TAKE HIS CLASS, many of Professor **Stephen Nowicki**’s students have prestigious jobs waiting for them post-graduation. They’re focused on future careers.

It’s Nowicki’s job to slow them down.

In his popular seminar, “Relationships and Leadership in a Personal and Professional Environment,” the adjunct professor of organization & management and Candler Emeritus professor of psychology challenges seniors to deeply consider their relationships on campus before they leave in order to hone their people skills in business. He requires students to meet with mentors, professors—even their own parents—before graduation, to tell people what they have meant to them and listen for helpful feedback. Many find this difficult.

“We don’t like endings,” explains Nowicki, who joined Emory in 1969 after interning at Duke Medical Center. Why should busy seniors connect with people they will leave in May? “It’s an opportunity to explore how they are in relationships,” he says. “The knowledge they gain can deeply impact their later business careers as well as their personal lives.” After each conversation, students document their progress in a weekly journal.

“Endings, like graduation, are pivotal learning points,” Nowicki continues. “These conversations give you feedback you wouldn’t otherwise have heard. You become a better listener. And perhaps a better leader.”

“I had never assessed how I interacted with others,” says **Gaby Suarez 15BBA**. But Nowicki’s supportive and warm demeanor encouraged her to dive into intimate conversations. They became “the highlight of my week,” says the Deloitte consultant, who learned how to relate more fully with people.



The new design of Room 338 allows Nowicki to facilitate personal discussions in his classes.

Andrew Cooper 13BBA, head of digital at Beltology, an online-only stretch belt company, says the class was profound. “Nowicki showed me that although there are events beyond my control, how I react to change is completely up to me.”

Both alums still keep in touch with Nowicki, and it’s easy to see why.

“I give students tools for success in business,” notes Nowicki, “but I’m sneaking in tools for a better all-around personal life.”—LW

*Room 338 has received an upgrade and a makeover. With its bright, open windows; whiteboard-covered walls; and interactive technology coming this summer, the new innovation classroom will be a center of group learning and creation. “I truly believe that this new space is a physical invitation to students to fully engage in interactive, hands-on education,” says **Andrea Hershatter**, senior associate dean of the BBA Program and senior lecturer of organization & management. “What I love best about this room is that it mirrors the BBA Program: it’s fun, intimate, and collaborative, yet definitely provides a space where serious work takes place!”*

Executive MBA curriculum adds more flexibility

Goizueta Business School faculty approved a new weekend format executive MBA curriculum, renamed the “Weekend MBA for Executives,” that allows for more customization and acceleration options.

Professor **Doug Bowman**, senior associate dean for Working Professional MBA Programs, says student feedback and a changing dynamic in the workplace inspired the updates. “We conducted extensive research with alumni, current students, and employers,” Bowman says. “Over 50 percent of EMBA populations now identify as career switchers. There is a clear desire for credentials and electives, for greater schedule and curriculum flexibility.”

Curriculum flexibility is created by providing unmatched depth in the EMBA format through one or more concentrations in areas that are traditional Goizueta strengths: finance, strategy, leadership, healthcare management, and general management. The curriculum also includes three “immersions”—intense, deep dives into areas of business that transcend function and industry, where students apply the perspective and tools gained from the core coursework to emerging business issues. Thus, students receive core business training, in-depth experiences, and a chance to focus on specific topics. Bowman adds, “We’re finding that an increasing number of accomplished professionals are seeking opportunities to learn theory and skills that will apply directly to their professional roles and that will provide them the depth of knowledge to advance or transition, as opportunities arise.”

Schedule flexibility is provided through the option to accelerate completion and fewer Fridays away from the office.



Joan Coonrod, senior director of the MBA CMC for Working Professionals advises a student.

Modifications were also made to the renamed “Modular MBA for Executives,” a hybrid program providing flexibility in delivery for senior-level executives seeking C-level perspective. It adds a second travel module, a West Coast Immersion focused on innovation, and more structure to the distance learning sessions.

In support of these curriculum changes, career advising was revamped with the introduction of the optional Advanced Career Transition (ACT) program for working professionals.

“The idea is to provide a flexible curriculum while, at the same time, not compromising our quality standards,” notes Bowman. “This will be a differentiator for us.”

Emory Entrepreneur Network (EEN) Rebrands

After ten years as a thriving Goizueta alumni group, the Goizueta Alumni Entrepreneur Network (GAEN) is now an Emory-wide group, welcoming alumni from all disciplines.

“**THERE’S A LOT OF VALUE BEING CREATED** beyond Goizueta,” says **Sarah O’Brien 03WEMBA**, copresident. “Entrepreneurial spirit isn’t isolated to only the business school, so we wanted to create an environment that was more inclusive of entrepreneurs in general.”

O’Brien became copresident along with **Steve Greenfield 04EvMBA** in September 2015. As corporate executives turned entrepreneurs, O’Brien and Greenfield wanted to seek out and help other Emory alumni who might also be looking to change careers or add some entrepreneurial skills to their current job. After a successful networking event in October that was open to all alumni, the pair worked with the Emory Alumni Association to make the change official.

“So far, we’ve received extremely positive feedback and support of us broadening the audience,” says Greenfield. “We now engage students as well as alumni across the entire university and are identifying great entrepreneurial talent from Emory’s various schools.”

The group has held monthly breakfasts for years—small, specialized gatherings to encourage conversation and networking. March’s breakfast featured **Benjamin Fink 92L**, a shareholder in Berman Fink Van Horn PC, as keynote speaker on the topic of trade secrets. Now the group has begun hosting larger evening events once a quarter, attracting entrepreneurial alumni from every school. October’s discussion panel on real estate and venture capital investing in Atlanta drew over 70 Emory alumni to campus, and the number attending these events is still growing.

“The evening events end at eight, and there are still people in the room at nine, talking and connecting,” says O’Brien. “So we’re getting a great vibe from the alumni about this new change.” —BW

To join the Emory Entrepreneur Network or our upcoming events, visit alumni.emory.edu/connect/entrepreneur.html.

Sheth Fellows reflect on award’s impact

“The Sheth Fellowship allowed me to fund the experiments I conducted in completing my dissertation,” says **Jane Thayer 08PhD**. “It was important that I was able to structure a payment scheme that incentivized participants in my experiment to make decisions as if they were actual investors.”

Now an assistant professor of commerce at the University of Virginia, Thayer is one of more than 70 students who have received a \$1,000 award from **Jagdish Sheth**, Charles H. Kellstadt Professor of Marketing, and his wife, Madhuri Sheth. Each year, the doctoral candidates who complete their comprehensive exams are named Sheth Fellows and receive the funds to aid in pursuing their degree. For Thayer, that was paying research participants, for **Paul E. Madsen 10PhD**, it was the time to research and write.

“When I was a PhD student, I had three kids and too little time,” says Madsen, assistant professor of accounting at the University of Florida’s Warrington College of Business. “I had too few resources and too many obligations. The Sheth Fellowship relieved some of my constraints, giving me more time and energy to spend on my dissertation. And that is exactly the kind of support I needed most.”

Earlier in his career, Sheth himself received \$1,000 to help finish his dissertation. “That \$1,000 was enormously valuable to me because business schools, unlike medical or engineering schools, do not receive research grants from the government. It’s up to the graduate student to find support,” he says. “Any little funding to help your thesis research is really valuable.” Knowing that, he and his wife are committed to offering support to today’s doctoral students.

“Receiving one of the inaugural Sheth Fellowships was important for me along at least two dimensions,” notes **Marcus Kirk 09PhD**, an assistant professor of accounting at Warrington. “First, it gave me more financial flexibility to focus on my research at an advanced stage of my doctoral studies. Second, it provided a morale boost, observing the generosity of the Sheths endowing a fellowship dedicated to the support of doctoral research.”

At a reception on March 16, eight new names were added to the list of fellows (pictured right): **Lisa LaViers** and **Roger White**, accounting; **Stephen Brincks**, **Ai He**, **Chandra Sekhar Mangipudi**, and **Cong Wang**, finance; **Hulya Karaman**, marketing; and **John Park**, organization & management.—MF



*PhD alumni now teaching at the University of Florida, from top left: **David Reppenhagen 10PhD**, **Marcus Kirk 09PhD**, and **Paul Madsen 10PhD**. Next photo, **Jane Thayer 08PhD**.*



Newly tenured doctoral program alumni

Goizueta doctoral alumni are making great strides in the academic world, with several recently becoming tenured professors. **Eric Overby 07PhD** received tenure from Georgia Tech in March 2014. He is an associate professor at the Scheller College of Business, specializing in information systems management and business analytics.

At North Carolina Central University, **Aditya Sharma 07PhD** gained tenure, becoming an associate professor in the computer information systems area of the business school. In June 2015, **Chad Navis 09PhD** earned tenure from Clemson University, where he is associate professor of management and the Arthur M.

Spiro Professor of Entrepreneurial Leadership. Also in 2015, **Ivo Tafkov 09PhD** received tenure from Georgia State University and is now associate professor of accountancy at Robinson College of Business.

“Granting tenure is the ultimate demonstration of a university’s confidence in a faculty member,” says **Kristy Towry**, vice dean for faculty and research, Goizueta Term Chair, and associate professor of accounting. “It happens as the result of hard work and excellent training, so we aren’t surprised that our PhD graduates are up to the task. We’re very proud!” —MF

Spring event roundup

In February, Goizueta held its 11th annual Diverse Leadership Conference, welcoming former Georgia-Pacific and Medtronic executive **James Dallas 04MBA** as keynote speaker. Dallas, author of *Mastering the Challenges of Leading Change: Inspire the People and Succeed Where Others Fail*, encouraged students to step outside their comfort zones to learn about other cultures in order to build stronger teams and become better leaders. He told attendees to prepare for criticism and skepticism, but encouraged them to be “door openers,” saying, “You have to be willing to set yourself apart to bring people together.”

In addition, the conference featured panel discussions on topics related to this year’s theme, “What Unites Us is Greater than What Separates Us,” and a digital update from speaker James Andrews, entrepreneur and former vice president of Ketchum Digital.

February also saw the return of the Undergraduate Business School Leadership Conference, which hosted student leaders from 23 top-tier business schools from points across the United States and as far as Spain, Mexico, Germany, and the United Arab Emirates. The keynote was given by **Rick Gilkey**, professor in the practice of organization & management and professor of psychiatry and behavioral sciences at Emory’s School of Medicine. Gilkey spoke about the importance of self-awareness and cognitive and emotional intelligence in business leaders. Students also participated in an interactive session on crisis management, led by Dean **Erika James** and **Ken Keen**, associate dean of Goizueta’s leader development program and a retired lieutenant general.

In March, Goizueta hosted The Science & Art of Sports Business: An Emory Goizueta Business Analytics Forum. Faculty members served as moderators for panelists from an illustrious list of companies, including the Atlanta Braves, Atlanta Hawks, The Coca-Cola Co., Experience, Turner



DIVERSE
LEADERSHIP
CONFERENCE

James Dallas 04MBA shares key insights at annual the DLC conference.



UBSLC
CONFERENCE

UBSLC keynote **Rick Gilkey**, far left, shared the importance of self-awareness and growth as well as ethical conduct in leadership. Top, **Ken Keen** shares crisis leadership tips as students participate in the Q&A session.



Professor **Manish Tripathi** moderates a panel on eSports with industry panelists representing content development (Hi-Rez Studios—video games), broadcast (Turner), and sponsorship (Coca-Cola Company).



SPORTS BUSINESS
FORUM

Sports, NBA Digital, and more. Panels and presentations were focused on sponsorship, customer engagement, and the ever-expanding arena of eSports.

The 6th annual EmoryMAC Conference also took place in March, giving students, faculty, and marketing professionals the opportunity to learn about topics such as mobile marketing, loyalty analytics, and unstructured data analysis. Presenters included Goizueta faculty and speakers from Chick-fil-A, SAS, Converge, and Equifax. Travis Litherland, principal data scientist for Equifax, discussed how he uses a wide variety of data and patterns to aid the company in creating credit scores. Goizueta professors **Michelle Andrews**, assistant professor of marketing, and **Mike Lewis**, associate professor of marketing, presented insights gained from field experiments and talked about why companies might want to use field data instead of just focus groups. Lewis pointed out that existing data from focus groups and other sources can sometimes

create assumptions that may not be true. “I think it’s very important that once in a while we check ourselves and say, ‘Let’s do these field experiments, let’s generate new data, let’s treat marketing as a learning organization,’” he said.

The Goizueta Marketing Strategy Consultancy (GMSC) marked its 25th year in March. At an event celebrating the anniversary, GMSC faculty advisor **Reshma Shah**, associate professor in the practice of marketing, was honored for her 20 years of leadership. What began as a marketing competition has evolved into a cornerstone of Goizueta’s experiential learning program. **Sanibh Aryan 16MBA** says GMSC students get to tackle “real-world problems and provide solutions to the world’s biggest firms while being supported by the school and the faculty in our endeavors.” Aryan says the experience includes the highs and lows of teamwork and great satisfaction when the client is happy with the results.

“GMSC was by far the most beneficial class I took at Goizueta,” adds **Brian Berkowitz 16MBA**. “A real-world, multi-month engagement, the GMSC process furthered my leadership development, improved my client relationship skills, and made me ready for day one of my consulting internship.”—MF



Reshma Shah, center, looks proudly at one of her gifts from the evening—personalized messages from past GMSC participants.

GMSC
ANNIVERSARY

Goizueta librarian becomes three-time Fulbright recipient

Lee Pasackow's world extends far beyond the bookshelves of Goizueta Business Library. Pasackow, a Goizueta Business librarian and three-time Fulbright Specialist Grant recipient, is as hands-on as they come, traveling extensively to increase and share her knowledge about research and library sciences. With the help of the grants, Pasackow has spent summers at Maastricht University in The Netherlands; Koç University in Istanbul, Turkey; and most recently the National University of Science and Technology (NUST) in Bulawayo, Zimbabwe.

While in Zimbabwe, Pasackow taught "Train the Trainer," an information literacy skills course, to librarians from elementary schools, universities, and technical colleges from around the country. "They were enthusiastic and eager learners," says Pasackow. "I shared with them exercises that my Woodruff colleagues had prepared using Google forms. We created interactive exercises to engage the students more in the learning process and designed learning outcomes for their individual classes so they could better assess their students' progress."

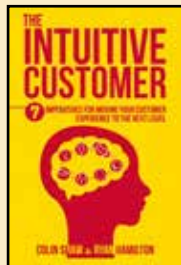
Pasackow conducted similar work in Istanbul, sharing with the university library's staff her knowledge in librarian instruction, reference services, and collection development. After her visit, they made several changes to their facilities and operations.

Though Pasackow makes winning look easy, Fulbright Specialist Grants are much-coveted awards. If you're hoping to secure

one of your own, she has a few tips: "I would recommend selecting a location that may not be everyone's first choice," she says. "Then use the Goizueta and Emory networks to find someone who is willing to host you. The Fulbright Association, Georgia Chapter has contacts all over the world. I encourage staff and faculty to apply. We have much to contribute and people everywhere are eager to learn." —BW



Faculty Books



THE INTUITIVE CUSTOMER: 7 IMPERATIVES FOR MOVING YOUR CUSTOMER EXPERIENCE TO THE NEXT LEVEL, by **Colin Shaw & Ryan Hamilton** (Palgrave Macmillan). Shaw and Hamilton, who is an associate professor of marketing and a Caldwell Research Fellow at Goizueta, examine why customer loyalty scores seem to have peaked for many organizations. *The Intuitive Customer* uses behavioral economics and consumer psychology to explain how leading organizations deploy innovative strategies to win dramatic increases in loyalty scores and ROI. These strategies have been distilled down by the authors into their "Seven Imperatives" organizations should understand in order to move their customer experience to the next level.



PARTNERING WITH THE FRENEMY: A FRAMEWORK FOR MANAGING BUSINESS RELATIONSHIPS, MINIMIZING CONFLICT, AND ACHIEVING PARTNERSHIP SUCCESS, by **Sandy Jap** (Pearson FT Press). This first book from Jap, professor of marketing, examines the value of strong partnerships in business and why so many begin as friendships but then collapse into resentment and falling out. Drawing on cutting-edge research, Jap identifies the major reasons why close professional relationships often implode and how to prevent these failures by anticipating and solving the problems that typically arise—including success itself. These techniques will be invaluable for businesses, nonprofits, and other groups whose success depends on strong, ongoing partnerships.

A Fond Farewell

On November 16, 2015, the Goizueta community lost one of its most loyal supporters when **Olga C. de Goizueta** passed away at the age of 81.

Philanthropist, community volunteer, Emory University trustee, and chair of The Goizueta Foundation Executive Committee for fifteen years after the untimely death of her husband, **Roberto C. Goizueta**, in 1997, Mrs. Goizueta offered those whose causes she supported a rare combination of passionate investment and quiet effectiveness. While deflecting attention, Mrs. Goizueta nonetheless won admiration and gratitude from a diverse group of institutions and individuals. Through grants and volunteer work, she advanced the missions of organizations such as the Atlanta History Center, the Woodruff Arts Center, and the Latin American Association. Thousands of Goizueta graduates received diplomas from her at commencement, their lives lastingly changed by her family's generosity.

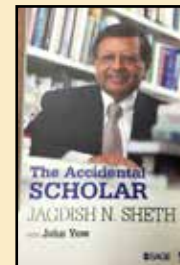
When Mrs. Goizueta was elected to the Emory Board of Trustees for a five-year term in 1999, then president Bill Chace noted her wisdom and her sophistication regarding the business world and philanthropy. That wisdom evolved over a rich, eventful life that included fleeing her native Cuba in 1960 after Fidel Castro's rise to power and starting anew in the United States with her husband, whom she had married in 1953, and their three children: Olga, Roberto, and Javier. A devoted mother and wife, Mrs.

Goizueta was tireless in her efforts to promote the well-being of those closest to her and in her community, which extended to the Holy Spirit Catholic Church in Atlanta, where she was a faithful member, and the Monastery of the Holy Spirit in Conyers, GA. She also continued to serve as Chair Emeritus of The Goizueta Foundation's board until her death.

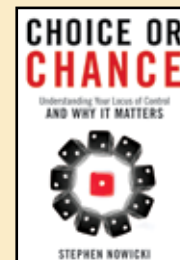
Mrs. Goizueta is survived by her three children and nine grandchildren. Dean **Erika James**, in her announcement of Mrs. Goizueta's passing, spoke for many in writing, "I cannot help but marvel at this life well lived." —CDB



Faculty Books



THE ACCIDENTAL SCHOLAR, by **Jagdish Sheth** (Sage Publications). In this new autobiography, Sheth, Charles H. Kellstadt Professor of Marketing and one of Goizueta's longest-tenured and most honored faculty members, tells his life story. His account includes his immigration to the United States from India as a young man, his life and work in academia, and the decades of change he has witnessed in the worlds of marketing and management. Today he is among the foremost authorities on marketing and consumer behavior, having published more than 300 research papers and books on various areas of marketing, including consumer behavior, multivariate methods, competitive strategy, and marketing for emerging markets. Of this new memoir, Emory President James Wagner says, "This is wisdom literature."



CHOICE OR CHANCE, by **Steve Nowicki** (Prometheus Books). How content are you with your lot in life? Nowicki, adjunct professor of organization & management and Emory Candler emeritus professor of psychology, believes that how you perceive what you control can determine how you feel and how successful you are. *Choice or Chance* explains how our "locus of control" (LOC) can define our potential for success—personal, academic, social, and financial. LOC measures how much you believe what happens to you results from your own actions and how much you think it's based on forces beyond your control. "Locus of control plays a significant role in relationships," says Nowicki. "Those who think they can make an impact, do." —MF, VB

Emory Impact Investing Group Gains Momentum

A passionate band of Emory students is changing Atlanta, one small business loan at a time.

Nineteen students, from Goizueta and everywhere else on campus, make up the Emory Impact Investing Group (EIIG), an undergraduate organization dedicated to helping small businesses, which in turn strengthens their communities. Based on a philosophy similar to that of microfinance institutions like Grameen Bank, students founded EIIG in 2014 to practice socially responsible investing. EIIG invests both time and money in fledgling entrepreneurs whose business plans would provide services, jobs, and economic vitality to Atlanta-area neighborhoods.

The students are involved in every aspect of the process, from interviewing loan candidates to advising recipients on marketing strategies to coaching them through the repayment process. Loan recipients are chosen from participants in Goizueta's Start Micro-Entrepreneur Accelerator Program (Start:ME), an intense 14 weeks of business training and mentoring for promising Atlanta entrepreneurs.

"Our members get an incredible educational experience that they couldn't get elsewhere," says **Casey Rhode 17BBA**, EIIG's CEO. "What we're doing is so hands on, and we get to see a very tangible impact on these people's lives and communities."

Students are also responsible for raising the seed money, a job they accomplished with the help of Momentum, Emory's new crowdfunding website. On the site, people can view a wide range of Emory initiatives, from research projects to campus activities, and provide a donation of any size. This year EIIG received almost \$17,000 from nearly 90 friends, family, and alumni, surpassing their goal of \$15,000.

"Our goal is to be self-sustainable," says Rhode. "We'll need to do a little more crowdsourcing in the next year or so, but we've received such incredible support so far."

Nicole Massiah, a Start:ME graduate and the first EIIG entrepreneur, is the proud owner of the flourishing Krumbz Bakery in East Atlanta. Thanks to her loan, Massiah was able to purchase the commercial baking equipment needed to expand the bakery. She also continues to receive personalized guidance and support from EIIG members, a service no bank could provide.

"My job is to directly help grow Nicole's business with whatever she needs," says **Ashwini Krishnamurthy 19C**, a



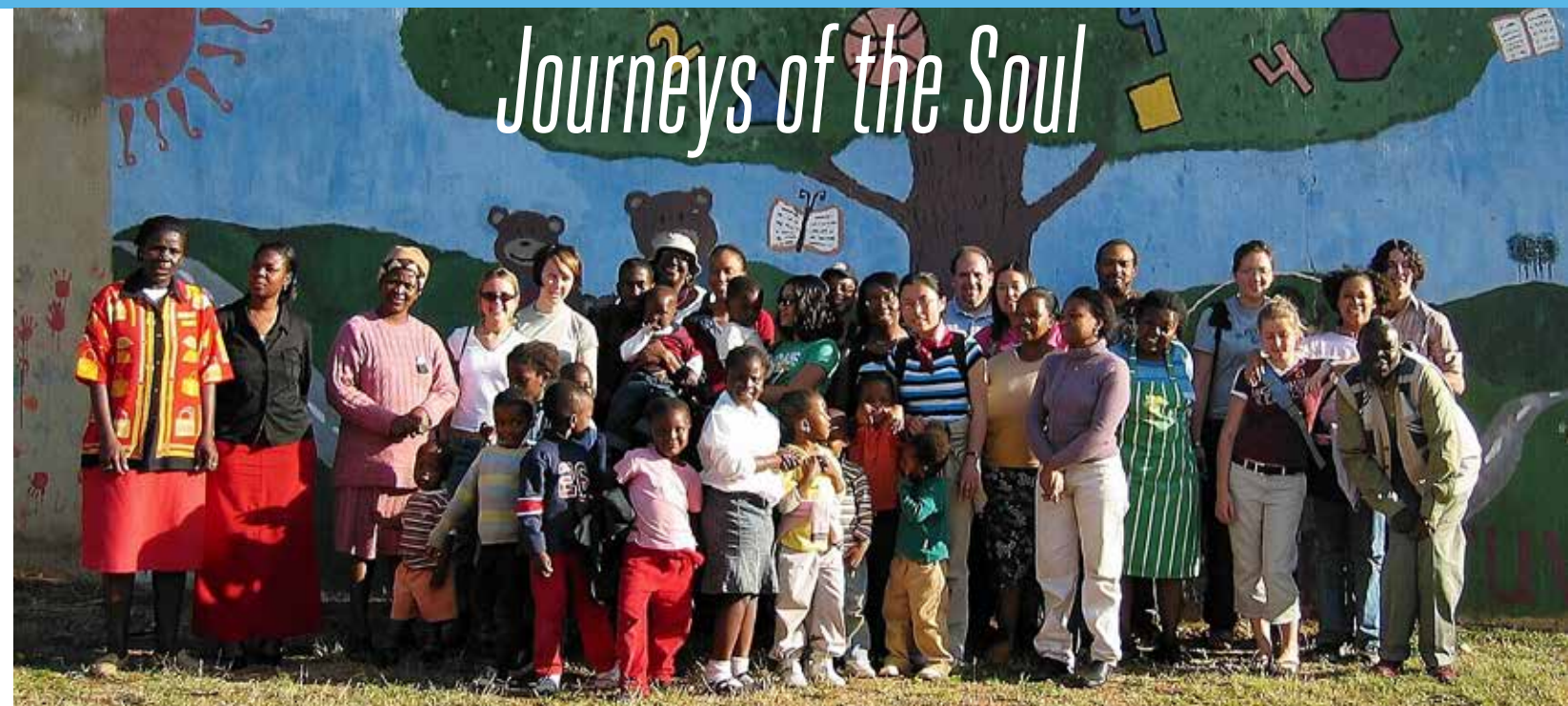
Nicole Massiah used her EIIG loan to expand Krumbz Bakery, her business in East Atlanta.

member of Massiah's consulting team. "So it has been a great experience for me to learn different skills, from marketing to web management. Plus, I love that we get to visit her and see how she actually makes her truffles and cakes!"—Breckyn Wood

To see other Emory-sponsored crowdfunding projects and donate, visit momentum.emory.edu.



Journeys of the Soul



On a Journey to South Africa, Emory participants helped paint a mural for a local elementary school.

IF YOU'RE LOOKING FOR AN EXPERIENCE that will change your life and the way you see the world, look no further.

Housed in the Office of Spiritual and Religious Life, the Journeys of Reconciliation Program takes small groups of students, faculty, staff, and alumni on trips every May to places troubled by racial, religious, economic, and other kinds of tension. This month, ten students will travel to Cuba to visit the newly opened US Embassy in Havana and learn about the historical political strain between the two countries. Other Journeys in 2016 will see Emory students in Bosnia-Herzegovina, an area whose borders and political identity have changed hands countless times, and the Mississippi Delta, where the program members will join a Habitat for Humanity build and learn about the ongoing challenges to providing affordable, accessible health care to this poor, rural area.

"We want students to look at parts of the country and world that are not like ours," said **Cynthia Shaw**, Journeys coordinator, in a February interview. "We tell students all the time, 'We are not trying to duplicate your Emory experience. You will be uncomfortable. You will be staying in places where the water and electricity aren't always reliable.'"

Shaw, who went on many of the Journeys herself, said that discomfort turns into huge learning and growth opportunities for the participants. **Sarah Loftus 16OX**, a sociology major who is taking the trip to Cuba this month, is excited at the prospect of full immersion. "I am always trying to gain new insight about the world, different cultures and environments," she

says. "Traveling to other countries is a vital part of deepening my understanding of sociology and humankind in general."

Goizueta Professor of Marketing **Sandy Jap**'s Journey to the Arizona/Mexico border last year changed the way she teaches. The trip, which focused on the many problems of migrant workers and illegal immigration, held both a professional and personal interest for Jap, who immigrated to the United States from Indonesia with her family when she was two.

"My own work and research is centered on organizational conflict and management," she says. "So I was interested in how social enterprises like NGOs, churches, and non-charitable organizations come into play to solve a social problem like illegal immigration."

Jap has incorporated the example of Café Justo, a cooperative of family coffee growers throughout Mexico, into her classes. "They band together to consolidate their coffee production volumes, and they sell it to the US through churches," Jap explains. By securing a fair price, Café Justo ensures its workers are never forced by necessity to migrate. "It's a great example of how individual firms can coordinate together to bring greater value to all of them."—Breckyn Wood

For more information or to apply for an upcoming Journeys trip, visit religiouslife.emory.edu/journeys/index.html.

Editor's Note: Cynthia Shaw passed away two weeks after the interview for this article. Her tireless efforts will be greatly missed.



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.

Lynne Segall

Lynne Segall 99MBA is approaching her first full academic year as associate dean of Goizueta’s Management Practice Initiatives (MP). With two semesters under her belt, she has taken the best elements from her strategy consulting, talent strategy, and professional development work at Accenture and created coursework that helps students accelerate their career success. Recently, Segall sat down with Emory Business (EB) to chat about arming students with lifelong management skills and how she spends her off time.



EB: How does it feel to back at Goizueta, but in a teaching capacity?

Segall: Being back at Goizueta is like coming home, and having the opportunity to bring my 16 years of experience at Accenture to help prepare our students for success in their careers is exciting.

EB: You’re stepping into the shoes of your mentor, Professor **Patrick Noonan**. How has the transition been?

Segall: Professor Noonan left such a strong foundation in place that it has been a smooth transition to my new role. Also, he’s been very supportive of my new ideas for the program.

EB: For those unfamiliar with MP, what is it and how does the program look in 2016?

Segall: Management Practice is a sequence of core and elective courses designed to prepare students to address any issue. It integrates the concepts and tools of students’ other coursework and helps build a bridge from the classroom to the workplace. The challenge is to equip students with foundational management skills that give them the confidence to succeed in their careers.

EB: The three main skills taught in MP are structured problem solving, persuasive communication, and how to lead and work in teams. Why are they so critical?

Segall: One of the goals of MP is to enable students to make an impact in their career. To achieve that impact, they need persuasive communication skills, but communication is only persuasive in the context of quality problem solving. I tell students, “The question you ask is the question you answer, so make sure you are asking the right question.” The course starts with problem framing; students learn to deconstruct big, ambiguous problems that don’t have an easy, “one piece of analysis” answer.

Quality problem framing and structuring enables the teams to discern which analyses are required—and that’s the bridge to the rest of their MBA coursework. Once the analysis is done, teams need to figure out how to take all these findings and make an insightful and actionable recommendation, communicated effectively. Of course, all the work has to be done within teams, so they learn to work more effectively in small groups.

EB: How does your work at Accenture inform the experiences you provide to students?

Segall: I spent close to a decade of my tenure at Accenture designing, building, and running its management consulting professional development programs, so I am bringing expertise in professional problem solving and how to effectively develop consultative skills.

When teaching MP, I am aggregating the styles and demands of all the project managers I had at Accenture in order to accelerate the development of management skills in my students. They get the benefit of years of experience in a short time, which ensures they can be more successful from day one.

EB: Speaking of day one, the final exam for full-time MBA students is just as rigorous as the course. What does it entail?

Segall: We call the final exam “Day One Challenge,” and students are grouped into new teams with people they’ve never worked with. They are given four hours to solve a case and develop a set of recommendations. Students then present before a panel of faculty, staff, and alumni.

On May 5, we held the first school-wide Goizueta Client Day, a culmination of semester-long consulting engagements. Students from all programs presented their findings to an external audience of business professionals, were challenged with questions from this panel of “real-world observers,” and received detailed, written feedback. Interestingly, the Weekend Executive MBAs presented to their client in Hong Kong as part of their Global Business Practice course.

EB: Is obtaining so many clients a challenge?

Segall: Actually, I’ve found a lot of people are interested in working with our students. When I describe the curriculum to potential clients, they tell me, “I wish I’d had a class like that when I was in business school.” That has been quite validating. We are seeking new clients now for next year!

EB: When you are not teaching and innovating MP, what do you like to do?

Segall: I know this will sound crazy, but on nice days, my family loves to come hang out on Emory’s quad. It’s a special place for us. My husband **Eric 80C** and I both graduated on the quad, our children Sara (8 1/2) and Katie (7) learned to walk and ride their bikes on the quad, and our dog Daisy likes to run on the grass. Maybe someday they will graduate there too!—Nicole Golston

Jim Rosenfeld

.....| *It's not often that a casual conversation can launch a research career, but that's exactly what happened to Jim Rosenfeld, associate professor of finance. As a former Wall Street banker turned academic, Rosenfeld had just graduated with his PhD in finance from New York University when he met a lawyer while at a club he belonged to. They struck up a conversation and the lawyer described his latest project: spinning off a division of Peabody Energy, a huge coal company.*

He explained that a spin-off is when you distribute 100 percent of a firm's ownership in a subsidiary to its shareholders. "Basically the shareholders receive shares of the spun-off entity as a tax-free dividend, and they now own shares in both the parent and spun-off company. I thought that was interesting," Rosenfeld says.

The subject of spin-offs would be raised again in his early days as a junior faculty member at the University of Georgia. A colleague shared a *Fortune* article on spin-offs and asked if Rosenfeld wanted to do a study on the topic. Two years later, their article—the first paper on spin-offs—was published in a 1983 edition of the *Journal of Finance*.

"Then I decided to explore sell-offs. That's where you take a division and you sell it to the highest bidder," explains Rosenfeld. "Like spin-offs, no one had ever done a study on sell-offs, and I had the first paper published in the *Journal of Finance* in 1984. I am very proud of the fact I helped pioneer the field of corporate divestitures."

At the time, Rosenfeld notes, there was barely a mention of divestitures in textbooks. Today, every major finance textbook has at least one chapter on corporate divestitures. Rosenfeld joined Emory in 1983 and continued a prolific research career that includes his influential work into reverse stock splits. He'd read about reverse splits in *USA Today* and wanted to know more about them, which resulted in the 2008 paper that would go on to become a much sought-after and referenced work. April Klein from NYU and **Seoyoung Kim 09PhD**, now of Santa Clara State University, coauthored the study with Rosenfeld.

"What boosted the popularity of that paper was the 2011 announcement by Citigroup that it would engage in a 1 for 10 reverse split. Their stock was trading at \$4.50 at the time, which means that after the reverse split it would be trading at \$45 a share. This now makes it look very attractive to outside investors, or at least it's supposed to," explains Rosenfeld. "But, in fact, it's a Band-Aid approach for most of these companies. We found out that companies that do a reverse split underperform the market by a wide margin. In fact, on average, all 1,600 companies studied underperformed the market by close to 50 percent over three years."

Although the reverse stock split boosts up the value of the stock, it does nothing to identify and improve operating

performance. "Well, the reverse split is not going to fix what's broken. And what's broken has to be fixed by management," he says.

Despite more than 20 years at Goizueta, Rosenfeld still ensures that his courses on divestiture policy and capital structure policy are relevant. He finds plenty of real-world supportive material in the *Wall Street Journal* and financial press, meticulously cutting out articles and distributing them to his classes. Rosenfeld admits to occasionally spending too much time discussing today's financial news. "Students find some of the articles pretty fascinating," he says. "I use the articles to bring out important points that they can't get from reading textbooks and to demonstrate concepts we will be discussing."

During his tenure, Rosenfeld has witnessed much change in the markets as well as at Goizueta. "When I first came to Emory, it was just a small, regional business school," recalls Rosenfeld. There was plenty of potential, though, and in 1987 an accounting and finance guru named **George Benston** joined the school. "When George came, he shook this place up. He helped turn this school around and was instrumental in nearly every major hire. Not only was he my mentor and best friend, but he was my favorite tennis partner." The fact that Rosenfeld could always beat him was a bonus. Benston was tenacious no matter the score.

"I would hit a shot he could not possibly return, and yet he would still try to run it down. That's the kind of guy George was," Rosenfeld says of Benston, who died in 2008. "He was as aggressive in his research as he was on the tennis court. He was a true academician. He just did research for the pure joy of it."

Although he no longer plays tennis, Rosenfeld can sometimes be found on a 26-foot speed boat he keeps at his vacation home in Siesta Key Beach, Florida. Thankfully, he's given up wakeboarding and leaves that sport to his son Scott, a budding actor.

For those with fond memories of classes in the Rich building and with Rosenfeld, he offers a hearty greeting: "Tell the alums I miss them."—Nicole Golston

For more on Rosenfeld, visit emorybusiness.com/2011/05/23/question-marks-professor-jim-rosenfeld/



At the Crossroads: Navigating the Options for Your Business Venture

By Gary Goettling

TWICE IN THE PAST 18 MONTHS, Jeffrey L. Chernick 04BBA, CEO and cofounder of Los Angeles-based RideAmigos, has received the call that entrepreneurs dream about: an outside company was interested in buying his business.

Founded in 2007, RideAmigos began as an online ridesharing resource for commuters. It evolved into a comprehensive trip-planning service embracing all the different ways of getting to and from work or school, including walking, biking, public transit, carpooling, and driving. “Companies and organizations contract RideAmigos’ software in an effort to reduce traffic congestion at their facilities or to mitigate their

lack of parking space,” Chernick explains. “They may work with us as part of a larger initiative to promote environmental sustainability by having fewer single-occupancy vehicles on the roads.”

The first offer Chernick entertained for the company went pretty far into the negotiation process. “It involved three months of due diligence,” he says. “We presented our story, showed our financials, and we had conversations about what our combined technologies would look like in the future. It was quite exciting.” But, when it came time for rubber to meet the road, the acquisition offer was lower than originally presented. “That was really disappointing, so we said no.”



*Chernick photo taken at Dockweiler State Beach, Los Angeles, CA.
Spread photo by Jon Rou, all other photography by Allison Shirreffs.*

Shortly thereafter, a second company expressed interest in acquiring RideAmigos, but after a series of discussions, both parties agreed to not move forward.

At present, Chernick is engaged in preliminary merger and acquisition talks with yet another potential buyer. “Timing is everything,” he says. “You want to sell from a place of power, not a place of fear.”

At some point, many entrepreneurs or small-business owners face a choice to either stay the course or sell their business, in whole or in part. In this feature, alumni and faculty share their insights on the decision-making process and the many factors that influence it from a seller’s point of view.

Charlie Goetz, senior lecturer in organization & management and a serial entrepreneur himself, will tell you the choice is not often easy or straightforward, which explains why he’s contacted 10 to 20 times a week by alumni and students seeking guidance in this area. “Each business is different, so when I counsel them, I ask what their goals are—merge, cash out, or grow the business. Making that determination is the first step in the decision-making process.”

The making of a merger

For **Lisa Allen 01MBA**, meeting customer demand brought the choice to keep or sell her firm front and center.

In 2005, Allen launched Big Boat Wine Co., a fine-wine distributor offering about 350 brands to retail stores and restaurants in the 10-county metro Atlanta area. For the next eight years the business grew at a healthy double-digit annual rate. Its success attracted a stream of potential buyers, both inside and outside the alcohol industry, sparking casual “what if” conversations between Allen and her family-member stakeholders. Since the company was doing so well, a scenario for change didn’t come to mind.

Eventually, large customers like Costco and Whole Foods began expressing a desire to carry Big Boat’s wines at their Georgia locations outside metro Atlanta. “Getting to that point would have required many more trucks, salespeople, and warehouse space,” she says. “Everything was going to have to change.”

For the company to reach the next level on its own, it would have to incur a substantial amount of debt. Allen, who prided herself on Big Boat’s lack of debt, didn’t like that idea.

She opted to sell to a competitor, but with conditions that more resembled a merger.

Besides making sure Big Boat was valued fairly and the sale price reflected her role in growing it, she wanted to ensure the match was a good fit. “I wanted to do right by my brands and their people and make sure they could continue to be successful in the market,” she says. “I didn’t want my company to be an isolated subset of some other company.” She also wanted Big Boat’s eleven employees—including herself—to have the opportunity to continue working there.

Each business is different, so when I counsel them, I ask what their goals are—merge, cash out, or grow the business. Making that determination is the first step in the decision-making process.

—Charlie Goetz



She retained the services of a business broker with a background in the alcohol industry, which led her to the oldest distributor in Georgia.



Savannah Distributing Co., a private, family-owned wholesaler since 1938, was interested in expanding its reach in the wine business. Allen's CPA and Savannah's CFO sat down and shared their books. The fact that Big Boat was debt free made it easy to assess on paper.

"The negotiations were very easy and enjoyable, not stressful or antagonistic," Allen says. "We both knew we had something to gain from the opportunity, and that helped us to get across the finish line."

The deal was finalized in November 2013, and Allen found herself back in familiar territory as director of fine wines at Savannah Distributing's Atlanta office.

"It was nice to know that I would still have a place in the industry," she says. "Being part of something that's bigger than myself has really been fun."

According to Goetz, deals like Allen's are not uncommon. "It's not unusual for the buyer of a private

firm to insist the former owner remain with the company. The terms could be as short as one year to as many as five," he says. "The reason is simple: you have all the connections and expertise."

Transitioning from family firm to internationally owned

Shifting gears and positions is the scenario **James Barnard O6MBA**, former vice president and co-owner of Chicago-based Anderson Pest Solutions, is enjoying. As part of the sale of his family firm to the global pest control leader Rentokil, Barnard is leading the integration of Anderson and Rentokil in the Midwest.

When Barnard was recruited in 2008 by his uncle Mark O'Hara, his plan was to run the business and eventually pass the reins to another family member. After all, the company had been a family business since Barnard's grandfather founded it in the late '40s.

Over the years, Anderson's growth secured its spot as the largest family-owned pest control company in the Midwest, with 200 employees and 20,000 customers. With annual sales of about \$22 million, it was also 30th largest in the US. As O'Hara began transitioning into retirement, with no other family members expressing an interest in the company, Barnard recognized that sooner or later, he would have a succession issue.

Since Anderson was doing well—growing at 5 percent a year versus the industry norm of 2 to 3 percent—Barnard and his uncle agreed it was an opportune time to sell, if the right buyer could be found. As the leader in the major Chicago-area market, they'd be negotiating from a position of power. They enlisted a broker agent to narrow the list of potential buyers and manage certain aspects of the negotiations.

"At the time you're selling, you may have an extreme emotional attachment to your company,"

Change isn't always easy or welcomed. I think everyone is adapting very well. In the seven months since the sale, five employees have already been promoted to new roles, and the business continues to grow.

—James Barnard



says **Erika Hall**, assistant professor of organization & management and an expert in negotiation strategy. "Broker agents allow you the flexibility to have emotional detachment when negotiating, which sometimes allows for a better deal."

Barnard concedes the point. "There were days when my uncle and I were like, 'I don't want to sell the company.' There were other days when we were saying, 'It's really exhausting to run the company, and at some point we know we're going to have to sell.'" After examining several offers, Barnard and his uncle settled on negotiating with the UK's Rentokil, not because it had the highest bid—it didn't—but because they felt it would be the best fit for their employees. Rentokil is a public company based in

London, England. It lacked a presence in the lucrative Chicago-Midwestern market, which made Anderson an attractive target.

"Most pest control operations in our area are mom-and-pop-type operators," Barnard explains. "We ran ours more like a public company in that we kept meticulously detailed, up-to-date records, so we were ready for anything they needed from us."

A deal was finalized in July 2015, when Rentokil assumed ownership of company assets from Barnard and O'Hara. Barnard would lead a one-year transition period, during which the company would continue to do business as Anderson Pest Solutions. Afterward, Barnard would have the option





CASH OUT

of remaining with the company in upper management. In addition, Anderson employees who wanted to stay could do so—a key negotiating point that benefited everyone, since Rentokil had no other Chicago presence to fall back on.

Next, it was Barnard who had some selling to do—to his employees. He visited each of Anderson's 10 offices to explain the changeover in person. "I let everyone know that I was the first employee of Anderson who was now an official employee of Rentokil," he says, "and I said that if they think I've done a pretty good job and they trust me, I'd like for them to sign up and be a part of this as well."

"Change isn't always easy or welcomed," Barnard says, "but I think everyone is adapting very well. In the seven months since the sale, five employees have already been promoted to new roles, and the business continues to grow."

Cashing out when the time is right

The heady days of starting a business can be all-consuming. There are so many details, challenges, and timelines that the adrenaline rush helps sustain the entrepreneur. But what happens when the day-to-day demands become overwhelming? More than one business owner flirts with the idea of selling.

When blow-dry bars, the hottest trend in women's hair, attracted the attention of **Paige Perkins 04MBA**, she

saw an intriguing business opportunity that she could replicate and improve. Unlike a traditional hair salon, blow-dry bars do not cut or color hair. Instead, customers get their hair washed, followed by a scalp massage, blow dry, and styling. Her interest was strictly from a business standpoint, since she had no previous experience in the hair-fashion industry.

Supported by a Small Business Administration loan, Perkins opened GlowDry in August 2013 at a prime location in the Buckhead section of Atlanta, with the added enticement of a makeup bar. GlowDry wasn't a franchise, and Perkins didn't have a partner. "I did everything myself, from the business plan to getting my small business loan to actually finding a space and designing an architectural plan for it," she recalls. "Budgeting, accounting, human resources, marketing—I did pretty much every business function you can imagine."

Business was good, revenues climbed, and GlowDry was profitable after only two years. But, as the sole owner, everything fell to Perkins, including the time the salon was broken into and she had to get up in the middle of the night to talk to the police and get the front door secured. The hours were brutal—GlowDry was open six days a week, 12 hours a day. Knowing she was responsible for the livelihood of 30-some employees, as well as being a wife and mother of two young children, added to her stress level. She loved running a business but increasingly couldn't see herself consumed by it for the next ten years.

"At that point I had to decide, 'What am I going to do with this?'" recalls Perkins. "Either I expand to other locations because one location in that business is not worth the work you put into it, or I had to figure out a way to acquire other smaller, similar businesses and grow them, or just sell my business."

Expanding the pie



According to **Erika Hall**, assistant professor of organization & management, there are three important metrics to know before entering into negotiations: the reservation price, target price, and best alternative to a negotiated agreement price, or BATNA. The reservation price is the seller's bottom line, she explains. "The target is the seller's stretch or aspirational point, and the BATNA is any other offer or anything else that you might do if this negotiated agreement doesn't go through."

A negotiation is considered successful "if you're anywhere above your reservation price, which is determined by your BATNA, plus or minus any idiosyncratic factors that you might have."

Idiosyncratic factors are non-monetary conditions, such as a guarantee that employees will keep their jobs. These factors add value and prevent the negotiation from becoming a zero-sum process by expanding the pie instead of just splitting it, she says.

Hall illustrates with a hypothetical example of a company she wants to sell for no less than \$1 million. Two people want to purchase the company. The first person has offered \$1 million and has agreed to keep all her employees. This job guarantee is a non-monetary factor that for negotiation purposes she values at, say, \$100,000. To match this offer, the second person has to offer at least \$1.1 million.

"You should never take anything lower than your reservation price," she adds. "It doesn't make sense to accept something that's worse than what you currently have."

She didn't make a move right away. She weighed the options and floated the idea of selling to several former university classmates. One alum held a stake in a national chain of blow-dry salons called DreamDry, based in New York. Casual conversation turned into serious negotiations to sell the business. After about a year of talks and planning, the deal was finalized on January 1, 2016, and GlowDry became part of the DreamDry franchise.

"I could have stayed with it for quite a few more years," she says. "But for the place I am in my life right now, I had to take the opportunity while I could, and I'm happy about it."

Healthcare explosion ignites passion

Fortunately for **Rani Huang 12WEMBA**, her company has reached a critical point of success where investors are now very interested in benefitting from her long-term vision. Huang is president and COO of RayBiotech Inc., a Norcross, Georgia-based medical technology company she cofounded in 2001 with her husband, Professor Ray Huang, MD, PhD, a former Emory University professor. She regularly receives offers for her company, but some entrepreneurs are entrepreneurs for life. "At this stage, it's not just about making money anymore," she says. Instead the Huangs' focus is on expanding their business.

RayBiotech develops and commercializes antibody and protein arrays for research applications. These tools allow for the efficient and accurate analysis of biological samples to denote the presence of specific proteins associated with the early stages of certain diseases. The technology can identify and characterize more than 1,000 human proteins in a single afternoon—a technological feat unmatched anywhere else in the world, according to Huang.

RayBiotech's products could eventually point the way to cures for Alzheimer's, cancer, and other progressive diseases, as well as support the trending concept of personalized medicine.

Given the appeal of innovative healthcare technology to investors, it's not surprising Huang has received many lucrative offers. But her decision to not sell is a matter of personal and professional priorities.

"We want to take our technology to the next level, developing more diagnostic kits that will lead to very early detection of diseases before symptoms begin to develop," Huang says. This move will not only lead to more effective treatment strategies, she contends, but ultimately will result in the discovery of new cures.

"Even if we sold the company now, we'd just reinvest the money in another company and keep doing the same things," Huang continues. "Now, we already have all the infrastructure and the people. And we love our people—we've been working with some of them for more than 10 years."

But never say never. Huang concedes that they could sell or merge RayBiotech one day.

"Maybe if the price is right, or we think we can do something else of benefit in the medical-health area," she says.

Holding fast to a thriving business

In the electrical industry, where acquisitions and mergers are commonplace, a decision to not sell stands out. **Lin Rogers 08EMBA** says he has kept Rogers Electric for 32 years because, "I love working. I enjoy the team I'm with. When we look at our return on our other investment portfolios, we seem to always make more money betting on ourselves than we do in the market."

At least once a quarter, Rogers is approached by someone interested in acquiring the company, he says. "But we're not ready to sell. We have strong EBIT and cash flow, so we're not looking for venture capital; we're not looking to take a big chunk of our business off the table."

Rogers started the Alpharetta, Georgia-based company in 1983 with five employees. Originally a traditional electrical contractor only, he added the Rogers Service component several years later to manage the burgeoning electrical power and data needs of The Home Depot and other large customers. The move was followed by another startup, Rogers Lighting, to take advantage of the growing market for LED technology.

The expansion of his core business, which employs 1,500 people in 12 offices across the US, has been entirely self-funded through revenue growth. That free capital has even allowed him to invest in other companies as well.

Although Rogers has no plans to sell his electrical businesses now, he knows it will probably figure into an exit strategy somewhere down the road. He sees three options: leave the business to his children, sell to a private equity firm, or go public. The latter is the least attractive option to Rogers.

Running a public company involves a tremendous amount of stress, he says, with every decision subject to intense scrutiny along a timeline measured in quarterly increments.

Rogers notes he has friends who run public companies and prefer working in the public environment, but he prefers the private company model. He adds, "One isn't better than the other, it's just a matter of personal preference."

The intricacies of going public

For a company large enough to go public, an IPO allows the owners to monetize their ownership and receive a cash infusion when they sell some of their stock, according to **Jeff Busse**, associate professor of finance. But, he says, one of the downsides of going public is that while

GROW

KEEP



The importance of organic growth



Whatever the exit strategy, a company has to be a prospect that outsiders want to invest in or acquire in the first place. Companies at the lower end—start-ups and businesses doing under \$1 million—usually

rely on internal funding sources from the entrepreneur's network of family and friends. In the middle is what **Klaas Baks**, associate professor in the practice of finance, calls the “donut hole,” where it's difficult for moderate-sized businesses to raise new money. The reason, he says, is the economics of return on investment.

The availability and cost of capital all depends on the company's size in terms of revenues and profits, notes Baks. Companies worth around \$5 to \$10 million in annual revenues may turn to the equity markets and other professional investors, but professional investors aren't exactly beating the doors down to hand cash to smaller firms. Small investments are simply bad economics; they require the same skill and effort in research as a large investment but have a limited upside in terms of return.

Many a small business and start-up have fallen through the donut hole, never to recover. Getting through the funding crunch isn't easy, but it's not impossible either, Baks notes. That's where organic growth is critical to getting to the next level. “Instead of looking for external financing, these companies should focus on internal financing through sales—by trying to push their product or service,” he says. “It allows them to generate capital through revenues in an organic way.”

owners can retain control in a public company, their prerogatives are limited. “They no longer can do what they want, when they want,” he explains. “They have to answer to a board of directors, which may have very different opinions on how the company should be run. In an extreme situation, the original owners could be ousted.

“Public companies have to placate large shareholders and analysts,” Busse continues, “so some of the focus that previously went toward improving the company is now wasted on trying to maintain a strong public image, so as to avoid detrimental effects on its stock price. There are also a whole host of regulatory requirements that go along with going public.”

Given the expense and hassle of going public, most small-business owners opt for selling to individuals or acquisition by another company, adds **Clifton Green**, associate professor of finance. “Empirically, acquisitions tend to have lower valuations than IPOs, since acquirers have more bargaining power than the many investors involved in an IPO,” he notes. “However, an important benefit of being acquired is that the parent firm can help support the target during economic downturns, whereas the firm might struggle on its own after an IPO.”

Another issue to consider is the owner's long-term investment horizon, Green says. “Owners can keep control in an IPO, but they tend to lose it after being acquired.”

Let your goals make the choice

The entrepreneurial journey has plenty of twist and turns. For those who survive to create a thriving business that attracts the attention of potential buyers, the decision to merge, cash out, or grow their business often boils down to one vital question: Why did I start the business in the first place?

“Asking this question is as important at the beginning of the process as it is when you consider selling your business,” notes Goetz, who teaches exit strategy and how to maximize a sales price in his Applied Entrepreneurship class. “If you wait until you are approached with an offer, the pressure to make a choice may cloud your consideration.” In his many years of experience, Goetz says that by the time an entrepreneur reaches the point of selling or not, most business owners have a strong feeling one way or the other. It is easy to second guess. His advice is to trust your feelings, but verify facts and do your homework.

Such due diligence will require investigating what other similar companies have sold for and what is a fair multiple of profit or revenue for your business. Also determine how critical the purchase of your company is to the buyer. Is it a strategic or financial decision? If the answer is strategic, then asking for a higher multiple is warranted. And, cautions Goetz, though you should rarely take the first offer, pushing too hard can alienate the buyer and sometimes sour a good deal.

In the end, alumni and faculty agree that the owner's goals—both personal and professional—need to be weighed and well understood before considering a sale or merger, or opting to stay on course. ■



Making the choice of selling easier: how much do you really need?

“How many of you want to be a billionaire?”

Charles F. Goetz, serial entrepreneur and senior lecturer in organization & management, asks his students. “How important is it for you to be mentioned in the same group as Steve Jobs, Bill Gates, and Mark Zuckerberg?” If you are an entrepreneur or are planning on being one someday, Goetz says it's important to ask yourself now, “Just how much money is really enough?”



According to Goetz, an entrepreneur's “enough” figure is the amount of money you need in order to never again have to work for anyone you don't want to. It's enough that the earnings cover your annual expenses now and for the future. If you are running a business and plan on selling it someday, not knowing that number can cost you dearly.

Starting and running a business is a process fraught with unexpected challenges. Even the best of companies can face nearly insurmountable problems, and many an entrepreneur will throw in the towel. But when times are good and business is booming, a company founder can, all too often, believe the tough times are behind them and it's only a few more years of hard work before they can reach their dream selling price.

“Before you get caught up on how to spend your money, you need to first understand one very important concept,” says Goetz. “Businesses don't go from one day being worth \$10,000 and the next \$1 billion. Their value grows in a step function. Maybe you can grow it from \$10,000 to \$100,000 in a year and then maybe from \$100,000 to \$1 million in another year and then from \$1 million to \$10 million the next year. But here's the problem: Every day you go to work to grow that company's value, you're putting your proverbial chips on the table.”

Every day, entrepreneurs bet the value of their company on what they hope will be a better value tomorrow. In reality, says Goetz, they could actually be risking it all. Technology shifts or a new competitor enters the fray. A change in governmental regulation impacts the trajectory of a company's growth strategy. This overconfidence sometimes makes successful entrepreneurs delay a sale, dreaming of bigger fortunes, he says, betting they can hold out for more money as the business continues to grow. But by then, says Goetz, the market could take a turn for the worse or an unexpected lawsuit just might hurt the sale price or even tank a deal completely.

According to Goetz, business owners often forget the hard reality of just how difficult it can be to keep a business in the black and continually growing. As they say, past performance is no guarantee of future earnings. He believes that entrepreneurs need to consider their exit strategy early on in the development of their business. “Every entrepreneur has to know their ‘enough’ number and what it would take to simply walk away from the business,” Goetz adds. “Think about the amount of money that's right for you, and cash in your chips when the time comes.”—Myra Thomas

A significant marker of a leading business school is the creation of new knowledge. Goizueta faculty, using rigorous methodologies, 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.

Supply network structure and systemic risk

Demand uncertainty can present a serious challenge for any business, especially when it comes to managerial decisions on inventory. But when an economic downturn happens, the challenge becomes systemic. According to research by **Nikolay Osadchiy**, assistant professor of information systems & operations management, and coauthors Vishal Gaur (Cornell U) and Sridhar Seshadri (Indian School of Business), systemic risk is more greatly felt depending on where a company sits in the supply chain. The trio discovered that while an economic downturn presented a serious hurdle for retailers, wholesalers, and manufacturers alike, manufacturers were more prone to systemic risk given their placement upstream in the supply chain. Manufacturers had “a more dispersed customer base,” which the authors noted was more closely “associated with higher systematic risk.” Manufacturers also experienced greater systemic risk due to the effect of aggregation of orders over time. They wrote, “A market shock in one period may affect sales over several periods due to lead times and time lags in managerial decision making.” *Management Science* (2015)



Repo transactions and bank risk



Edward Owens

In a research study from **Edward Owens**, assistant professor of accounting, and Joanna Shuang Wu (U of Rochester), the authors examine bank reporting of short-term borrowings in the repo market. Repo borrowings, otherwise known as sale and repurchase agreements, are essentially collateralized loans known for their short-term nature. The authors note that repo borrowings are typically associated with risky trading behavior, especially due to their opaque nature and role in the recent financial crisis. Owens and Wu found that current financial reporting requirements for banks might not adequately capture a full accounting of the risks associated with a bank’s repo liabilities. Specifically, end-of-quarter balance sheets may not correctly show the risk levels from repo borrowings exhibited throughout the quarter. The researchers analyzed quarter-end deviations in bank repo borrowings to better study the risk they represent. The primary research sample for the study was pulled from “13,548 bank-quarter observations across 573 unique publicly traded bank holding companies.” The authors attribute some of the deviation to what is termed “window dressing,” a step banks might take “to temporarily reduce the reported level of repo borrowings around quarter-end reporting dates.” Expected fluctuations in bank depositor and borrower activity around the end of the quarter did factor into the deviation as well. *Review of Accounting Studies* (2015)

Why negotiations fail

For business leaders engaged in negotiations, it’s essential to constantly analyze and revisit their negotiation strategy to avoid many of the errors typically made in the process. In the *Handbook of Conflict Management Research*, **Erika Hall**, assistant professor of organization & management, and coauthors Brian Lucas (U of Chicago) and Leigh Thompson (Northwestern U) offer a window into negotiation methods and some of the mistakes negotiators make along the way. The trio discovered and defined three specific errors that occur in negotiations, including what they label as domain myopia, the self-preoccupation effect, and the script hijack effect. Domain myopia is described as the “tendency for negotiators to fail to see meaningful parallels across negotiation situations that might appear different on the surface, but have meaningful underlying similarities.” Hall and her coauthors also describe the self-preoccupation effect, where negotiators let their emotions win the day and subsequently lose perspective. The third scenario that they define is the script hijack effect, which they describe as “the tendency for negotiators to feel compelled to follow a script, often based on stereotypes.” According to the authors, the problems they document apply across a variety of industries. *Handbook of Conflict Management Research* (2014)



Erika Hall

Increased trading activity and declining returns

Improved trading technologies are changing the markets, facilitating the boom in algorithmic trading and the growth of hedge funds. Liquidity and trading volume continue to hit record levels. In a research study, **Tarun Chordia**, R. Howard Dobbs Professor of Finance, and coauthors Avaniidhar Subrahmanyam (UCLA) and Tong Qing (Singapore Management U) analyzed whether or not increased liquidity and the trading activity of hedge funds has had an impact on financial market anomalies. Anomalies are return patterns that are inconsistent with the basic risk-return paradigm of finance. Increased arbitrage is a possible factor in attenuating the impact of anomalies, including momentum, reversals, accruals, etc. To find the link, Chordia and his coauthors studied proxies for arbitrage trading, including “the impact of the decline in the tick size due to decimalization and the impact of hedge fund assets under management, short interest, and share turnover.” The researchers referenced a wide sampling of equity market anomalies for more than three decades to show that increased liquidity and hedge fund trading activity did ultimately result in the decrease of the “economic and statistical significance of these anomalies.” *Journal of Accounting & Economics* (2014)



Investor conferences and analyst advantage



In a research paper, **T. Clifton Green**, associate professor of finance and doctoral area coordinator, and coauthors **Russell Jame 10PhD** (U of Kentucky), Stanimir Markov (Southern Methodist U), and Musa Subasi (U of Maryland) focused their investigation on broker-hosted investor conferences to determine their impact on investor research. They studied 68,194 presentations by 4,394 companies

at 2,749 investor conferences led by 107 brokerages for the period January 2004 to December 2010. According to the data, Green and his coauthors concluded that brokerage research analysts were more likely to provide better research for firms that participated at their conferences. Conference-hosting brokers were more likely to provide “more informative stock recommendations and more accurate earnings forecasts” than non-hosts. They discovered that firms participating in “broker-hosted investor conferences have a closer relation with the hosting analyst than with non-hosts, resulting in more private interactions (e.g., more company visits and meetings with management) and a continual flow of value-relevant information throughout the sample period.” *Journal of Financial Economics* (2014)

Integrating knowledge in outsourced software development

Despite the prevalence of using outside vendors to handle a company’s software development, little is known about the best way to effectively share the knowledge critical to a project’s success among the client and vendor software team members. In research from **Anandhi Bharadwaj**, professor of information systems & operations management (ISOM) and Goizueta Term Chair in ISOM, and coauthor Nikhil Mehta (U of Northern Iowa), the duo determined that knowledge integration on outsourced projects is further complicated by the uncertainty often inherent in software development. Bharadwaj and Mehta analyzed 139 vendor development teams taken from sixteen Indian software companies for their research. The authors found that the manner in which software teams share and protect the information resources they have impacts the knowledge integration ability of the team. Since software teams operate under conditions of resource scarcity and dependence, team leaders need to ensure that their software development teams have not only the requisite technical skills but also the ability to import needed skills and knowledge from external sources and share it effectively within the team. An important implication of Bharadwaj and Mehta’s research is that organizations should develop holistic performance appraisal policies that assess software developers for both intergroup and within-group activities. *Journal of Management Information Systems* (2015)



Anandhi Bharadwaj

Identity and the digital world

According to research from **Jagdish Sheth**, Charles H. Kellstadt Professor of Marketing, and Michael Solomon (UNC), the idea of identity is evolving, impacted by the growing influence of the digital world. The authors’ groundbreaking study builds on a seminal paper from Russell Belk, written in 1988, which identified the role that possessions play in an individual’s life and how external elements are critical to how people self-identify. The duo uses Belk’s findings on consumer behavior, taking it a step further by applying his concepts to current day, with the online world in mind. Sheth and Solomon found that traditional boundaries between an individual’s offline and online life are increasingly blurred, resulting in what they term the “digital extended self.” People are creating a new sense of identity, courtesy of the information posted, the persona created, and the relationships developed online. They write, “A social footprint is the mark a consumer leaves after she occupies a specific digital space (e.g., today’s Facebook posts), while her lifestream is the ongoing record of her digital life across platforms (e.g., registrations in virtual worlds, tweets, blog posts).” Not surprisingly, the notion of just what defines a consumer is changing. User-generated content and online consumer reviews have altered the nature of relationships between the producer and consumer. The authors’ findings have critical implications for marketers looking to get a better understanding of consumer behavior. *Journal of Marketing Theory and Practice* (2014)



Jagdish Sheth

Synergies between product placements and TV ads



As television watchers get inundated with commercials, the temptation to flip the channel grows. In the hopes of better connecting with consumers, advertisers are increasing their efforts to get product placements directly into TV shows. In a research study, **David Schweidel**, Goizueta Term Chair, Caldwell Research Fellow, and associate professor of marketing, and coauthors Natasha Zhang

Foutz (U of Virginia) and Robin J. Tanner (U of Wisconsin) took a look at how the synergy between product placements and traditional commercials can keep viewers from flipping past the ad. The trio found that by simply putting a product in a television show and then immediately following it up with a commercial featuring the same product, viewers were more likely to stay tuned to the commercial. “The audience loss during the ad decreases by 5%,” they note. The effect was intensified when differing products from the same brand were shown in a program and then in a commercial immediately following the TV show. They write, “This indicates a positive synergy between the two activities that can reduce audience decline by more than 10%.” When products of different brands were featured in a television program and in a subsequent commercial, audience loss increased. *Marketing Science* (2014)

Understanding the Scholarly Inquiry of Giacomo Negro

By Myra Thomas

According to **Giacomo Negro**, associate professor of organization & management, who also holds a Goizueta Term Chair and a courtesy appointment as associate professor of sociology, inquisitiveness is at the heart of what drives his innovative research. While many academics might pick one industry on which to laser focus their studies, Negro develops an understanding of the sociological and economic context he studies but seeks some more general links that may be common across a wider variety of settings, whether it's wine producers, payday lenders, or actors and actresses in the film industry.

Negro's research is situated in the area of sociology of markets and organizations. A topic that he has long been interested in is the role that perceptions and categories play in markets. According to Negro, categories act as boundaries. The way we categorize and even label products, for instance, can have tremendous influence on the appeal of these products for audiences, which then influence the strategies and success of firms.

In his research paper titled "Category Signaling and Reputation," Negro and coauthors Michael T. Hannan (Stanford U) and Magali Fassiotto (Stanford U) look at the dynamics involved in how producers, professional critics, and consumers

interact by means of categories when it comes to wines produced using organic and biodynamic techniques. The researchers argue that organic and biodynamic farming practices eliminate the use of chemicals and require higher capability and commitment (and higher production costs) than conventional winemaking. Membership in either category therefore qualifies as a market signal of quality. At the same time, biodynamic is also associated with additional practices that are found to have no effect on grapes and wine but are perceived as very unique. Analyzing ratings and prices of wines made using these techniques, the researchers found that biodynamic wines receive higher praise and higher prices than organic wines, evidence that perceptions of more distinctive identities translate into market advantage.

Categories can also carry a negative valence and even stigmatize, such as payday lenders within the banking sector. This stigma can have significant implications for the players operating within the segment. In the research paper titled "Resource Partitioning and the Organizational Dynamics of Fringe Banking," coauthored with Goizueta Chair and professor of organization & management **Anand Swaminathan** and Fabiana Visentin (Ecole Polytechnique Fédérale de Lausanne), the trio

theorized that reputational risk might keep certain businesses away from engaging in practices more commonly associated with a lower-end market.

For instance, big banks might avoid providing the services synonymous with payday lending. However, the expansion of overdraft programs by large banking institutions, which some argue mirror the products of payday lenders, seems to indicate willingness by the banks to span boundaries and encroach upon this market niche. These strategies of boundary spanning bring legitimate categories to blend with other categories that carry discredit. Ultimately, the strategy can result in "the legitimization of the market fringe and end up increasing the viability of payday lenders," they write.

Negro extends his sweeping research by taking an in-depth look at the 1950s US House hearings investigating the Hollywood film industry for its links to the Communist Party. While the research would seem unrelated to his prior work, the analysis centers on how negative categories applied to

professions affect markets even indirectly. In this case, Negro studied how likely the actors and actresses called to testify and describe their Communist party membership, or suspected affiliation, were to find jobs in the industry. These artists were "blacklisted" in Hollywood. Negro found that while those blacklisted had the most difficulty in finding work, artists who had previously worked with someone who later became suspected of having Communist ties were also less likely to find a subsequent job simply because of the association.

The expansiveness of his research certainly helps guide his approach to advising Goizueta doctoral candidates. "I like to give the students quite a bit of room to work," he says. "I expect them to come to me with an intuition or idea, and my role is to help them shape that idea and push them to go further." It's not about imposing his beliefs, he argues, and it's certainly not about handholding. The emphasis for Negro is to encourage their curiosity. "I like PhD students to have their own sensibility and personality as individual researchers," he concludes.

#GoizuetaKnows

GET RELEVANT INSIGHTS THAT MATTER TO YOU

FOR RESEARCH, INSIGHTS, AND COMMENTARY THAT AFFECT INDUSTRY, VISIT:

EMORYBUSINESS.COM



Rachel Hoover: On leveraging education and science

Embarking on new challenges is part of the courageous spirit that defines **Rachel Hoover** **ISWEMBA**.

Hoover's latest move will involve managing global teams and working for extended periods of time in Saudi Arabia and remote regions. As the new director of global services for Johns Hopkins's Medical International, the global arm of the eminent medical institution, Hoover will take Johns Hopkins' successful clinical and research methodologies and apply them to health systems around the world. She's extremely excited about the opportunity because it's right in her wheelhouse: scientific research, medical expertise, clinical processes, and knowledge of international cultures, along with skills honed by her Goizueta MBA, such as high-level project management, strategic oversight/financial modeling, and risk management.



“THIS POSITION ALLOWS ME TO FOCUS ON MY business skills and passions, which are patients, research, and healthcare,” she says.

As a trained physician assistant, Hoover is intimately familiar with clinical research, medicine, and working with patients. She spent her summers as an undergrad at Wheaton College, Massachusetts, conducting lung cancer research for a pulmonologist. Later, as part of her post-baccalaureate, pre-medicine work at the University of Pennsylvania, she dove deeper into advanced science courses, researched brain injuries and neurodegenerative diseases in a world-renowned laboratory, and began working with international teams spanning Europe, Japan, Canada, and beyond.

After graduating with a master of science degree from DeSales University's Physician Assistant (PA) Program, Hoover moved from Pennsylvania to Georgia and worked in surgical oncology, assisting with advanced-cancer resections.

Always active, Hoover began consulting on the side for the biotech start-up Vaccinogen Inc. She has a passion for clinical research and how it can translate into pivotal advances in patient care. The Baltimore-based start-up had developed a vaccine that uses the body's own immune system to combat cancer and was coordinating clinical trials to prove the drug's efficacy. Leveraging her clinical knowledge and previous lung cancer research experience, Hoover helped form a global Phase IIIb clinical trial, the last step before a drug can enter the consumer market. In meetings with potential partners in these trials, her expertise was key to the clinical matters, but when the conversation shifted to finance and business, she felt a widening gap beginning to emerge.

“I would be sitting on one side of the table, fully confident in my scientific and medical knowledge, and on the other side were people from finance, marketing, and business development. I realized I did not speak their language,” recalls Hoover. “The desire to understand more about business was the spark that led to business school.”

To shore up her business acumen, Hoover selected the Executive MBA Program at Goizueta, commuting from

Savannah, Georgia, several times a month. Even with the elements that attracted her to the program—its global view, ideas of principled leaders, and the university's research background—initially the business lingo in class was lost in translation.

“When I first started out, I would hear the words but didn't always know their meaning,” she says. “I remember going to Professor **Rob Kazanjian** and saying, ‘Sometimes I don't completely understand the discussions.’ He said, ‘It's likely as foreign to other students as it is to you. Everyone here is learning a new language.’”

Balancing her personal life, work, commute, and school made for an “intense” experience, Hoover says. However, the effort was more than worth it, she notes, because it not only opened a new “language,” but it also increased the impact she could have in her professional life.

“I wanted something that was going to allow me to broaden my scope and magnify the change I could contribute to the world,” Hoover explains. “I knew the MBA would help me have a greater impact.”

Hoover leveraged her MBA to get a full-time position with Vaccinogen, the company she consulted with for four years. As clinical operations director for global cancer vaccine trials, Hoover managed budgets, contracts, staff, and international relationships, ensuring all the moving parts of this complex study met both federal and international research guidelines. “In this role, I was able to gain the full spectrum of expertise in clinical research operations and clinical trial management,” Hoover says. “To work with such extraordinarily talented teammates in multiple countries and manage a global project was incredibly fulfilling.”

In her new role, Hoover will work to ensure the global provision of high-quality healthcare while continuing her professional trajectory and leadership development. She says: “For me, working in teams; using my education in science, medicine, and business to promote change; and traveling the world fulfills my professional goals. To find a career that allows me to be a small part of the solutions for global health has been exceptionally rewarding.” —Nicole Golston

Greg Feo: On the business of show business



A former banker turned Hollywood executive, **Greg Feo 04MBA** learned to merge his love of entertainment with his finance and marketing background while at Goizueta.

FEO, NOW EXECUTIVE DIRECTOR OF FILM BRAND MARKETING at Warner Bros. Home Entertainment, is determined to beat the competition. He’s already executed campaigns for such popular titles as *Mad Max: Fury Road*, *The LEGO Movie*, and *Harry Potter and the Deathly Hallows: Part 2*. He chatted with *Emory Business (EB)* on the business fundamentals of films and the media consumption habits of millennials, “plurals,” and the rest of us.

EB: Tell us about your role at Warner Bros. What do you like best about it?

Feo: I handle the marketing and distribution of WB films when consumed outside the movie theater. That includes the purchase or rental through digital retailers and cable/satellite providers or buying the physical Blu-ray/DVD at a retail store.

EB: How are the industry and those who consume it changing?

Feo: The evolution of media entertainment is exciting and challenging. Netflix, Amazon, and Hulu are forcing traditional players to compete for consumer dollars. And as consumption moves to tablet and mobile, we have to be very creative. For example, how do you engage on tablet and mobile when your product is 120 minutes long? I’m working with engineers to develop a better cinematic experience on a tablet.

We’re always rethinking models. Take millennials and plurals [ages two to 17]—they equate access to content the way past generations might think about ownership. So they are more interested in a subscription model like Netflix.

EB: Before getting your MBA, you worked in finance for a few Wall Street firms. How did graduate school help you follow your passion?

Feo: I knew banking wasn’t for me very early on. At Emory, I knew I loved marketing courses, but I wasn’t interested in working at a traditional consumer packaged goods company. The creativity and dynamics of the entertainment industry always held an attraction for me; fortunately my banking skills, supplemented by my MBA, were transferable to product marketing. Both fields require the ability to understand a profit and loss statement—you need to understand the numbers and what goes into them. It’s another facet of creativity.

My MBA helped me to land a marketing internship with Turner Entertainment, which was my foot in the door of the industry. That was my first step in a career change that led me to marketing opportunities at companies like MTV [a result of cold-calling a fellow Goizueta MBA graduate], Walt Disney Studios, and finally Warner Bros.

I’m so glad I took this path. Home entertainment is the intersection of product marketing and entertainment. Every film has a target audience and needs a positioning statement and a marketing campaign. I get to do what I like in a sector that interests me.

EB: How do you relax when you’re not working?

Feo: When not watching movies, my wife, Michelle, and I love spending time hanging out with our two beautiful daughters. I’m also a gym rat. I guess that’s a product of living in the “glamour” of Los Angeles. That’s how it is out here.—Laura Wenner

Diane Gutentag: On fashioning a career by the numbers

When **Diane Cohen Gutentag 02BBA** headed to Emory from Chicago, she expected to enjoy the beauty of a small campus along with the restaurants and nightlife of Atlanta. What she did not anticipate was how the coursework and faculty advising would impact her career trajectory.

AS VICE PRESIDENT OF FINANCE FOR HALSTON IN LOS ANGELES, Gutentag oversees all the financial aspects of the iconic fashion brand’s various businesses. It’s a role that surpasses the original job plans she had upon entering Goizueta.

“I’ve always loved fashion and thought I would open a retail business,” she says. “But as I completed a concentration in management, I discovered that I really liked accounting and decided to pursue it instead.”

Her interest and aptitude led faculty members to urge her to take the CPA track, a professional concentration that required 150 hours and specific coursework on top of the regular workload. This normally warrants a fifth year of schooling to complete, but with guidance and determination, Gutentag did it in four.

“Faculty worked with me and reviewed all the coursework and the hours needed and figured out ways I could cram a fifth year into my four years at Emory,” Gutentag says.

An internship with KPMG in Chicago would lead to a permanent job with the firm in their New York office upon graduation. “I received an offer from the Chicago office, but I made such great relationships while in the program that I wanted to maintain the bond with friends, and that meant being in New York,” Gutentag says. “That’s when I requested an interview with the NYC office and secured a job before my senior year.”

After working two years for KPMG and obtaining a CPA license, Gutentag turned her sights back to accounting and her first love: fashion. In 2004, she found the perfect mix as the director of finance and accounting for the Home Division of Polo Ralph Lauren in New York.

“My Goizueta education, auditing experience, and passing the CPA exam all helped build my confidence in my career and helped me

navigate this new company and new role,” Gutentag says. “I just hit the ground running.”

For six years she would manage the in-house accounting needs, including general ledger recording, writing financial reports, analytics, and budgets. During this time she would meet and later marry her husband Eyal. Starting a new chapter of her life, she took a year off to travel the world with her husband. “My two favorite places were Patagonia and South Africa,” she notes.

The Gutentags moved to Los Angeles to be closer to family, and with their travels coming to an end, it was time to job search. “I interviewed with Halston on a Thursday, and by Monday I was hired as controller and began working,” she says. Since Halston was a start-up in 2011, there were 15 employees and a big empty office. Gutentag had to do everything from opening bank accounts to reporting taxes.

Today Gutentag is a VP and has a staff, but she continues to implement and streamline processes as the company changes and expands. “We started out as just a wholesale business, then a year later we started a retail business, and that meant opening up a lot of stores,” she explains. “That requires a different layer of accounting, like P&L, reconciling cash receipts, setting up merchant accounts, and then calculating sales tax associated with that business.”

Halston is now in the e-commerce business, and this also has to be accounted for and reported on. Says Gutentag, “I just love being a part of the fashion industry. I get the best of both worlds, combining my technical skills in an industry that I’m passionate about.”

When she is not working, Gutentag spends as much time as possible with her husband and two children, Noah and Ava, ages 3 and 1, respectively.—Nicole Golston



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

1980s

Marcie Bour 84BBA of Hollywood, FL, is now a partner at YIP Associates, which specializes in forensic accounting and consulting.

1990s

Mitchel Harad 94BBA and family have relocated to Sydney, Australia, where he is chief marketing officer of SocietyOne, the largest marketplace lender in Australia.

John Mori 94WEMBA of Atlanta, GA, is now CEO of Mori Luggage & Gifts. He was previously president of the company.

Christine Craun Davis 96MBA of Atlanta, GA, is now vice president of strategic marketing for McKesson Corporation. Christine is responsible for driving the marketing strategy for the McKesson Technology Solutions and Strategic Customer Solutions organization.

2000s

Hector Campos 00MBA of Atlanta, GA, is now vice president of programming for UP Network. Hector was previously vice president of programming for CMT.

Karri Hobson-Pape 00MBA of Atlanta, GA, is now vice president for marketing and communications at the University of Georgia.

Todd Soiefer 03BBA of Short Hills, NJ, is now CFO of Bridger Logistics, an integrated crude oil midstream company.

Michael Hostinsky 05MBA of Marietta, GA, is now a principal for Windham Brannon's risk and advisory services segment. Michael was previously vice president of procurement and compliance for Teavana Corporation.

Allison Dukes 06WEMBA of Atlanta, GA, is now Atlanta division chairman and CEO at SunTrust. Allison was previously president of the Atlanta division and co-head of SunTrust's private wealth management business.

Rochelle McAllister 06MBA of Chicago, IL, is an associate at Baker & McKenzie, where she focuses on advising clients in matters related to alternative investment funds.

Stuart Graff 07MEMBA of Chicago, IL, was named president and CEO of the Frank Lloyd Wright Foundation in Scottsdale, AZ.

2010s

Michael Laurie 12MEMBA of Atlanta, GA, is now a managing director in the Deal Advisory Group at KPMG.



Matt Miller 90BBA of Atlanta, GA, is now chief strategy officer at Interface, Inc. Matt is responsible for overall corporate and business unit strategy.



Les Ottolenghi 94MBA of Las Vegas, NV, is now executive vice president and CIO of Caesars Entertainment.



Dean Harwood 97EMBA of Charlotte, NC, is now executive vice president of operations for Parsons Corporation. Dean is responsible for managing operations and business support, M&A, and equity investments across the global organization.



Zubin Mogul 02MBA of New York, NY, is a partner with Boston Consulting Group, where he leads risk management projects for global financial institution clients.



Dan Gordon 99C 05MBA of Marietta, GA, is now the COO for the City of Atlanta. Dan was also named to the *Atlanta Business Chronicle's* Top 40 Under 40 and serves as ELC chair for Children's Healthcare of Atlanta.



Arun Mohan 06MBA of Atlanta, GA, was named to the *Atlanta Business Chronicle's* Top 40 Under 40. Arun is chief medical officer for hospital medicine at ApolloMD.



Ronen Nissenbaum 07MEMBA of Marietta, GA, is now vice president for Luxury Hotels, Americas, a division of Hilton World Wide.



Célene DiFranzia 08EvMBA of Chicago, IL, is now chief marketing officer and business development executive for Elevance Renewable Sciences, a specialty chemical company.



Mike McCloskey 11EMBA of Atlanta, GA, is now CFO at FusionHealth, where he oversees all finance, HR, legal, and administrative functions.



Wes Paterson 11MBA of Fort Worth, TX, is now senior brand manager of multifocal contact lenses for Alcon Laboratories. Wes is responsible for the management of Alcon's presbyopic contact lens portfolio.



Maureen Sweatman 01T 11MEMBA of Decatur, GA, is the founder of Joyful Living Coaching, through which she provides career and personal development coaching.



Kyle Behnke 12EvMBA of Woodstock, GA, is cofounder and CEO of United Federal Logistics, which provides trucking services for FedEx Ground. Kyle and wife Jennifer launched the company in October 2015.

1970s

Emory's Manuscript, Archives, and Rare Book Library (MAR-BL) has been named in honor of **Stuart A. Rose 76BBA** of Dayton, OH, in recognition of his ongoing support.

1990s

Nicole Berzack 96BBA and David Keylin of Charlotte, NC, were married on September 6, 2015, in Isle of Palms, SC.

2000s

1 Wes Lambert 00BBA and wife Elizabeth of Bainbridge, GA, welcomed daughter Grace Elizabeth on August 27, 2015. Wes is CFO at Velocity Group LLC.

2 Andrew Stein 01MBA and wife Martha Staid of Atlanta, GA, welcomed son Eli Rawson on November 10, 2015. Andrew is now an exponential tech innovation manager with Deloitte.

Humberto García-Sjogrim 02MBA, Dr. Lucienne Marie Ide, and big brothers Sandro, Diego, and Oscar of Atlanta, GA, welcomed Leonardo Joachim García-Ide on October 7, 2015. Humberto is vice president of Latin Affairs for The Coca-Cola Company.

3 Paul Tufaro 04BBA of New York, NY, and Emily Rodney were married on June 27, 2015, in Newport, RI. Paul is director of client development at Business Talent Group; Emily is a freelance television producer.

4 Kelly Fierro 07MBA, husband **Pete 09MBA**, and daughter Mary Kathryn welcomed daughter Caroline on December 17, 2014. Kelly is director of strategy and innovation at Coca-Cola; Pete is a customer strategy and insights manager with The Home Depot.

5 Chase Park 07BBA and Naeun Kim of Dallas, TX, were married on December 19, 2015, at St. Rita Catholic Community Church. Best man **John Park 06C** and **Eugene Son 07C** were among the wedding party. Chase is an auditor with the City of Dallas.

6 Jared Susco 07MBA and husband Chris of Philadelphia, PA, welcomed daughter Ezra Marie on January 26, 2015. Jared is COO at Camden Coalition of Healthcare Providers.

Jessica Tannenbaum 08BBA and Jeffrey Berger of New York, NY, were married August 8, 2015, in New York. Jessica is vice president of marketing for Fifth Street Asset Management.

7 Sean Belnick 09BBA and wife Sabrina of Atlanta, GA, welcomed son Henry Levi on January 8, 2016. Sean is CEO of BizChair.com.

8 Bill Hankins 09MBA and wife Ali of Birmingham, AL, welcomed twins William Roland and Leelia Katharine on June 2, 2015. Bill is a principal at Hankins Law LLC.



7



1



2



3



4



5



6

2010s

9 Jon Keen 11MBA and wife Jennifer of Atlanta, GA, welcomed Jackson Grant on September 3, 2015. Jon is a consultant with Deloitte Consulting LLP.

10 Natalie Reese 11MBA of New York, NY, and Kleon Diamantopoulos were married September 1, 2015, on the island of Corfu, Greece. Natalie is a life coach and founder of Nadupor Consulting.

11 Matt Long 04BBA 12MBA and wife **Leigh 05C** of Atlanta, GA, welcomed daughter Sylvie Magnolia on December 30, 2015.

12 David Germany 13EMBA and wife Jasmine of Birmingham, AL, welcomed son Christian David on August 14, 2015. David is senior vice president for government and institutional banking at Regions Bank.

13 Tyler DuPont 14MBA (right) of Atlanta, GA, and T. Aulden Burcher were married in New York City on November 14, 2015. The Burcher-DuPonts live in New York. Tyler is a senior consultant with Ernst & Young.

14 Clair Krigline 14MBA of Atlanta, GA, and **Juan Flores 16MBA** of Buenos Aires, Argentina, have announced their wedding on May 14, 2016. Both are employed by PwC; Clair is a senior associate in the Health Industries practice and Juan is a senior associate in Consumer Industrial Products Risk Treasury group.

15 Mike Gootman 15WEMBA, wife Michele, and daughter Harper of Atlanta, GA, welcomed Asher Samuel on November 25, 2015. Mike is an associate with McKinsey & Company, a management consulting firm.

16 Miguel Olivares 15WEMBA and wife Rebecca of Atlanta, GA, welcomed son David Jorge on September 16, 2015. Miguel is vice president for business development at DocPath.



8



9



10



11



12



13



14



15



16

Welcome Class of 2016 Alumni



Welcome to the alumni community! Continue to enjoy benefits like career counseling and attending functions and events. Go further by participating on the Goizueta Alumni Board or in other Emory alumni organizations. From access to business library resources to sharing your expertise in the classroom, the opportunities to connect with fellow alums, share memories, and maintain connections to the university are limitless.

For real-time updates, tweet your news to our social media hub, **The Social Index**. Use **#GoizuetaKudos** for promotions or awards, **#MeetGoizueta** for photos of alumni, or **#GoizuetaKnows** for recollections, research from faculty, and alumni in the news.

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.*

The nearly 20,000 current alumni of Goizueta are thrilled to see you join our numbers. Congrats!

**Please note that submissions may be used in Goizueta's print and online publications and would thus be accessible on the Internet. Goizueta Business School assumes no liability for unauthorized use of submitted materials. Preference is given to photos in which at least 60 percent of persons are affiliated with Goizueta. And don't forget to let us know which smile goes with which name.*

In Memoriam

Jack Goldstein 41BBA of Atlanta, GA

T. Rucker Ginn 47OX 48BBA of Covington, GA

John L. Anchors 49BBA of Savannah, GA

Hilary Cherry Gardner 49BBA of Blacksburg, VA

Thomas R. Jackson 48OX 49BBA of Williston, SC

John P. Stevens Sr. 50BBA of Americus, GA

Samuel R. Bunn Sr. 51BBA of Griffin, GA

Morton A. Harris 56BBA of Columbus, GA

Eugene J. Cafarelli 61MBA of Sonoita, AZ

Milton S. Fortson Jr. 61OX 63BBA of Marietta, GA

Leroy O. Laney 67MBA of Honolulu, HI

Bert Edmonds Jr. 79BBA of Smyrna, GA

Joe Bradley Cox Sr. 80WEMBA of Dunwoody, GA

Helen Ann Horowitz 80BBA of Dallas, TX

Michele K. Dubose 82MBA of Casper, WY

Bruce M. Grant 82WEMBA of Duluth, GA

Neal Bender 91MBA of Los Angeles, CA

Goizueta Alumni in Uruguay Stay Connected

Montevideo is Uruguay's capital and its largest city; nearly half of the country's population lives there—including several Goizueta alums: **Javier Jasinski 01MBA**, **Andrés Mokobocki 03MBA**, and **Diego Socolovsky 02MBA**.

Jasinski, director of LankPharma, a company that represents and manages assets for clients in the pharmaceutical industry, learned about Goizueta from fellow Uruguayan alum **Marcelo Poliak 00MBA** (Poliak, a financial advisor, now lives in Miami, Florida). Jasinski thought so highly of the coursework and people he met while at Goizueta that he influenced both Mokobocki and Socolovsky to go to the school. "After more than 15 years, I am still in touch with classmates, professors, and administrators," says Jasinski.

As architect, president, and director at Andrés Mokobocki Arquitecto, a real estate investment and development company, Mokobocki's construction projects dot the Uruguayan landscape. When he isn't scouting for land or investment partners, he spends time with his wife and two daughters and one son in Punta del Este, one of South America's most glamorous seaside resorts—about two hours east of Montevideo. Jasinski, Socolovsky, and their friends and family also frequent Punta del Este.

All three men are active in Montevideo's Jewish community. Jasinski is the current president of Yavne, an Orthodox Jewish school where his son and daughter attend. Mokobocki is a past-president of Yavne and is currently a member of its board, and Socolovsky is a long-standing member of the Tzedaka Foundation, an organization that works to relieve Jewish people in poverty.

Socolovsky, who runs his own multi-family wealth management practice advising wealthy families from Latin America, Europe, and Israel, found Goizueta's accelerated one-year program a perfect fit for him. "You spend an intense time with 60 classmates," notes Socolovsky. "You have the opportunity to get to know each other and get to be close friends."

When not strategizing for his clients, Socolovsky hones his street photography skills at Montevideo's flea market—one of the biggest in the world. He also plays the drums and is putting a jazz fusion band together. "I came back to Montevideo to raise my kids [a daughter and son] with family," he says. Like Jasinski, he lives five minutes from his parents and much of his extended family. Perhaps Socolovsky speaks for all three alums when he describes the allure of Uruguay. "It's a particular way of living," he explains. "You get to live in a small place but work in the big world." —Allison Shirreffs



Javier Jasinski 01MBA



Andrés Mokobocki 03MBA



Diego Socolovsky 02MBA



EMORY

GOIZUETA
BUSINESS
SCHOOL

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



NONPROFIT ORG
U.S. POSTAGE
PAID

EMORY
UNIVERSITY



*JUST LOOK
AT YOU NOW.
NOW LOOK
AROUND.*

WE'RE BETTING YOU KNOW A FEW DYNAMIC FUTURE MBAs.
Peers, colleagues, friends—the kind of people who would do
well here at Goizueta Business School.

Then why not refer them? You'll help them get closer to a
tremendous education, and they'll get more out of their careers.

Make yours today through EMORY.BIZ/REFER.

