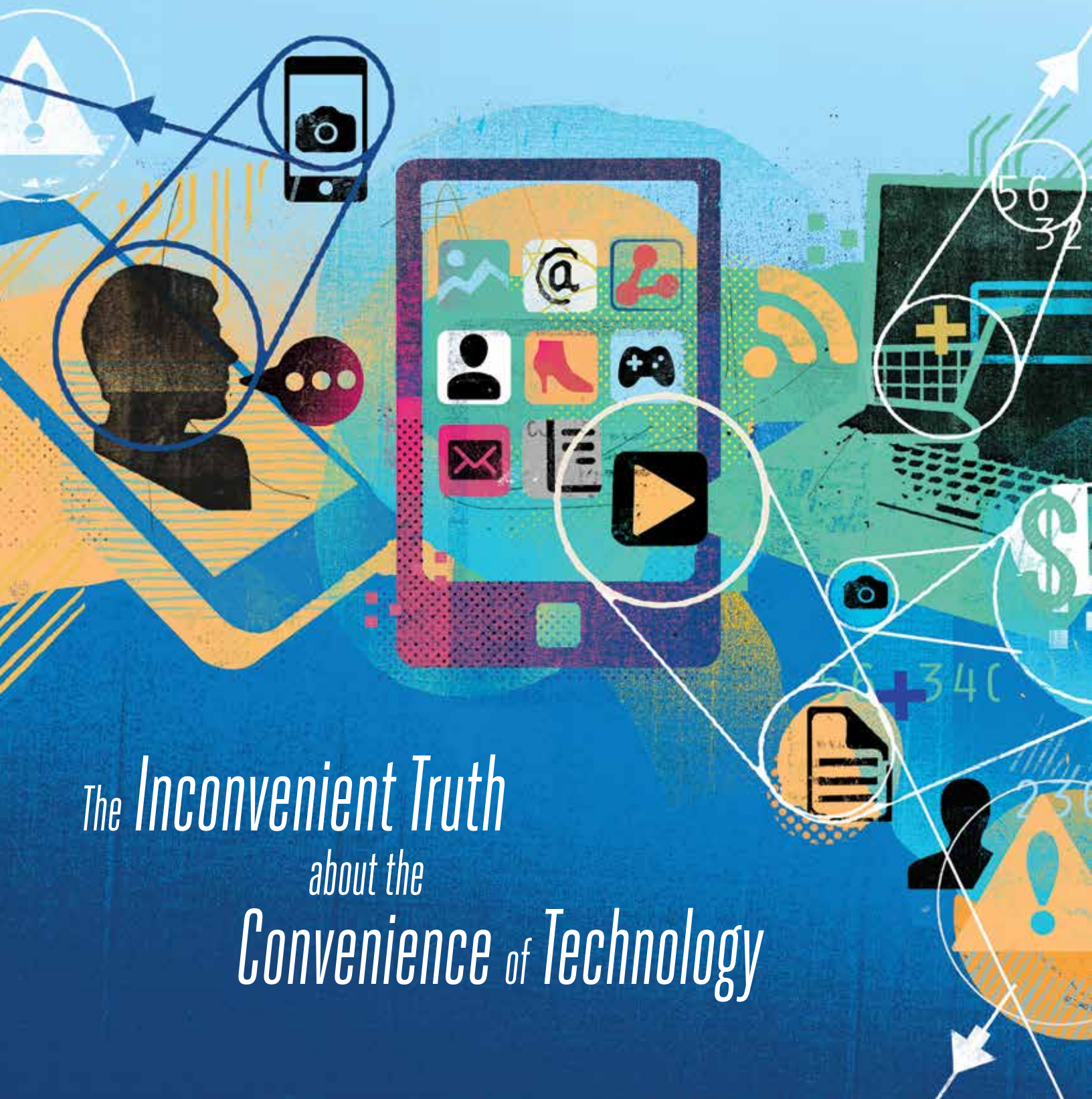


A MAGAZINE FOR ALUMNI AND FRIENDS OF EMORY UNIVERSITY'S GOIZUETA BUSINESS SCHOOL

# EMORY | *business*

FALL 2015



*The Inconvenient Truth*  
about the  
*Convenience of Technology*



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EMORY | *business*

FALL 2015

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Illustrator: Stuart Kinlough

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*YOU KNOW THEY'RE BRILLIANT.*

*.....MAKE SURE FUTURE  
EMPLOYERS DO TOO.*



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## *CONVERTING LIBERAL ARTS PASSIONS INTO CAREERS THROUGH EMORY'S SUMMER BUSINESS INSTITUTE*

Emory University's Summer Business Institute helps college students augment a liberal arts education with an understanding of business fundamentals and an approach to creating new ventures. The 3-week program, taught by an array of acclaimed Goizueta Business School faculty members, provides knowledge, tools, and career preparation that allows participants to distinguish themselves in the marketplace.

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Join Marketing Professor **Jagdish Sheth**, left, and **Philip Wainwright**, vice provost for global strategy and initiatives, as they discuss Emory's new "Global Vision" and opportunities for the university in India. Find this podcast at [emory.biz/fall2015](http://emory.biz/fall2015).

## Other online features

### WEB

#### What's behind the rise of Female CEOs?

Watch an extended "Coffee With..." conversation featuring Professor **Jeff Rosensweig** and **Shan Cooper 89C 95EvMBA**. Find this video at [emory.biz/fall2015](http://emory.biz/fall2015).



### WEB

#### Why we're never too busy to snack

Wise CEO **Jolie Weber 09WEMBA** shares insights into the world of snacks and why their popularity continues to rise. Visit [emory.biz/fall2015](http://emory.biz/fall2015).

### WEB

#### Got a problem? Think like an economist

**Ray Hill**, senior lecturer in finance, shares thoughts on teaching, effective problem solving, and predictions for 2016. Visit [emory.biz/fall2015](http://emory.biz/fall2015).

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Executive Education



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# Dear alumni and friends,



## **WHEN I WAS APPROACHED ABOUT THE**

feature topic of balancing the convenience of technology with the risk of information sharing, I was intrigued. Like most people, I find myself using technology a lot. Whether it's checking my calendar, working on email, or tweeting the many activities happening at Goizueta (shameless plug for @erikahjames), I'm immersed in the digital ecosphere most of my day. Which also means that, like most people, I'm at risk of cybersecurity threats.

I'm glad business schools like ours are taking the time to explore the intersections where technology, privacy, and convenience collide. As a researcher in crisis leadership, I'm interested in how companies respond in the face—or the wake—of such threats. Consumer data breaches like those at Target and The Home Depot can damage brand image and cause a spiderweb of problems for affected customers, and they also create challenges for companies as they rebuild credibility and re-establish trust.

Still, the stresses inherent in using technology do not seem to be slowing our rate of consumption. As the article affirms, online usage continues to grow at astounding rates. Add to this the countless new ways we can now engage with friends, watch a television show, review a business, or

even participate in events happening halfway around the world, and it is apparent that our reliance on technology—and the convenience it provides—is here to stay.

To capture the story, our writers spoke to many of Goizueta Business School's experts in the fields of information systems, consumer marketing, and customer behavior, as well as alumni, students, and staff who dwell in this realm every day. My hope is that the topic sparks many more conversations on the ways we can all consider the impact digital advances make on our lives.

Until the next issue...

Warm regards,

Erika James  
John H. Harland Dean  
Goizueta Business School  
Professor of Organization & Management  
erika.james@emory.edu  
@erikahjames



# Goizueta welcomes new faculty

*New school years mean new faces at Goizueta. This semester's roster includes professors specializing in accounting, finance, marketing, and organization & management.*

## **Suhas Sridharan O8C, Assistant Professor of Accounting**

Suhas Sridharan O8C completed her PhD at Stanford University's Graduate School of Business in 2013 and received a BA in economics, math, and computer science from Emory University in 2008. Her research interests include information and price discovery in financial markets, financial statement analysis, and valuation. She comes to Goizueta from UCLA Anderson School of Management, where she was an assistant professor.

## **Karen Ton, Assistant Professor of Accounting**

Karen Ton obtained a PhD at the University of Southern California in 2015 and completed BS degrees in accounting and business administration finance from USC's Leventhal School of Accounting and Marshall School of Business, respectively, in 2003. Her research interests include financial accounting, auditing, and accounting information in corporate restructuring. Prior to joining the faculty at Emory, Ton held positions at USC and PricewaterhouseCoopers, and is an active Certified Public Accountant in the State of California.

## **Gonzalo Maturana, Assistant Professor of Finance**

Gonzalo Maturana completed his PhD at the University of Texas at Austin in 2015. He holds an MA in applied economics from the University of Chile's Center for Applied Economics, awarded in 2008, and a BS in engineering from the University of Chile's School of Engineering, awarded in 2006. His research interests include corporate finance, securitization, and real estate. Prior to pursuing his PhD, Maturana spent two years working at IM Trust, a leading financial corporation in Chile.

## **Michelle Andrews, Assistant Professor of Marketing**

Michelle Andrews obtained a PhD from Temple University in 2015. Andrews also holds several degrees from the University of Missouri: a JD and MBA, both completed in 2010, and a BA in political science and French, completed in 2006. Andrews' research interests include mobile targeting strategies, social influence, and social media, and she has been published in a number of leading journals including *Marketing Science*, *Management Science*, *the Journal of Marketing*, *Strategic Management Journal*, and *Harvard Business Review*.

## **Robert Lippert, Associate Professor in the Practice of Organization & Management**

Robert Lippert completed his PhD at the University of South Carolina in 1992 and earned a BS in business administration from Xavier University in 1985. He has extensive experience as both a consultant and executive development leader with Fortune 500 companies. His areas of interest include strategic management,

planning and execution, change management, M&A, critical thinking, innovation, finance, and risk management.

## **Usha Rackliffe, Assistant Professor in the Practice of Accounting**

Usha Rackliffe completed her JD at Georgia State University College of Law in 1998. Prior to joining the faculty at Emory in 2015, Rackliffe held a full-time faculty position at Georgia State University and has served as chief financial officer for the Board of Regents of the University System of Georgia. She has been published in the *Journal of Accounting Education*. Rackliffe is a CPA and member of the bar.

This fall, Goizueta also welcomes **Margarita B. Guilabert** as an adjunct lecturer in marketing and **Karl Schuhmacher** as a visiting research scholar in accounting (not pictured).



*This fall brings six new professors to Goizueta, clockwise from top left: Robert Lippert, Gonzalo Maturana, Suhas Sridharan, Karen Ton, Usha Rackliffe, and Michelle Andrews.*



# Award-winning faculty

## GOIZUETA'S SPRING 2015 COMMENCEMENT

celebrated both graduates and outstanding faculty accomplishments through the annual faculty teaching awards.

**Klaas Baks**, associate professor in the practice of finance, is the 2015 recipient of the Marc F. Adler Prize for Excellence in Teaching. The prize is selected by a committee of alumni and honors outstanding teaching quality, course innovation, and relevance to real-world problem solving in all Goizueta programs over a three-year period.

**Kristy Towry**, professor of accounting, was the recipient of the Emory Williams Teaching Award, and **Steve Walton**, associate professor in the practice of information systems & operations management, received the Emory Crystal Apple Teaching Award. **Allison Burdette**, associate professor in the practice of business law, received the BBA Crystal Apple Award. The Donald R. Keough Award for Excellence for faculty went to **Charlie Goetz**, senior lecturer in organization & management and distinguished lecturer, entrepreneurship. **Juliana Roth**, associate director, Modular Executive MBA Program, received the Donald R. Keough Award for Excellence for staff.

Additional awards went to: **Ray Hill**, senior lecturer in finance; **Kevin Coyne**, senior teaching professor in organization & management; **Rob Kazanjian**, professor of organization & management; **Clifton Green**, associate professor of finance; **Shehzad Mian**, associate professor of finance; **Eve Rosenzweig**, associate professor of information systems & operations management; **Rodney Lacey**, assistant professor in the practice of organization & management; and **Manish Tripathi**, assistant professor in the practice of marketing.

Visit [emory.biz/fall2015](http://emory.biz/fall2015) for additional details.

## New students bolster ranks

The incoming classes to Goizueta bring a wide range of talents, professional experience, and skills. Below are a few highlights of this diverse group of students:

### UNDERGRADUATE BBA Class of 2017

417  
417 BBA STUDENTS  
LARGEST BBA CLASS EVER ENROLLED

### ONE-YEAR MBA Class of 2016

62  
62 ONE-YEAR MBA STUDENTS  
LARGEST CLASS TO DATE

### TWO-YEAR MBA Class of 2017

18  
18 MILITARY VETERANS  
ARMY  
NAVY  
AIR FORCE  
MARINES

### EVENING MBA Class of 2018

70  
70 THIS COHORT REPRESENTS NEARLY 70 ORGANIZATIONS,  
INCLUDING ACCENTURE, CREDIT SUISSE, INFOSYS,  
MCMASTER-CARR, AND SIEMENS

### EXECUTIVE MBA Class of 2017

12.5  
12.5 YEARS  
STUDENTS' AVERAGE WORK EXPERIENCE

### DOCTORAL PROGRAM

50/50  
50% EQUALLY DIVIDED BY DOMESTIC AND INTERNATIONAL 50%

## Educating the next generation of leaders

This summer, Goizueta provided a two-week dive into business education for 24 high school students through a partnership with LEAD (LEADership, Education and Development), an organization that seeks to address access to higher education and career preparation for high-potential youth of diverse backgrounds.

Goizueta faculty developed a curriculum to provide students with academic and practical exposure to business. While the majority of time was spent in the classroom, experiential opportunities came in the form of trips to The Coca-Cola Company and Delta Air Lines, where they took part in discussions with senior leadership.

**Manish Tripathi**, assistant professor in the practice of marketing, and **Earl Hill**, senior lecturer in organization & management, spearheaded the program. Tripathi was particularly impressed by the students. “Their ability to think critically, their confidence, and their work ethic were top notch for students at any level, let alone high school,” he says. “I was also really happy to see how eager the entire Goizueta community was to work with the LEAD program.”

In addition to working with LEAD, Goizueta hosted several other programs this summer, including the 21st Century Leaders Summer Youth Leadership Institute, Youth About Business Basic Camps 1 and 2, and the Accounting Career Awareness Program.

For extra online content, visit [emory.biz/fall2015](http://emory.biz/fall2015).



### Young African leaders visit Goizueta

In July, a group of young African leaders spent an eventful afternoon at Goizueta, learning about negotiations and technology from **Earl Hill**, senior lecturer in organization & management, and **Benn Konsynski**, George S. Craft Distinguished University Professor of Information Systems & Operations Management. The 25 individuals from 17 countries—many current or would-be entrepreneurs—were recipients of the Mandela Washington Fellowship, the flagship program of President Barack Obama’s Young African Leadership Initiative (YALI). The program provides opportunities for young Africans to enhance their leadership skills and create meaningful ties with American citizens, businesses, organizations, and each other. The fellows, ages 25 to 35, were visiting Atlanta universities and corporations for six weeks. The trip was part of a program at Clark Atlanta University, and the Goizueta component offered exposure to the school’s rigorous curriculum and culture. A lunch reception and welcome from **Dean Erika James** and members of the faculty and staff augmented their visit.

The highly competitive program selects 500 fellows from an applicant pool of more than 50,000. The fellows are divided among 20 US academic institutions to study one of three tracks: business and entrepreneurship, public management, and civic leadership.

*YALI fellow Damilola Soles is CEO and creative director of Smids Animation Studios in Lagos, Nigeria. Her company creates everything from training videos to short films and TV series.*



# PITCH TO THE PROFESSOR: Goizueta's own "Shark Tank"

Last fall, Goizueta launched Pitch to the Professors, a competition in which entrepreneurial-minded students have an opportunity to present their business concepts and strategies to the school's expert faculty. Think TV's "Shark Tank," available only to Goizueta's bright and ambitious minds.

The judges were serial entrepreneur **Charlie Goetz**, senior lecturer in organization & management and distinguished lecturer, entrepreneurship; **Klaas Baks**, associate professor in the practice of finance and executive director, Center For Alternative Investments; and **Manish Tripathi**, assistant professor in the practice of marketing.

Although every student received feedback and input, five pitches survived the scrutiny, with their student creators taking top honors. They are: **Andrew Callahan 16MBA** and **Mo Zhang 16MBA**, creators of PumpHop; **Bryan Spencer 17EvMBA**, creator of Chefter; **Raj Nathan 15EMBA**, creator of Intaase; **Josh Silcox 16EvMBA**, creator of Steazy and Company; and **Katie Hull 16MBA**, creator of SmallBatch. As winners, they each receive a desk in Goizueta's suite in the Atlanta Tech Village, which offers free workshops and exceptional networking opportunities. Plus, law firm Foley and Lardner LLP will provide a complimentary startup package, which includes IP legal consulting.

Just like the show, the pressure was intense. "They asked very pointed questions about my business model and why the customer would buy this service," Nathan says. "They appreciated the idea but still came forward with very good feedback on how I could make it more viable." Nathan's Intaase, which stands for Interviews as a Service, seeks to shorten recruiting cycles and reduce hiring effort in the tech industry by providing technical screenings of candidates within 24 hours. The win has helped springboard his process of developing a minimal viable product, which has already attracted a few customers.

In the future, Goetz hopes to expand the panel of judges to include guest experts from other parts of the university and skilled individuals working in the field.

Undergraduates got a similar experience during last spring's inaugural Emory Entrepreneurship Summit. It culminated in a pitch competition judged by the alumni speakers, with \$8,500 in cash prizes distributed to the winning teams. First prize went to **Denver Rayburn 14BBA** and **David Zander 15BBA**, whose app allows users to locate a small group of friends for a limited time. Second place went to Emory College student and Shark Tank-funded BZBox entrepreneur **Kaeya Majmundar 15C** for a tank top that that zips out to become a tote bag. These two top teams also received multimedia technology prizes donated by Goizueta alumni-founded Campus MovieFest, the world's largest independent student film festival.

For more on the winning pitches, visit [emory.biz/fall2015](http://emory.biz/fall2015).



*Pitch to the Professors winners (from left) Mo Zhang, Bryan Spencer, Raj Nathan, and Andrew Callahan with Goizueta senior lecturer Charlie Goetz (center) on the rooftop of the Atlanta Tech Village. Not pictured: Josh Silcox and Katie Hull.*

## Goizueta hosts 2015 information systems workshop on teaching

This summer, 40 of the leading information systems (IS) researchers at top schools around the world came to Goizueta to attend the 2015 Information Systems Workshop on Teaching: Bringing Research and Innovation to the Classroom. The goal of the annual program is to accelerate the speed at which cutting-edge innovation and research make it into the classroom. This year's workshop focused on bringing business analytics and related research to IS teaching, in addition to sharing best practices.

One of the key challenges in IS teaching is that the rate of change and its impact on business is faster than in many other disciplines. "New

research is always happening, but by the time it gets into *Harvard Business Review*, it's not necessarily timely enough to teach in a class," says **Ramnath Chellappa**, associate professor of information systems & operations management and Caldwell Research Fellow. "This knowledge-sharing workshop helps get new research in the classroom faster."

Along with Chellappa, **Benn Konsynski**, George S. Craft Distinguished University Professor of Information Systems & Operations Management, and **Anandhi Bharadwaj**, professor of information systems & operations management, hosted the event.

## Enriching opportunities for veterans

Leading under pressure, making lightning-fast decisions, managing through ambiguity—these are all on the list of critical traits for today’s C-suite executives. They also happen to top the list of key qualities men and women in the US armed forces develop while serving their country.

Goizueta has a tradition of supporting veterans as they transition out of active service and into a civilian career, doing so through programs such as this fall’s second annual VetConnect dinner and reception. Hosted by the Emory Veteran Association and the GBS Vets Club, these events provide former servicemen and women who are currently pursuing their MBA with an opportunity to network with fellow veterans who are now leaders in Atlanta-area businesses.

“This event showcases Goizueta’s commitment to our veterans in helping them make a successful transition through the continued development of relationships,” says **Ken Keen**, associate dean for leadership development and retired Army lieutenant general. “It is yet another way in which GBS distinguishes itself and leads the nation in educating leaders pursuing their MBA.”

Drawing on the theme “Advancing Career Opportunities for Veterans in Business,” the program featured a keynote address by Emory Trustee **Shan Cooper 89C 95EvMBA**, VP and general manager of Lockheed Martin, a global security, aerospace, and information technology company. While not a veteran herself, Cooper works with many former servicemen and women—this group makes up 24 percent of the company’s workforce. During the keynote, Cooper stressed that it is not the nature of the company’s defense work that makes veterans desirable. Rather, it is the core traits they gained while in service.

“[Veterans] are self-starters, they are motivated, and they are dedicated,” she said. Still, she acknowledged that the transition to civilian work is challenging: “Veterans have the qualities they need when they show up for work; what they need is an introduction to workplace culture in a corporate environment.”



*Ken Keen, left, greets alum and army veteran **Alonzo Ford 09WEMBA** during the military veterans networking event. Ford is managing director of the Art and Science Collaborative.*

To help them obtain knowledge, Cooper noted the importance of putting systems in place to support the transition from active duty to industry. This event, in addition to various clubs and groups at the school, do just that.

“[Goizueta’s] Veterans Club eases the social transition,” said veteran **Leland Franks 17MBA**. “Coming out of the military, it’s an abrupt change in culture, so being able to have those guys obviously has a positive impact.”

More than 35 businesses were represented at this year’s event, including The Home Depot, United Way, The Coca-Cola Company, Turner Broadcasting, and Aflac, many of which had HR representatives in attendance as well. Both Keen and **Dean Erika James** also made remarks.

To support veterans’ activities at Goizueta, contact **Pamela Brown**, senior director of alumni relations, at [pam.brown@emory.edu](mailto:pam.brown@emory.edu).

## Goizueta hosts workshop for senior leaders from Colombia

Nearly 100 senior executives from Colombia came to Goizueta this summer to attend Strategy Execution to Drive Business Results, a two-day workshop presented by Emory Executive Education. The program included two course modules addressing the most pressing challenges facing today’s leaders. **Robert Kazanjian**, professor of organization & management and vice dean for programs, taught Organizational Drivers for Strategy Execution. Steve Shepard, a 30-year veteran of the technology industry and founder of Shepard Communications Group, led Reverse Engineering the Future. Participants came from Unidad de Conocimiento, a knowledge unit company within a broader consortium that provides knowledge sharing and training for senior and high-potential leaders. The consortium is comprised of Argos, Bancolombia, and Proteccion, and its partnership with Goizueta evolved from the school’s recruitment in Colombia, which began more than a decade ago.

100

## An inside look at Israel’s entrepreneurial spirit

**Andrea S. Hershatter**, BBA program director and senior associate dean, is in Israel on behalf of the dean’s office, to take part in the iTrek Educator’s Trip. The program is presented by Israel and Co., a nonprofit that helps business leaders understand Israel’s contributions to the world’s stage. The voyage gives graduate business school faculty and senior administrators a firsthand look at the country’s innovation and entrepreneurship.

The educator’s tour includes one-on-one discussions with influential VCs, leaders of promising startups and global corporations, government officials, and others who are contributing to its reputation as a startup nation. The organization’s goal is to help leading business schools like Goizueta facilitate teaching MBAs about Israel’s entrepreneurial community and mindset.

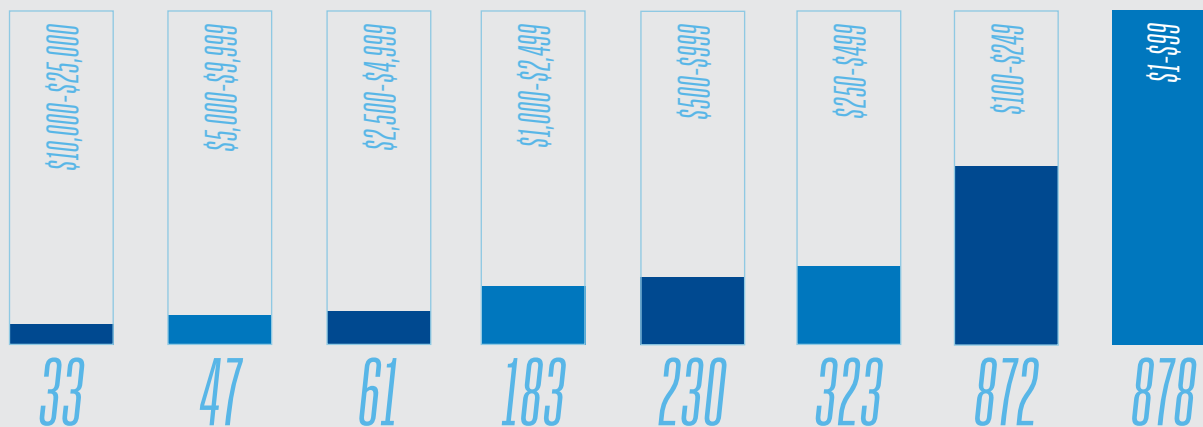


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\*Includes all gifts under \$25,000 received in fiscal year 2015.

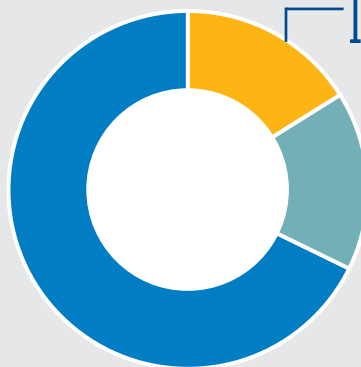
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## Global engagement

### Exploring Emory's ever-increasing international reach

By Breckyn Wood



British-born and American-raised, **Philip Wainwright** **85C 85G** has traveled to five continents and boasts more than 20 years of international education experience. He's practically tailor-made for his current job as vice provost for global strategy and initiatives and director of the Claus M. Halle Institute for Global Learning. In this role, Wainwright led a task force of administrators and orchestrated a cross-campus faculty survey, culminating in the 2015 "Global Vision for Emory." This five-year vision details extensive plans to expand Emory's reputation worldwide as a leader in international scholarship and service. Recently, *Emory Business (EB)* sat down with Wainwright to learn more about the plan.

**EB:** Through this cross-campus survey, what did you find Emory is doing well on the global stage?

**Philip Wainwright:** One of the really notable discoveries is just how much Emory does internationally. We have increased the number of international students and scholars, and the amount of publications with international collaborators also has increased dramatically. I've worked at Emory a long time, and I know all the university does globally, but to see it institution-wide made me proud of the school.

Also, maybe not surprisingly, Goizueta is really on the forefront of thinking through how it can connect with institutions overseas in creative and new ways. It's been exciting for me to work with Goizueta and see those projects forming.

**L.G. Thomas,** professor of organization & management, was a member of the global strategy development task force. I'm very impressed with the overall commitment of the faculty to international work.

**EB:** In what areas does Emory have room for improvement?

**PW:** First, there was a real sense that Emory's international engagement has grown rapidly but that some of its administrative processes did not support this expansion very well. We've started a global services function within this office to systematically assess our administrative support for international activity across the university; to help address any significant obstacles, such as hiring overseas and paying foreign nationals; and to help faculty navigate it all.



Second, we got the sense that there's not as much awareness abroad of Emory as we think there should be. Since it's hard to know how to address awareness globally, we're focusing on five target countries—Brazil, India, South Korea, China, and Ethiopia.

**EB:** What was the decision-making process in choosing those five countries?

**PW:** There were two strategic needs. One is the desire to go to places where there's a lot of activity already—countries with growing economies and populations and a growing role on the world stage. Two is the pull of places where Emory has a unique opportunity, where Emory's strengths match specific opportunities and enable us to do significant good and have a big impact. Targeting those five countries is a way to balance these goals.

**EB:** How can alumni get involved and be a resource in expanding Emory's global reach?

**PW:** If alums live in places where there are chapters, chapter leaders and officers are a great resource. There are over 20 alumni chapters overseas, and the Alumni Association now has a dedicated staff to support them. In March, **President James Wagner** took a trip to Korea and China, and events with the chapters were held in Beijing, Shanghai, and Seoul. So there is actually quite a lot going on with the alumni chapters. A list of the international chapters and leaders can be found on Emory's Alumni Association website under the "Connect" and "Chapters" links. Ultimately, the goal is for our international alumni to be ambassadors for Emory.

*For extra online content, visit [emory.biz/fall2015](http://emory.biz/fall2015).*

## A glimpse at Emory's global presence

*Emory is everywhere. With nearly 50 alumni chapters in the United States and 24 internationally; dozens of international study, service, and intern opportunities; and faculty working in more than 140 countries around the world, Emory's reach is universal. Here are just a few of the projects and partnerships that Emory is leading.*



### Emory Global Health Institute partners with Gates Foundation

The Bill & Melinda Gates Foundation has chosen the Emory Global Health Institute to be the lead partner in its latest public health initiative: the creation of the Child Health and Mortality Prevention Surveillance (CHAMPS) network to collect data in areas of high childhood mortality, particularly sub-Saharan Africa and South Asia. With an initial pledge of \$75 million, CHAMPS will help develop interventions and influence global health policies to reduce many of these often-preventable deaths. Emory Global Health Institute will lead this 20-year project alongside the Centers for Disease Control and Prevention, the International Association of National Public Health Institutes, Deloitte Consulting LLP, and the Public Health Informatics Institute.

*Emory ophthalmologists, including **Steven Yeh**, and physician-patient Ian Crozier with clinicians at ELWA Hospital in Monrovia, Liberia.*

*emory is everywhere.*



*China*

### Law school strengthens ties with China

In recent years, Emory Law has built broad and deep ties to the People's Republic of China. Through its joint Master of Comparative Law degree with Shanghai Jiao Tong University, training of the nation's influential financial crimes prosecutors, and study program for Chinese judges, Emory has played an active role in Chinese professional education. Emory Law faculty have taught and lectured throughout China. And in Atlanta, more than 100 Chinese students are earning degrees at the school across its JD, LL.M, JM, and SJD programs. In the summer, students from Beijing Normal University come to campus to study law and business.



*South Korea*

### Training moral leaders in South Korea

In 1893, Emory University graduated its first international student: Korean diplomat and Methodist missionary **Yun Chi-ho 1893C 1908G**. Since then, Emory's South Korean student population has grown to more than 450, and now students from Emory's Candler School of Theology are following Yun's footsteps in reverse. This summer **Robert Franklin (pictured here)**, James T. and Berta R. Laney Professor in Moral Leadership, led students to Seoul to meet with community leaders and discuss moral issues facing Korean society, such as the Sewol ferry disaster and normalization of relations with North Korea. Candler alumnus **Won Chul Shin 13MDiv**, now a PhD student in Emory's ethics program, served as translator for the trip.

*emory is everywhere.*





### Working with coffee growers in Nicaragua

As part of Emory's Social Enterprise @ Goizueta (SE@G), **Peter Roberts**, professor of organization & management, has been working to address challenges in Nicaragua's coffee-growing communities since 2010. SE@G's Farmers to 40 initiative supports coffee growers by returning to them 40 percent of the money paid by consumers for high-quality, organic coffee. Student trips to coffee country inspired the establishment of the Nicaragua Community Health Connection (NCHC), which is providing health services to 2,000 residents of Los Robles. NCHC is funded in part through the Los Robles Coffee Project, which returns proceeds from bulk sales of coffee grown in and around Los Robles to the local clinic and the community's coffee farmers.

### Migration and public health in Brazil

In a cross-departmental team-up, **Jeffrey Lesser**, Samuel Candler Dobbs Professor of History, and **Uriel Kitron**, Goodrich C. White Professor of Environmental Sciences, have received the new Interdisciplinary Faculty Fellowship to study the relationship between migration and public health in São Paulo, Brazil. Lesser is on academic leave this year in São Paulo to begin the project, where he's "doing everything from archival research to ethnographic work in a government-run health center," he says. Lesser and Kitron plan to teach a course influenced by this research and then lead a group of students to Brazil to continue the work alongside Lesser's and Kitron's Brazilian colleagues.

Brazil



### Emory Vaccine Center in India

The Emory Vaccine Center has several long-term research programs in India and has been collaborating with the International Centre for Genetic Engineering and Biotechnology in New Delhi, India, since 2008. Led by director **Rafi Ahmed**, the EVC is the largest and most comprehensive academic vaccine research center in the world, with more than 250 faculty and staff conducting research on infectious and chronic diseases. The Emory labs in India focus on diseases that most affect India and other parts of the developing world. In May, they received a five-year, \$3.4 million grant from the National Institutes of Health to fund research on the dengue virus. According to the CDC, dengue fever is caused by one of four related viruses transmitted by mosquitoes and is the leading cause of illness and death in the tropics and subtropics.

*Emory Professor **Venkat Narayan** cuts the ribbon on a vehicle to be used in India by the Emory Global Diabetes Research Center.*

# COFFEE WITH...



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](mailto:GBSMAG@EMORY.EDU).

## Jeff Rosensweig

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When Emory Business approached **Jeff Rosensweig**, professor of finance and director of the Global Perspectives Program, about sharing coffee and a chat with an alum, his first thought was of **Shan Cooper 89C 95EvMBA**, vice president and general manager of Lockheed Martin Aeronautics, and an Emory Trustee.

*It’s been a big year for both. Rosensweig is celebrating more than 25 years at Emory, and Cooper was named 2015 Most Respected Business Leader by Georgia Trends magazine, as well as Emory University’s Alumni of the Year. Their long association proved fertile ground for inside jokes as well as serious conversation on global issues, Roberto C. Goizueta, and the essence of lasting friendship.*





**Cooper:** I want to start by thanking you because, as I think about the global perspective I have today, you instilled that in me—the ability to think broadly and outside my current world and think about the future. Thank you for teaching me to be a thought leader.

**Rosensweig:** You're more than welcome.

**Cooper:** You really challenged me in the classroom and over the years, so today I am going to challenge you with a few questions. As one of the faculty focusing on global issues, what defining changes have shaped the current environment, and what do you foresee in the future?

**Rosensweig:** When we talked about global business a couple of decades ago, we really meant a traditional triad of power: Northern America (the US and Canada), Western Europe, and developed East Asia—Japan and South Korea. We have seen an evolution over the past 10 to 15 years toward more focus on big emerging markets. We hear and teach less about Europe and Japan, though they are still very important. There was a justifiable surge of interest in the BRICS (Brazil, Russia, India, China, South Africa), which also remain very important, and by now, people know that China has emerged.

**Cooper:** Absolutely.

**Rosensweig:** As for the future, it is exciting for me to open people's perspective to where the world might be in 10 or 20 years. At Goizueta, we do this better than many other business schools by focusing on frontier economies. For instance, Nigeria will soon have the world's fifth-biggest population, so it has tremendous human resources. There are education deficiencies there but also many Nigerians with PhDs who've become very successful. Indonesia, with the fourth-biggest population, has tremendous resources, as does Vietnam, which has one of the fastest-growing economies. These countries have young demographic profiles, growing labor forces, and none of the troubles we see in Japan and Europe, where there aren't enough workers to support retirees. There are also a number of countries in Latin America that are becoming frontier economies, including Colombia, Chile, Peru, and, of course, Mexico.

**Cooper:** You have been at Emory for more than 25 years and held a number of positions during that time. What's been your favorite experience?

**Rosensweig:** Watching the transformational aspect of being at a great business school and seeing people gain confidence as well as skills. I try firing up people's imagination by letting them know there is a big world out there, and if they can understand how that world works together, they can play a big role in it.

**Cooper:** One of the things you are just masterful at is building effective, long-lasting relationships. How do you keep connections going, and why do you think it's important?

**Rosensweig:** I'm glad you phrased the question the way you did and focused on relationships. Networking is, "How can you help me?" Building relationships is about reciprocation, unlike networking. My attitude is often, "What can I do for you?" The very core of why I have relationships is that I love engaging with people. That's why I am an educator. It's why I give speeches to executives, then after conversing with them, bring what I learned to the classroom. That's why my classes often are considered quite relevant. To that end, students inform me as well, and I share this information.

**Cooper:** That's such great perspective. You once told me Roberto Goizueta spoke in your classroom. For those of us who didn't meet him, what can you share about his leadership style? And were there key lessons you learned from him yourself?

**Rosensweig:** Mr. Goizueta was the initial inspiration for the Global Perspectives Program, which I have the honor of directing today, as well as teaching the global perspectives course. I learned many lessons from him. For instance, he had a view of ethics that was straightforward: "Stay away from the gray areas; just play it straight down the middle." And he did not believe in nepotism. Mr. Goizueta would say it has to be a meritocracy. Everything must be aboveboard.

When he would speak in my class, he had the greatest line: "If you are bilingual but not bicultural, you can cause a lot of complications." He understood that someone can make too many assumptions if they just speak the language but don't understand the cultural nuances. He was a good listener and was always thinking about the future and thinking strategically.

**Cooper:** We can't end this session without me asking about your family and that beautiful granddaughter of yours. Ellie seems ready to take over the world.

**Rosensweig:** Oh, I think so. You know, I think back to when my kids, Maria and John, were younger, and in some ways they had it hard. I obtained my PhD from MIT and even spent a few years in England studying moral philosophy and politics. My wife, Rita, began MIT as a 17-year-old undergrad, and since MIT is something of a pressure cooker, people would often tell my kids: "It's bad enough having one MIT parent; imagine having two." So the pressure was on them academically to perform well. I am glad to say that I am good friends with my son and daughter today. They couldn't be more different, and each is doing very well. Both **Maria** and her husband, **Lance Escher**, are '07 Emory alums.

Parents reading *Emory Business* magazine should realize kids are unique, and to me as a teacher and parent, I know everyone has gifts. It's just a matter of discovering those gifts and guiding kids in developing them.—Nicole Golston

## Kate Piasecki

When **Kate Piasecki**, associate director of MBA admissions, learned that she would receive the 2015 International Outreach Award, it was a pleasant surprise. The award, sponsored by the Office of Global Strategy and Initiatives, recognized her “work in strengthening Goizueta’s international reputation, building relationships overseas, and helping Emory improve its global presence.”

“The recognition from my colleagues and the university is wonderful, and I am appreciative of it,” she says. “I am extremely fortunate to have a position that allows me to follow my interest in international cultures and building relationships.”

For Piasecki, her passion for international travel has come full circle.

“When I was in high school, I learned of someone’s international adventure, and I thought, ‘that sounds fascinating; I want to do that!’” Piasecki recalls. “So I found a way to travel abroad, going to Austria and participating in two student exchange programs to England. Today, I get to travel as part of my job. It is so rewarding.”

As the international recruiting champion for full-time MBA programs, she heads abroad several times a year to introduce Goizueta to potential candidates, interview applicants, meet with organizations and companies, and reconnect with alumni.

“We do the bulk of our travel from July to September, when we participate in MBA fairs,” she explains. “We always invite local alumni to join us and share their Goizueta experience and its impact. This enriches the experience for the prospective students, who can learn about Goizueta’s sense of community and culture.”

When prospective candidates enroll and come to Goizueta, Piasecki still monitors their progress.

“**Harriet Ruskin 90MBA** manages their experience in the MBA program, but I stay involved with many because we’ve



developed a relationship,” she says. “I also stay in touch once they become alumni. I just had an email from an alum in China who’s helping me set up an information session in his city. We like to stay in touch.”

In her admissions role, Piasecki has visited South America, Mexico, Japan, Korea, Vietnam, India, Israel, Turkey, and several other countries.

“We’re going this year for the first time to Panama,” she says. “There are great prospective students living there, and we’d like to meet with them and introduce them to Goizueta.”

During her travels, Piasecki also meets with company officials to introduce the MBA programs at Goizueta or to stay connected and keep the relationships strong.

“We have some company-sponsored international candidates, and we stay in touch with their firms,” she says. “We have great relations with companies in China, Colombia, Japan and Korea. This January, I conducted an MBA program presentation in China, at the invitation of a nuclear power company.”

With such strong connections, Piasecki often is tapped to match students with international alumni or help facilitate introductions and share information within Goizueta and the larger university. In addition to working with the Emory Alumni Association and the International Student Scholar Services, she was able to connect a representative from Centro Colombo Americano, a nonprofit educational and cultural organization, with Emory Jazz Program Director **Gary Motley**.

“Earlier this year, I was in Colombia when I was asked if Emory’s Jazz ensemble could perform in that country,” Piasecki says. “I helped make the connection and am happy to say Gary took the Emory Jazz Quartet to Colombia in June. This was a great opportunity for the jazz group and for Emory.”

Her MBA student recruitment work in Colombia also led to Unidad de Conocimiento and Goizueta’s Executive Education joining forces for a summer workshop at Goizueta. (See page 6 for more.)

## *Value in the journey*

Like most pursuits, traveling can have its ups and downs.

Although recruiting fairs provide an opportunity to interact and benchmark with admissions professionals from other business schools, the tenor differs when she returns to a city to interview applicants.

“You are alone on the road,” Piasecki says. “You don’t have the backdrop of a fair, so you coordinate the logistics, set the schedule, and interview candidates all day long,”

Piasecki has developed many ways to cope with her erratic schedule and jet lag. Whether at home or in another country, setting a routine is a must. The first step is to get in a run, which she also uses as an opportunity to connect with colleagues and counterparts from other universities.

“Once, I asked a colleague from Carnegie Mellon if she wanted to run the next day in Beijing. She said, ‘Yeah!’” Piasecki recalls. “Then I said ‘OK, we’ll run through the Forbidden City, and we can go around Tiananmen Square.’ Her mouth dropped open, and she finally said, ‘Are you serious?’ But when we completed the run, the woman said, ‘This is the best thing—this is so memorable.’”

## *Pursuit of new cultures*

Piasecki’s international adventures began before joining Goizueta. After college she lived in Australia, Argentina, and Peru. During this time Piasecki, who is fluent in Spanish and English, did translation work and taught English.

“When I was in Peru, we lived in a copper mine in the foothills of the Andes for three years,” she says. “We were at such a high altitude that running was difficult, so I would hike every day. We were two hours to the nearest town, but it was amazing in terms of the culture. My children, David and Marisa, who were then in fifth and seventh grades, went to an American school at the mining camp. This helped their English language skills since we spoke Spanish at home, and their English was rusty.”

After returning to the States, Piasecki obtained a master’s degree in counseling and worked with members of the Cuban community suffering from posttraumatic stress. She later moved to Connecticut and Michigan, where she began working in MBA admissions. In 2008, she moved to Atlanta to join the admissions team at Emory.

The military is her children’s answer to travel and excitement: “My daughter completed ROTC and went to Iraq in 2004. She is currently a major in the Army and lives in Washington, DC. My son enlisted in the Marines and was stationed in Beijing and Venezuela.”

As for the future, Piasecki is open to continuing her international voyages.

“I could see myself living abroad in retirement,” Piasecki says, “but I will always stay connected to the US—maybe six months here, six months away.” —Nicole Golston







The background of the page is a collage of torn paper and geometric shapes. On the left, there are vertical strips of blue, orange, and green paper. A white arrow points from the orange strip towards the text. At the bottom left, there's a black circle with three yellow dots, and a blue shape with a yellow circle. At the bottom, there's a black shape with white vertical lines. The title is written in a blue, serif font, with 'The' in a smaller size and 'Inconvenient Truth' in a larger size. Below it, 'about the' is in a smaller, italicized font, and 'Convenience of Technology' is in a larger, italicized font.

# The *Inconvenient Truth* about the *Convenience of Technology*

By Michelle Valigursky and Nicole Golston

*It's 6:15 a.m. The streets are still quiet when **Madeline Parker\*** awakens to the chirp-chirp-chirp of electronic crickets on her smartphone's alarm clock. Before turning on the bedroom lights, she opens her email, accepts a colleague's lunch invitation, and reads a message from her favorite retailer about new winter styles on sale.*

*By the time she says good morning to her husband, Parker has already placed an order with a credit card and information she has on file, RSVPd to attend a business event, and added it to her calendar. After scanning the news headlines and her Instagram feed, opening a weather app to view the forecast, and making a quick bank transfer, she's almost ready to get out of bed.*

*In minutes, Parker has packed in more daily tasks than previous generations may have done in weeks. She's also transferred personal information to innumerable websites, a daily routine that could expose her to internet thieves. Are her actions misguided, or are the conveniences provided by technology too beneficial to pass up?*

*\* Composite character.*





## Race to adoption

Technology has become an integral part of everyday life. From morning exercise monitored by Fitbits to a ride to work courtesy of Uber, staying plugged in has become second nature for billions of global users.

Recent research indicates nearly 3.5 billion people now use the Internet, up from 394 million just ten years ago. This rapid surge in use began in 1995, when businesses bet on the Internet and the first tech IPOs brought new products and services to an audience growing in awareness and willingness to engage.

What followed was an “explosion of adoption and consumer-driven content,” says **Benn Konsynski**, George S. Craft Distinguished University Professor of Information Systems & Operations Management at Goizueta. “Consumers came online and were not just shopping but also adding content.”

The shakeout from the 2000 Internet bubble left strong players like Microsoft and Amazon poised for expansion. Equally important, these surviving companies identified the elements needed to remain viable in a new business environment.

“What we learned from the market is that high valuations are in the context players, not content players. Netscape didn’t own much information, Google doesn’t create information. Craigslist, Amazon, and eBay don’t create much content,” explains Konsynski. “Instead, all of these players are creating high value by letting others create information. It’s what we call democratic production. Those that are able to exploit that high velocity, high volume of content creation are the ones that win.”

The evolution of smartphone applications has made it even faster and more convenient to conduct business, research, and shop online. Indeed, online sales, increasing through mobile apps, are making up a large chunk of the retail figures. According to Shop.org’s State of Retailing Online study, store-based retailers saw a 135 percent growth in sales on smartphones and an 86 percent boost in sales via tablets year to year.

“People want a seamless experience. Many of the in-store expectations are the same online: People want the right assortment, on-shelf availability, and good value,” says **Jessica Cheng 07BBA**,

*Craigslist, Amazon, and Google—  
all those players make money but don't make data.  
They make money by not making data. They make  
money by helping data find you, or you find it.*

*—Benn Konsynski*



shopper insights manager at Procter & Gamble. “Shoppers used to associate online shopping with better prices, but that’s not necessarily the case now. People value other things more, such as convenience, free shipping, and exclusive offerings.”

Done correctly, a business’s online offerings should “supplement brick-and-mortar shopping. Programs such as subscription and customizable bundles give shoppers more control and freedom to shop for what they want, when they want it,” Cheng says. “We expect that such programs will make shopping more enjoyable for consumers and build greater brand and retailer loyalties.”

Consumers also thrive on the ability to build their online credibility by offering opinions, whether it’s blogging on a topic or critiquing a product on Amazon. The power to influence fellow users makes the strength of social media beneficial for commerce. And for many users, the personal recognition is equally valuable.

Take the current explosion of restaurant and fan reviews. **Rhett Marlow 02WEMBA** is tapping into this obsession with e-commerce brand and app foomanchew.com, a company that offers delivery of high-quality Asian cuisine, which they have established through extensive health-grade research. Marlow, who cofounded foomanchew and another technology-based company, believes coupling a trend with the assurance of a high-quality product is a recipe for success. It serves our appetite for convenience in two ways: reliable information and food delivery.

“For the customer using our app, the research is already complete,” Marlow says. “They are guaranteed a quality Asian food experience.”

Specialty apps like these are on the rise, and convenience tops the list of reasons. Statista, an online statistics company, reports that as of July

*We are seeing Internet data usage continue to double every two years. During weekday evenings, video streaming of TV shows, movies, and other video clips comprises about 75 percent of all internet traffic.*

*—Alex Slinin*

2015 more than 1.6 million apps were available for Android users, while Apple’s App Store offered 1.5 million. These apps cover every imaginable pursuit, from tracking personal fitness to monitoring fashion trends and shopping. But internet usage doesn’t stop there. For many people, unwinding with technology is just as vital a pursuit as working.

## *The binge mentality*

**Alex Slinin 05MBA**, director of internet product development and management at Cox Communications, notes: “More than ever, consumers rely on the Internet for their communication and entertainment needs. The average US household has more than six devices connected to the Internet that they use for social networking, streaming video or music, gaming, web surfing, emailing, uploading photos, video chatting, and more. As a result, we are seeing internet data usage continue to double every two years.”

For some consumers, the convenience and freedom of being able to tap into games or media whenever they please can be addicting. Gamers have been known to play 10 or even 24 hours straight, often leading to exhaustion or worse. For media viewers, there is the freedom to watch one episode of a program or devour an entire series in one sitting.



“The Internet has become a fundamental and constant thread throughout our lives, both in and out of the home,” Slinin observes. “For example, over the course of any given Saturday evening, about 90 percent of households have at least one device online.” Consumption, too, has changed, Slinin says. “During weekday evenings, video streaming of TV shows, movies, and other video clips comprises about 75 percent of all internet traffic.”

In new research, **David Schweidel**, Caldwell Research Fellow and associate professor of marketing, and coauthor Wendy Moe (University of Maryland), used data provided by Hulu, a streaming TV subscription service, to understand today’s protracted consumption of media—or binge—tendency. They found that “the more you watch a program, the more likely you will continue to keep watching that same program and to keep the viewing session going,” notes Schweidel.

This is not unlike what researchers describe as “flow,” a person’s ability to become so engaged in websites and online experiences that they lose track of time and what’s happening in the outside world. “With binge watching, a similar pattern to flow seems to occur. I am immersing myself in this experience,” Schweidel says. “Consider what Netflix did with its original series *House of Cards*, the political drama. They decided to offer the entire season at once. When Netflix announced the date that *House of Cards* would be available, people set aside that weekend to watch the entire series.

## An Ounce of Prevention

As consumers, we are torn between easy to remember and complex but secure when it comes to picking online passwords. We want to use details that are familiar—like our pet’s name with our birthday at the end—for all of our online accounts. While people fret about the very real danger of suffering an account hack, they are still very sloppy and lazy when it comes to their passwords. In fact, almost three-fourths of password-protected online accounts use duplicate passwords, according to TeleSign, a mobile identity solutions company.

**Michael Marks Jr. 18EvMBA**, an identity and access management architect for Coca-Cola Enterprises, explains that people need to change their habits. “Hackers are a very smart, persistent, and adaptive group,” he says. “They’re used to acquiring account information using brute-force attacks, meaning they keep trying different passwords for an account until one finally works.”

Today, smarter businesses require users to periodically change their passwords. For the typical person, it’s a hassle, and it also means you’re likely to forget a password along the way. However, Marks points out that the practice makes sense to protect businesses and users’ information. TeleSign reports that, in the past year, 40 percent of consumers had personal information compromised, an account hacked, or a password stolen.

Facing the frightening reality of losing the last



Technology has enabled us to consume media whenever we want. I can say, ‘OK, I have Hulu, Netflix, and a DVR, and if I want to, I can watch one episode at a time, or I can decide to blow off the day and just watch TV.’”

There’s also a downside for businesses. According to Schweidel, this binge mentality is not great for a company’s bottom line. “From a business standpoint, the more you binge watch the less responsive you become to advertising,” he says. “This is not necessarily good for marketers.”

Clearly business benefits from consumers’ ability to engage with products, companies, and services at a moment’s notice and for as long as we desire. This flexibility has changed the way consumers schedule their time and resources. Email is checked incessantly, television is provided on demand, and smartphones are seen as an appendage that keeps us plugged in at all times. For some, this means over-indulging in technology to the detriment of other, more valuable activities. Are the consequences of

our internet addiction enough to curb the desire for more access and the subsequent privacy risks, or is the habit too appealing to stop?

*It’s noon, and Parker is starving. But with meetings booked back to back and an overflowing inbox, leaving her building is out of the question. With smartphone in hand, she opens an app and places her lunch order for delivery. She walks downstairs to the coffee bar in the lobby and orders a latte, paying via another app that rewards her for frequent visits.*

*While she’s waiting for lunch back in her office, Parker scans her mortgage statement online, makes an additional principal payment, then logs out to instant message her husband about dinner plans. Lunch arrives, and she takes a seat while scanning the day’s top news and videos, all before returning to the chaos of her day.*

vestiges of our privacy, some consumers are getting a bit smarter, using symbols, numbers, and longer passwords. But cyberthieves make it their business to stay a step ahead of us. “In response, hackers started attacking companies that store our passwords—companies like LinkedIn and Facebook,” Marks says. “Collecting these enormous lists of passwords provides hackers with a more targeted list of passwords to try for other, more sensitive websites.”

So is online security elusive or attainable? Marks contends that we can have a safer online experience by taking simple precautions. To protect online accounts, people should enable two-factor authentication (2FA) when available. “2FA combines something you know, such as your password, with something you have, for example, your cell phone,” he says. “When 2FA is enabled, you go to your application and type in your username and password. Then the application will send you a text message with a one-time use code. You

type in the code that was texted to you, and you are allowed access.” A hacker will not have access to your cell phone, and he or she will not be able to access your account, even if they steal your password. Most companies offer 2FA free of charge for their products and services; visit [twofactorauth.org](http://twofactorauth.org) for a list of well-known companies and whether they support 2FA.

His best password advice? “When it comes to your passwords, try to utilize complex ones and use different passwords for every site,” he says. Having a hard time with making up a new password? “The absolute best practice is to use passwords that are long, acronym-based and have special characters and numbers. For instance, turn the sentence, ‘I graduated from Emory University and love the Eagles,’ into the password ‘IgfEUaltE-2018\$.’ This makes brute-force attacks even less likely to be successful.” If remembering that many passwords is challenging, consider using a commercial password management solution.—Michelle Valigursky

Though some individuals are hesitant to virtually engage, for most people, technology has become a norm. “Habit-forming technology is already here, and it is being used to mold our lives,” says **Nir Eyal** **01C**, author of *Hooked: How to Build Habit-Forming Products*. “A habit is at work when users feel a tad bored and instantly open Twitter. They feel a pang of loneliness, and before rational thought occurs, they are scrolling through their Facebook feeds. A question comes to mind, and before searching their brains, they query Google.”

Eyal describes this consumer truth as “the urge you likely feel throughout your day but hardly notice.” He contends that in engineering these habits, “companies increasingly find their economic value is a function of the strength of the habits they create.”

In his extensive research on how individuals use technology, Eyal recognizes that “habits keep users loyal.” Behavior, he acknowledges, can be shaped through promise of variable rewards. “The fact that we have greater access to the Web through our various connected devices—smartphones and tablets, televisions, game consoles, and wearable technology—gives companies far greater ability to affect our behavior,” he says.

Konsynski agrees: “We are moving to the *algorithmic enterprise*, with decisions driven by adopted algorithms more so than scripted decisions or human intervention. For better or worse, we are surrendering decision rights to systems that we trust to engage with volumes and velocities that humans can only poorly address.”



## Willing to pay the price

Even if companies are profiting from our internet habits, the ability to get what we want, when we want it may prove an elixir so strong that we are willing to accept the consequences.

“Whether we’re sharing information consciously or not, we are making that decision,” says Schweidel, who wrote *Profiting from the Data Economy*. “It’s a trade: Facebook gives us a social network, a way to stay in touch with people, and we derive some value from that. What am I willing to give up in value? I’m willing to give up a lot of information about me.”

For companies like Twitter, Facebook, and Google that are built on advertising platforms, user information is culled and shared with advertisers as a means to pay the bills. From the contents of the “free” Gmail account, the ethnicity of the photos uploaded to Facebook, or the items searched, products can be tailored to an individual, thereby making personal data an attractive cache to advertisers.



“Consumers care about access and convenience. Yes, there is an end user license agreement that goes along with apps—or the terms of service—and we are agreeing to these things. Now, whether or not we’ve actually read these documentations? That’s another story,” says Schweidel. “Technically, if you are using platforms like Twitter, Google, or Facebook, you have agreed to the terms of service, and in those agreements, you are granting your permission. There have been criticisms that those terms of service are so dense and long that no one ever reads them. But from a legal standpoint, the company is clear: You have clicked, and you have agreed. But are people fully aware of what they are agreeing to? Probably not.”

A call for more transparency is under way, as media attention highlights questionable collection of data that goes beyond the intended usage, like

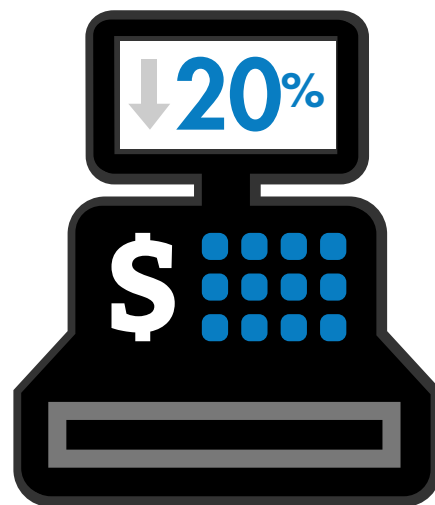
the 2014 discovery of a popular flashlight app that was gathering more personal data than necessary. Last year, the Obama administration released two reports around internet privacy and data, urging organizations to be more upfront with what and how data is being used.

As long as there are opportunities to gather behavioral data, the collecting of information won’t stop any time soon. “The best companies are able to use this data in a positive way to delight their customers,” says **Kelley Quinn Coram** **15EvMBA**, campaign manager for BrightWave, a leading email marketing agency. “We’ve all had an experience where we felt our data was misused. Think of that email list you somehow got on and can’t seem to unsubscribe from. It is a fine line that digital marketers deal with every day and is an ever-changing target. As marketers, we are

## *Consumers care more about sharing some types of data than others*



*44% say it's fine to share user-contributed social data without permission*



*Fewer than 20% want purchase behavior shared*

Source: Bain Consulting, [bain.com/infographics/data-privacy](http://bain.com/infographics/data-privacy)



trusted with our customer's information and have to be good stewards of their data if we hope to keep them as a customer."

Then there are digital ads that follow one's activity around the Web. Called retargeting, the cookie or trail left by every search or visit to a website allows an advertiser to follow you and remind you of the item originally viewed. This is especially beneficial to retailers who, armed with the knowledge of what consumers are thinking of purchasing, can target reminders and coupons to convert that thinking into a sale.

**Alok Deshpande 99BBA**, president of Smart-Path, a financial wellness company that helps reduce absenteeism, turnover, and financial stress for employees, explained retargeting to students as they strive to control spending. Using himself as an example, Deshpande told of researching the cost of a cruise for his family.

"Companies can figure out what you want to buy and then send online ads to you over and over," Deshpande says. "Now there is nothing wrong with this, but you just need to be aware of this practice and really stay true to what you can afford."

While computer users will notice this retargeting practice more readily, it may be less apparent on cell phones. "You may not notice retargeting as

much on your mobile device because cookies have to be enabled on your device," explains **Michelle Andrews**, assistant professor of marketing at Goizueta. "It may help consumers who are concerned about security to note that cookie data is anonymous and does not contain personally identifiable information. Because mobiles are considered more personal devices than desktops or tablets, though, it's possible consumers will still be more concerned about mobile retargeting."

Equally concerning, Andrews contends, is the common practice of using Facebook or Google log-in credentials to access other websites. "Sites that allow you to log in using Facebook often do so because they buy ad space on Facebook and want to deliver more targeted ads based on browsing information," Andrews says. "Consumers have greater reason to be concerned about their privacy in this instance because logging into other sites via Facebook allows that site to request information about you from Facebook. Thus, the site can accumulate more information about you when you log in with Facebook than if you choose to log in with an entirely new or site-specific account."

## *Convenience > risk*

Clearly, with so many sites requiring passwords, using a shortcut like a Facebook log-in can make it easier to navigate the Web. But consumers are likely unaware of the rights to information they willingly click away when accessing content online. In other words, internet usage creates a push-pull effect of information, with companies wanting information about consumers and individuals wanting privacy along with online convenience. Add to this the hackers out to steal personal data stored by companies, and it's enough to give one pause.

Or is it?



According to **Ryan Hamilton**, associate professor of marketing, consumers often underestimate the risks involved. Though each person will weigh risk and convenience differently, Hamilton says these judgments can be impacted by a mental shortcut called the “availability heuristic.”

“Consumers often estimate the likelihood of something by considering the ease with which they can bring instances of that thing to mind,” he says. “For example, when a person is trying to determine how likely they are to be seriously inconvenienced by fraud, they are likely to think of how many people they know who have had their lives seriously disrupted by fraud. Although most of us know people who have had some fraudulent charges on their credit cards, these are usually minor inconveniences. The person makes a phone call, and they are issued a new card. Cases where fraud has caused serious or lasting problems are much harder to bring to mind. So we estimate—accurately or not—that serious fraud is rare.”

In other words, people tend to think that serious internet crime won’t happen to them. While consumers may dismiss such a threat, companies that collect personal data need to be vigilant.

According to a report by the Ponemon Institute, which does independent research on privacy, data protection, and information security policy, 43 percent of companies surveyed in 2014 experienced a data breach. Well-publicized breaches last year included eBay, JPMorgan Chase & Co., and Neiman Marcus.

“If companies fail to follow basic industry practices of ensuring their data is secure—due diligence—then they face liability for data breaches,” says **Allison Burdette**, assistant professor in the practice of business law. “In fact, failure to exercise due diligence can mean that the company’s insurance policies will not cover the damages.”

This shift in liability from consumers to merchant allowed the rapid expansion of e-commerce, but it has increased the cost to companies.

“The threat of a data breach is a huge liability, and firms have started adding chief privacy officers and taking other measures to adequately protect their consumers’ data,” says **Ramnath Chellappa**, associate professor of information systems & operations management. “The alternative is to not store any consumer data, which obviously prevents companies from pursuing strategies that use the data. Another option for firms is to store modified forms of the data, which basically anonymizes the information to the merchant by storing larger profiles of customers as opposed to personal identifying information. For example, if you swipe your card at a counter at Target, why do they need to store your credit card number? That’s a onetime transaction so maybe don’t store it at all. Essentially, if you are storing consumer information, it’s your job to protect it. That’s the law.”

*Consumers often estimate the likelihood of something by considering the ease with which they can bring instances of that thing to mind. For example, when a person is trying to determine how likely they are to be seriously inconvenienced by fraud, they are likely to think of how many people they know who have had their lives seriously disrupted by fraud.*

*—Ryan Hamilton*

According to **Gerry Baron 13WEMBA**, economics often drive what companies do and don't do regarding information security. Baron, chief marketing officer for Cirrity, a leading, channel-only secure cloud solutions provider, knows about helping businesses secure their data.

"Businesses are motivated to generate profits, and to the extent that they believe there are legal ramifications, industry regulations, or market drivers to invest in information security, they're likely to take a minimalist approach," he says. That can be particularly problematic, given that the cost per data breach is on the rise. Baron notes companies have to be ever vigilant when it comes to cyber-hacking, and that means continuous monitoring to evaluate the business's security posture in light of evolving threats and compliance requirements.

## *Cyberprotection is a two-way street*

Even as many firms strive to prevent hackers from accessing data, consumers can be proactive by choosing awareness to circumvent the malaise that results from mindlessly checking email, sharing life updates on social media, or downloading the latest app. New challenges will arise as The Internet of Things (IoT), grows and more devices can connect or tap into the Internet. Thus, additional opportunities to monitor and capture consumer habits, locations, and activities emerge.

"Whether it is watches or refrigerators, pretty much anything that can have a chip attached to itself and an address assigned to it can communicate with other devices and send data," Chellappa says. "The tech industry is rife with speculation that Apple is getting into the automotive business—after all, you can think about an automobile as a collection of computing and communication mechanisms on four wheels. The same goes with devices for the home, whether they ostensibly are meant to keep track of the temperature or used

for security, they are collecting all types of information. You could have a completely digitized home that automatically knows when to shut off the lights. And these are not advances that will happen in the future. They already exist. They are not commonplace, but they will become commonplace because the cost and standardization of technologies will allow for anything to communicate with anything."

Data collection on consumers' web activity will continue to reign as the driver of more products and services that bring convenience. However, it comes with a price. Since data can never truly be deleted, awareness will be the strongest deterrent to protecting personal information. Yet this has to go hand in hand with companies protecting the data they collect.

Baron admits it's a struggle, especially with the new app economy. "It's so easy to create a new app, and in a few minutes, there will be a ton of people using it," he adds. Security is often an afterthought on the part of the app developer and the user.

Technology is continuously evolving, of course, and our thirst for and ease with technology means we are always going to be connected. "At the end of





it's a delicate balancing act between convenience and security, whether it's for the individual surfing the Web or for the company producing the consumer-facing technology," says **Jackie Breiter O1WEMBA**, chief operations and information officer at Goizueta.

Consumers need to be especially aware of their online behavior and take an active part in protecting personal information whenever they can.

"Budgets determine the scope of data protection, and some companies will be better at it than others," Breiter warns. "That puts the onus on consumers to determine their level of comfort when they choose to offer up information online."

*Parker has finished her office work for the day and returns home to make dinner from an online recipe. While she and her family eat, they catch up on a few episodes on Hulu. Later, after a Skype call to grandma and kids' homework submitted via Google Classroom, she and her husband tuck their children in for the night.*

*With a fresh mug of tea at her side, she updates her Facebook page and uploads a gallery of the kids' latest antics. Although she may include every point of information when she blogs about her latest DIY conquest, Parker doesn't tag her children's images. Without fully questioning why, Parker and her husband both understand some things are better left unshared on the Internet—just in case. ■*

## Data breaches and store brand reputation

With holiday shopping on the horizon, online merchants and brick-and-mortar stores are gearing up for a busy season. According to eMarketer.com, US retail sales in November and December 2015 are predicted to increase 5.7 percent from last year, topping out at \$885.70 billion. In the process, consumers will be readily using their credit and debit cards at a variety of retailers online and in-store, even as data breaches are more of a concern than ever.

A cybersecurity issue can certainly damage brand reputation. High-profile breaches at Target, Home Depot, and a host of other merchants have resulted not only in negative publicity for the stores but sizeable lawsuits too. Shoppers, worried about the possibility of financial loss and identity theft, opted to avoid Target during the 2013 holiday shopping season. The retailer reported a sizeable drop in profit.

Merchants appear to be taking a more proactive stance to head off a major hack. Many are upping security teams and looking at new technologies to thwart cybercrime. Target, for one, put in new point-of-sale systems at registers, as well as a card reader that can take credit and debit cards using a more advanced chip to reduce fraud. Also, the retailer plans to roll out its own store credit card with the same chip technology.

Despite the best efforts, the risks will never go away, and merchants are well aware of it. In the digital age, there's a dilemma for stores. They need to constantly provide shopping convenience through technology while protecting the financial and personal data that's collected. If a store fails to prevent or respond appropriately and quickly to a data breach, the costs can be sizeable. According to the Ponemon Institute, the average cost to retailers per stolen record is on the rise, growing from \$105 last year to \$165 in 2015.

The stakes were upped on October 1, when new laws mandated merchants be held responsible for fraudulent purchases if they have not upgraded their systems to accept chip-enhanced cards.

As a result, stores are spending more on cybersecurity, and the challenge today is to evolve and adapt to security threats, lest a company's brand be forever tarnished.

"If you're dealing in customer data, you have to plan for what it's going to cost to collect and secure that data," says **David Schweidel**, Caldwell Research Fellow and associate professor of marketing. "If data is compromised, you're likely to incur expenses including the risk of lawsuits and damage to the brand's reputation."—Myra A. 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](http://goizueta.emory.edu/faculty).

## The return on international investment products

Individual investors have access to an ever-increasing number of US-registered equity funds that invest in international assets, as well as institutional investment products focused on global assets. Despite the growing importance of global equity markets for US investors, there is little academic research devoted to their study. **Jeffrey Busse**, associate professor of finance, Amit Goyal (University of Lausanne), and Sunil Wahal (Arizona State U) advanced the research, tackling the common theory that less developed markets are less efficient and, consequently, “exploitable by active fund managers.” The trio analyzed a large sampling of active retail mutual funds and institutional products investing in global equity markets, concentrating their research on a sample period from 1991 to 2009. The authors used quarterly returns net of trading costs and gross of fees. They also collected information on annual fee schedules, portfolio turnover, and assets under management. On average and in the aggregate, the data showed a lack of “superior performance” for the sampling. The research paper won the Spangler IQAM Best Paper in Investments Prize at the 2014 European Finance Association Annual Meeting in Lugano, Switzerland. *Review of Finance* (2014).



Jeffrey Busse

## The effect of multitasking on worker performance



**Diwas KC**, associate professor of information systems & operations management, completed an in-depth investigation of the impact of multitasking in a complex work environment by analyzing patient flow and clinical data of physicians in a large hospital ER. The study provides important findings for understanding multitasking and its “implications for a knowledge economy,

where attention and focus are significant drivers of productivity and quality.” The research indicated that multitasking starts out as a positive influence on work, giving physicians the “ability to utilize idle time between tasks.” Additionally, lower levels of multitasking actually improved the quality of care, since “low levels of stress can aid cognitive function.” Once multitasking behavior became excessive, productivity declined dramatically due to a variety of factors, including work interruptions and coordination costs. A higher level of multitasking also led to a drop in detected diagnoses and an increased rate of revisits in a 24-hour period for patients initially treated in the emergency department. Physicians spent less time with patients and their overall focus suffered. *Manufacturing & Service Operations Management* (2014).

## Electronic health records and the impact on workflow and costs

Healthcare practitioners and hospitals were initially slow to implement electronic health records (EHR) due to the perceived cost. The financial incentives from Medicare/Medicaid to adopt EHRs helped alleviate some of that concern, but the actual impact on workflow and profits, irrespective of those incentives, are still under investigation. In a research study, **Steven D. Culler**, adjunct associate professor of finance, along with David J. Ballard (Baylor Health Care System); **Edmund R. Becker** (Emory University); Dunlei Cheng (U of Texas); Briget da Graca (Baylor Health Care System); Neil S. Fleming (Baylor Health Care System); and Russell McCorkle (HealthTexas Provider Network) analyzed administrative, payroll, and billing data from 26 primary care practices in a Dallas-Fort Worth, Texas-based fee-for-service network that implemented EHRs from June 2006 through December 2008. In the 12-month period following implementation, staffing expenses increased 3 percent and practice costs increased 6 percent. The data revealed that “productivity, volume, and net income decreased initially, but recovered to/close to pre-implementation levels after 12 months.” Given the recent rollout of EHRs across the country, the researchers noted the need for a longer-term investigation of the impact on productivity and costs. *Health Services Research* (2014).



## The brain, human behavior, and accounting



Accounting is essential to market economies, setting up what is basically a moral code for financial transactions. Drawing from new and related research, **Gregory B. Waymire**, Asa Griggs Candler professor of accounting, argues that accounting does have a moral basis because it is designed to encourage and promote ethical behavior. To support the point, he used existing functional MRI research showing

how the brain responds to accounting information. Studies show a clear link between earnings news and increased brain activity, as well as accounting information and changes in human behavior. Waymire notes that accounting has the ability to create trust in economic exchange and establishes a way to benefit from it. Additional neuroscience research will play a critical role in furthering our understanding of the relationship between accounting and human behavior. The research is particularly salient for auditors as they work to improve investor trust. *The Accounting Review* (2014).



### Using social media to assess public sentiment

Large corporations, government agencies, and political campaigns increasingly are using social media listening platforms and software to monitor public sentiment online. According to research from **David Schweidel**, associate professor of marketing, and Wendy Moe (U of Maryland), the information gleaned from social media can provide useful insights for decision making, but only if the “comments are measured appropriately.” Since prior marketing research has focused on one social media venue or failed to acknowledge the differences in multiple social media venues, Schweidel and Moe discovered that these measurements of public sentiment fell short. Instead, they analyzed brand sentiment for an enterprise software company and a telecommunications business across a variety of social media platforms. Accounting for factors that varied across different social media platforms, the authors derived a measure of general brand impression (GBI). They showed that general brand impression was a leading indicator of shifts in brand tracking studies and stock price movements. Taken together, Schweidel and Moe’s “measure of GBI effectively captures movement in the underlying sentiment toward the brand.” *Journal of Marketing Research* (2014).



David Schweidel

### Understanding self-serving behavior in leaders

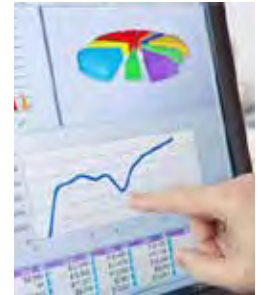


Melissa Williams

In a new research paper, **Melissa Williams**, assistant professor of organization & management, developed a framework to better understand when and why leaders use their power for personal gain. She discovered that a variety of traits, characteristics, and values, such as feeling less of a sense of guilt, made leaders more likely to exhibit self-interested behaviors. Individuals who were more narcissistic, less humble and honest, and generally less agreeable also had an increased chance of abusing their power. Leaders with an individualistic and competitive streak as well as those with a lower sense of morality were also more likely to act on self-interest. Threats to power especially increased self-serving behavior for those with a propensity for it. Williams added that “because positions of leadership are desirable and hedonically pleasurable, leaders facing threats to their power will prioritize self-interested actions that secure their own power over behaviors that serve shared goals.” Interestingly, for the individuals who did not have self-interested traits and values, power actually decreased the likelihood that they would become self-interested. *Journal of Management* (2014).

### Understanding individual analyst’s expectations

Much of the research into management expectations of earnings announcements has centered on firms meeting the expectations of analysts as a group. Goizueta PhD graduates **Marcus Kirk 09PhD** (U of Florida) and **David Reppenhagen 10PhD** (U of Florida), as well as their co-author Jennifer Wu Tucker (U of Florida), take the research in the field a step further by documenting the role of individual analyst forecasts in investors’ evaluations of reported earnings. They note that investors may use individual analyst forecasts as additional benchmarks in judging reported earnings since common summary measures of expectations of analysts as a group underutilize private information in individual analyst forecasts. The research indicates that when a firm misses the key analyst forecast, it does not experience a positive earnings announcement return, on average, even if it meets the consensus forecast. The trio also shed light on how investors process earnings news by offering a clearer picture of how the market prices meeting/beating outcomes. *The Accounting Review* (2014).



### Popular Press



Klaas Baks

#### Are alternative investments right for the average person?

Given the risk, alternative investments were once considered only appropriate for the affluent and institutional investors. However, investment firms increasingly are offering alternative investment products, including mutual funds, ETFs, and private equity funds with strategies similar to hedge funds, to less affluent people. While average investors are responding eagerly to the move and forking over billions for alternative offerings, there are critics who argue that nontraditional assets are simply too risky for them. In a news article, **Klaas Baks**, associate professor in the practice of finance and executive director of the Center for Alternative Investment at Goizueta, offered his support of the investment strategy, while George Papadopoulos, a fee-only wealth manager, cautioned against it. Baks noted that alternative vehicles allow less affluent individuals to diversify their portfolios. Alternative investments also require minimal initial investment. Papadopoulos wrote that the risk and fees, as well as a lack of transparency and liquidity, were reasons to avoid nontraditional assets. In the article, Baks contended that all investments offer some risk but that alternative investments, when used correctly, also provide critical access to leverage. *Wall Street Journal* (2014).

## Exploring the scholarly inquiry of Kathryn Kadous

By Myra Thomas



**ACCORDING TO RESEARCH FROM KATHRYN KADOUS,** McIntyre term chair and professor of accounting at Goizueta, the accounting world has yet to deal with how auditors' workflow and the unconscious biases that it produces impact their work. In a research paper titled "Auditor mindsets and audits of complex estimates," Kadous and co-authors discovered that an unconscious bias—a lack of professional skepticism—inhibits auditors' ability to spot problems in the financial statements.

To sign off on financial statements of public companies, top auditors gather information from the company itself, from multiple auditors working under them, and from outside specialists hired by the company and the auditing firm. Auditors use this information to determine whether estimates in corporate financial statements are reasonable, yet their conclusions can be wrong if they fail to question the sources of this information or fail to notice inconsistencies across information.

Kadous's work centers on the psychological process of accounting and auditing work. "My research focuses on how auditors make judgments about the most complex accounts on financial statements—complex estimates," she says. Estimates are required for important accounts on the financial statements, including investments and securities, goodwill, allowance for loan losses, intangibles, and more. "This part of the auditor's job requires considerable judgment, and regulators and researchers, as well as auditors themselves, have been clear that auditors need help in this area," she says.

Kadous has an insider's knowledge of the profession, having worked as an accountant herself, and is motivated to better understand how to improve the industry. "Regulators and inspections have made the industry take a step back and look at itself more honestly," she says. The Sarbanes-Oxley Act of 2002 and its creation of the Public Company Accounting Oversight Board (PCAOB), which provides independent oversight of auditors of US public companies, has improved audit quality, and partners are held accountable for deficiencies. But unconscious bias is a pressing problem that the profession has yet to address.

Her research also looks at how the evolution of the profession has had a role in causing current judgment problems. In the paper "Audits of complex estimates as verification of management numbers: How institutional pressures shape practice," she and co-authors argue that because auditors are no longer involved in the underlying work that outside specialists now do, they find it



difficult to take the broader view of the information collected, which is necessary for high-quality judgment. Kadous adds: “Technology has certainly changed the nature of accounting. Those changes have helped the outsourcing of minor accounting work, but this may cause problems down the line if auditors are not careful to take a broad view.”

She acknowledges the complicated nature of the job and the constant and growing demands placed on auditors. Increased scrutiny and regulation, in addition to continuing changes in the nature of the work, remain a challenge for those in the profession. “You’re on the clock, and there’s tremendous pressure to complete the work,” Kadous says. “It doesn’t always allow you to take a step back and see the big picture.”

Kadous’s research finds that auditors can unlock the ability to take the broader view. For instance, a simple prompt that

unconsciously encourages auditors to use a more deliberative approach makes them better able to spot inconsistencies and to question the mistaken numbers in financial statements. Ultimately, people trade based on the financial statements of public companies that are provided to the SEC. It is critical to the success of capital markets, she contends, that auditors are provided with a more consistent and better way to do their jobs on an individual level.

Kadous will continue to address this question in her research and is already gathering data to further this cause. She is currently investigating additional means of encouraging auditors to use their abilities to make better judgments about financial reports. She is working with Goizueta doctoral student Daniel Zhou to assess whether unconsciously prompting auditors’ intrinsic motivation will encourage them to dig deeper to find errors in financial reports. So far, the results are promising.

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## Jolie Weber: *On bold moves and flavors*

**Jolie Weber 09WEMBA** is a case study in how a diverse background coupled with an outstanding academic experience that provides big picture perspective can lead to sizeable success. In June 2015, Weber was named CEO of Wise Foods, a manufacturer of salty snacks that primarily are distributed on the eastern seaboard of the United States. This position is the culmination of a career that spans continents and functions, including nearly five years as CFO at Wise and six years in multiple marketing roles, from category management to director of marketing and eventually becoming VP of marketing at the snack company. Weber recently sat down with *Emory Business* (EB) to share insights into her success.

**EB:** Once you graduated from UGA with a bachelor's in international business, you landed an internship with The Coca-Cola Company in Paraguay, which turned into a full-time job. What did you do there, and how did that role start you on your path to success?

**Weber:** One of my first projects was to launch a brand called Aquarius, which was Coca-Cola's beverage entry into "still water" in South America. At the time, non-carbonated, or "still water," was new to the marketplace and new to Coca-Cola, so this was a great first project to work on from an innovation and market research standpoint. Aquarius' entry into the market did very well and it is still available today.

I met my husband, Michael, in Paraguay, and when we decided to move back to the States, we settled near



family in Georgia. When the opportunity arose, I used my experience with bottled water in South America and the growth of the category in the US to land a job with a company called Suntory Water Group, which was in the process of buying a lot of small bottled water businesses and consolidating those into one company. As the national marketing manager, I worked on the business development side and M&A.

Two years later, I was recruited by Wise because they needed someone with experience in Hispanic food and beverage, as well as someone with knowledge of the Caribbean consumer. At Wise, I started on the brand management side, in the potato category, and had multiple marketing roles over six years, from category management to director of marketing, and eventually became VP of marketing.

**EB:** What led to your interest in getting an MBA?

**Weber:** At one point, the CEO at Wise came to me and asked what I'd like to do next. I said: "I love marketing, but I know that longer term I want to do some bigger things. I want to go back and get my MBA."

A critical factor for me in selecting an MBA program was basing myself in a location where I wanted to have my contacts for the future. The company supported me with the time and resources to go back, so I started Emory's Executive MBA Program in 2008. I loved the program and loved the cohort and colleagues, who I got a chance to know very well. In fact, I am very close with many of them today.

**EB:** How did you end up making the jump from marketing to CFO? A more typical path would have been moving into operations or sales.

**Weber:** After graduation I continued with the marketing role, but I was very up front with the CEO that I was looking for something more for the future and that I wanted more experience in the overall business. A year and a half later, the CEO came to me and said he wanted me to consider the CFO role.

I think the natural reaction for anyone making such a large change is to say: "I don't want to fail, and there is too much risk here from a career standpoint. I should say, 'Thanks, but no.'"

Instead, for the first time in my life, I didn't care if I failed. I didn't want to look back 20 years from now and wonder what would have happened had I not taken that job.

**EB:** How did your Executive MBA experience influence your success in that role?

**Weber:** There were multiple finance courses that were helpful and, I can tell you, on many occasions I pulled out my documents, my books, different financial situations I needed to refresh on or review. I knew we had covered what I needed in class, but sometimes you need to revive that knowledge. Also, I had the benefit of having all those materials still relatively fresh—I was only a year and a half out.

In addition, I was honest with people. I did not try to hide the fact that I was not a CPA or that my background didn't consist of 20 years in finance. Instead, I'd share with others that I have a strong suit for finance and numbers and then asked for assistance and support.

**EB:** Not everyone is successful with that approach. Why do you think it worked for you?

**Weber:** I love working in teams. I truly do not believe that any one person can do it all. We all can have experience or expertise in areas, but you are never going to know it all, and thinking that you do is what leads to failure. Bringing in people to help you, seeking other people's comments, other people's thoughts, this can help you arrive at greater and better collective outcomes.

**EB:** Let's shift gears as we close. You became pregnant with your daughter, Sofia, shortly after accepting the CFO role and now, with your husband, continue to raise a child and lead a company. What's your method of managing priorities?

**Weber:** I have a great infrastructure. My husband is super supportive of my career and that is key. In addition, my parents live here in Georgia, and we are privileged to have a fantastic nanny.

When women ask me about work-life issues, I always tell them that finding the right partner in life is crucial. This is true not only for those moments when you are 25 or 30, but you need to think for the long-term: What do I want out of life, and what do I want from my partner? What does a family structure look like, and what does my career look like? All those things have to be considered when you are thinking about taking on a partner. —Nicole Golston



## Willie Choi:

### *On accounting and beating the odds*

For poker enthusiast **Willie Choi II PhD**, switching from pre-law to accounting has proven a good bet. The decision landed him great mentor relationships at Goizueta, an assistant professorship in accounting at the Katz Graduate School at the University of Pittsburgh, and some serious recognition. Choi recently received the 2015 Best Early-Career Researcher in Management Accounting Award.

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the award recognizes researchers who have been out of a PhD program five years or less and whose work displays the best overall body of research in management accounting.

"It's nice to receive the award and acknowledge my work, but the best is that my fellow Emory PhD alum **Ivo Tafov 09 PhD** won last year and that my advisor, **Kristy Towry**, won the very first award in 2008," says Choi. "This says a lot about Kristy, both as a researcher and a mentor."

Like Towry, Choi's research delves into the behavioral side of managerial issues and provides an outlet for questions that intrigue him. For example, Choi's dissertation was on signing bonuses. "I was living in Atlanta, and it was right around the time of Michael Vick's dog-fighting scandal," he says. "The Atlanta Falcons wanted to recoup some huge amount, like \$20 million, which was the signing bonus they had paid Michael Vick. My immediate reaction was: 'You can't take that back. You signed a contract, that's what a signing bonus is for.' So, this got me interested in the role of signing bonuses in employment."

Choi's research explores the use of accounting information in managerial decision making, with an emphasis on strategic performance measurement systems as well as performance evaluation and reward systems. In a newly accepted paper to *The Accounting Review*, Choi and coauthors Towry, Tafov, and former Goizueta Professor Gary Hecht examine the impact of vicarious learning through another person's experience.

"The notion of vicarious learning is very personal to me," Choi says. "As a student, Ivo was two years ahead of me, and I observed what he went through in taking his comprehensive exams. I said to myself, 'OK if he can pass, what does that tell me about what I need to do?'"

Ivo, who recently attained tenure at Georgia State University, has proven a positive role model, but Choi also started wondering what would happen if Ivo hadn't been successful.

"That's what the paper seeks to explore: What do you learn when you watch a peer get a positive outcome as opposed to watching a peer experience a negative outcome, like getting demoted, reassigned, or fired," Choi says. "What do we learn, and are the types of things we learn different?"

And just as a genuinely engaged teacher ignited Choi's interest in research and accounting, he seeks to do the same in the classroom. "I enjoy the challenge of persuading my students—I teach mostly undergraduates—to understand that accounting is not simply rules and debits and credits," he says. "There is a lot more to it than that."

When he's not playing with new baby Brynn, spending time with wife Julia, or conversing with sister **Hannah Choi 14C**, Choi occasionally gets in a poker game at a nearby casino. "I like the strategy, but I really enjoy the psychology of poker. Reading people and trying to understand how certain people play. I am fascinated by this. Winning is great, but studying people and watching their responses to luck are more entertaining for me." —Nicole Golston



# Rochelle McAllister:

## *On risk and investing in self*

Managing risk is something **Rochelle McAllister 06MBA** knows all about. Not only is she fearless when skiing down the side of a mountain, her favorite hobby, but she's been equally courageous navigating obstacles like the economic downturn along the way to capturing her dream job.

**THIS AUGUST, MCALLISTER BECAME AN ASSOCIATE IN** the corporate and securities practice group of Baker & McKenzie, the largest global law firm in the world. McAllister works in the private equity group in the firm's Chicago office but will travel internationally as needed, knowing "you have to go where the deals are."

McAllister knows a bit about finding the best place for success. In 2004, she was urged by a colleague to apply to business school to expand her career opportunities in finance. "I applied to only two schools: Dartmouth and Emory, because I knew I wanted a small school environment. Since I already lived in Atlanta, Emory allowed me to stay in a city I loved. However, I did not have some big master plan," McAllister says. Prior to business school, she worked in corporate finance roles for GE, Scientific America (an arm of Cisco), and Atlanta Southeast Airlines, a subsidiary of Delta Air Lines, before arriving at Goizueta with a desire to find new ways to leverage her finance acumen.

McAllister says the faculty and staff at Goizueta were truly supportive. "I remember **Ray Hill** sitting with me during my first year, making sure I understood those economic principles."

With help from the MBA Program Office and **Harriet Ruskin 90MBA**, McAllister spent the spring semester of her graduating year studying abroad at SDA Bocconi in Milan, Italy. "I had already ac-

cepted an offer from Bank of America, so I could travel and not worry about job hunting," she says. "At Bocconi I took a couple of interesting courses, including one on Italian private equity."

The class would spark a real interest in PE. During the financial crisis, McAllister thought about a new direction for her career. "I had a feeling the business environment was changing. I knew there would be legislative activity, something sweeping in the law. That's when I decided to move to the processing side of business and go to law school. My goal was to practice law in the PE space." As completion of her JD neared, McAllister recalls, the hiring environment was still pretty rough in 2012. "Thank God for my Emory MBA—it was a distinguishing factor. As a result of earning one of the highest grades in a Capital Markets legal writing course at Howard University School of Law, I was able to present my paper at a Federal Reserve System meeting, and I met a few key people who informed me of a policy position open at the Chicago Fed. They said, 'With your MBA plus a JD, you would be ideal in this job.'"

McAllister assessed banks for Chicago's Federal Reserve System, preparing briefings for the Fed president on bank performance, emerging risks and trends in the industry, and regulatory policy developments for banks in the district. She was excelling—having moved into the asset wealth management group—when the new position at Baker & McKenzie came her way. She seized the chance to

*continued on the next page*



## Sheelu Nandigam: *On finding a path to digital*

E-commerce is revolutionizing how people shop and how companies do business. For **Sheelu Nandigam 05BBA**, it's an interesting time to be involved in the burgeoning sector. As manager of digital commerce and mobile planning and analysis at Walgreens, she oversees the drugstore chain's efforts to perfect and increase its mobile offerings. Her current role bridges the product, technical, and management sides of the company, and that's what Nandigam says appeals to her.

**HOWEVER, HER CURRENT CAREER PATH WASN'T WHAT** she originally intended. "I majored in accounting because it was a building block to working in business," she says. After graduating from Goizueta, Nandigam started her career in the Washington, DC, offices of PricewaterhouseCoopers' audit practice. Her experience as a senior associate there gave her a strong foundation of business and financial knowledge. "I also figured out that accounting wasn't right for me," she says. "I had a broader curiosity, and audit limited me to one area."

After receiving her MBA in 2013, Nandigam found the change she was looking for in an opportunity at Walgreens' corporate headquarters in Deerfield, Illinois. She began in retail products strategy and business development and then transitioned to her current role in May of this year.

It was a smart move, especially given the growing appetite for mobile applications. According to eMarketer, US retail mobile commerce sales are expected to top out at \$77 billion in 2015, up 32.2 percent from 2014. Nandigam adds, "Brick and mortar and e-commerce are coming together more so than ever before."

Walgreens is working hard to stay on the cutting edge of the trend, she says. Today, the store's customers use the Walgreens mobile app to refill prescriptions with a simple scan of a barcode on their Rx label or order photo prints from their Facebook account and have them waiting in the store. "Working in a growing and evolving space like e-commerce, and being able to do strategic planning and analysis for the mobile app side of the business, is something that really suits me," she says. The convergence of technology and retail is transforming industry and presenting interesting career opportunities along the way.—Myra Thomas

### *McAllister continued*

combine her passion for private equity and her regulatory experience in a unique way.

McAllister is excited for what's ahead. "This is a dream job for me because it's exactly the space I wanted to work in," she says. "What I love about private equity law is its support of what I call advanced entrepreneurship. My practice is largely focused in real estate funds and whether I am assisting a client with a regulatory matter or forming a fund, my work supports the business the client has or is building.

Given the complexity of the regulatory environment, we are there to say to our client, 'We are going to help you. We are going to help you structure your operation so you can monetize what you are doing.'"

In her free time, McAllister travels year round and especially looks forward to the ski season, when she heads to the slopes with her ski and snowboarder friends.

"I've been skiing for years, and it's my main activity. I really enjoy it!"  
—Nicole Golston



# GIVE LIKE A LEADER



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

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



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GOIZUETA  
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## Alumni named in top 100 tech leaders

This year's *Atlanta Business Chronicle's* "Who's Who in Technology" featured several members of the Goizueta community. Among the notables: **Jackie Breiter 01WEMBA**, chief information officer, Goizueta; **Sean Banks 03MBA**, partner, TTV Capital; **Reggie Bradford 99WEMBA**, senior vice president, product development at Oracle; **Gardiner Garrard 99MBA**, co-founder and managing partner, TTV Capital; **Rimas Kapeskas 06 WEMBA**, managing director, UPS Strategic Enterprise Fund; and **Sig Mosley 68BBA**, managing partner, Mosley Ventures. The 2015 list features the top 100 leaders in Metro Atlanta's growing technology industry.



The spring issue of *Emory Business* focused on keeping careers fit for the future through skill development, and among Goizueta staff, **Pamela Brown** is a case in point of just how much this can propel people ahead in their work. Brown is now the senior director of alumni relations in the school's Office of Development and Alumni Relations. Not new to Goizueta, Brown's most recent role was as director of the BBA Career Management Center. **Jane Hershman 06C 15EvMBA**, also not new to Goizueta, is the new director of the BBA CMC.

## 1960s

**John F. Morgan Sr. 67OX 69BBA** of Hilton Head Island, SC, has been appointed to the Board of Directors of Post Properties. John is owner of Morgan Timber and South Coast Commercial and chair of Emory's Board of Trustees.

## 1970s

**Ned McMillan 70MBA** of Greensboro, NC, has launched Teach to provide tutoring services for pre-K through 12; Coach to provide GED math tutoring, life coaching, and enhancing teacher skills; and Squeaky Wheel, which advocates for the educational rights of children. Ned is a retired elementary teacher.

**Horace Johnson 79BBA** of Covington, GA, is president-elect of the Council of Superior Court Judges. The council focuses on improving the superior courts and the administration of justice in Georgia.

## 1980s

**Annette Kerlin McBrayer 83JD/MBA** of Atlanta, GA, is an attorney with Taylor English Duma, where she focuses on real estate-related litigation with an emphasis on title disputes.

**Dale Herndon 87BBA** of Gainesville, GA, is executive vice president at JT Stratford, a private wealth advisory firm. Dale oversees the firm's business development functions, including marketing, sales strategy, and acquisitions.

## 1990s

**Marc Mathenz 92BBA** of Singapore, is managing director for the Asia Pacific region of Fiserv. Marc is responsible for business development, sales and marketing, operations, and building customer relationships.



**Scott Storchak 83BBA** of Boynton Beach, FL, is a senior wealth director at BNY Mellon Wealth Management in their Palm Beach Gardens office. Scott is responsible for new business development in Palm Beach County, FL.

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

## 2000s

**Charles Abney 93MBA** of Atlanta, GA, was appointed chairman of the Board of Directors of the High Museum. Charles is a director, portfolio manager, and member of the Investment Policy committee with ZWJ Investment Counsel.

**Ron Hughes 93MBA** of Atlanta, GA, was named to Barron's "America's Top 1,200 Financial Advisors: 2015 State-by-State" list. Ron is a senior vice president with Merrill Lynch.

**Robert Goeltz 95BBA** of Hillsborough, GA, is senior vice president and CFO of CytomX Therapeutics, which is developing a new type of highly targeted cancer therapeutics.

**Richard Peretz 95WEMBA** of Marietta, GA, is CFO at UPS. Richard was previously the company's corporate controller and treasurer. Richard also serves on the board of the Metro Atlanta Chapter of the American Red Cross.

**John Fuller 97EvMBA** of Atlanta, GA, is senior director for Novelis, where he leads the Global Can strategy and business development division. John is responsible for developing the Global Can vision and strategy, and translating it into specific customer relationship plans for long-term partnerships.

**Mara Lapp 97BBA** of Atlanta, GA, is now senior brand manager for Newell Rubbermaid's Graco® brand in the baby and parenting division. Mara is a former member of the Goizueta Alumni Board.

**Faisel Hussein 99BBA** of Englewood Cliffs, NJ, is EVP and acting CFO at Candente Copper, a mineral exploration company.

**Jonathan Pritti 99BBA** of Manhasset, NY, is a director in the Healthcare Group of Houlihan Lokey. Jonathan was previously with Cain Brothers.

**Brett Kaplan 01BBA** of New York, NY, is executive vice president and head of business development at Brookland Capital, a multifamily development firm in Brooklyn, NY. Brett leads equity and debt relationship efforts, manages internal operations, and works on all other aspects of the development process, such as acquisitions, planning, construction, and sales and marketing.

**Scott Murphy 01WEMBA** of Marietta, GA, is VP and CFO at Birch Communications, where he oversees all aspects of financial management.

**John Ujda 01MBA** of Atlanta, GA, is now CMO at Sports Challenge Network, where he leads marketing and sales. The company develops social mobile apps designed to increase physical participation and engagement of players in recreational sports around the world.

**Jared Finkelstein 02BBA** of New York, NY, was elected to Forum 400, an elite group of estate and insurance professionals. Membership is by invitation only and based on economic production, ethical conduct, and overall reputation. Jared is a financial services representative with Lee, Nolan & Koroghlian. He is also the founder of Inspired Wealth Strategies.

**Jason Costi 03BBA** of Queens Village, NY, married Alexandra Rothman on February 21, 2015, in Manhattan. Jason is a vice president at BlackRock.

**Sarah O'Brien 03WEMBA** of Atlanta, GA, was named a "Champion for Success" by Dress for Success. The award honors those who have given extraordinary support to the organization's mission and/or who are role models and advocates for advancing women in their work and lives. Sarah is a former member of the Goizueta Alumni Board.



**Kim (Tyson) Chenevey 04BBA**, of Atlanta, GA, husband **John 07M 08MR 11MR**, and son Liam welcomed Ella Kate to the family on December 20, 2014. Kim is a vice president with Credit Suisse Securities; John is a radiologist with North Metropolitan Radiology Associates.



**Tam'ra Osborne Powell 05MBA** of Atlanta, GA, husband Reinhard, and son Rory welcomed Pace Thomas to the family on April 15, 2015. Tam'ra is manager of US advertising at Delta Air Lines.



**Adam Kramer 04BBA** of New York, NY, and Allison Campbell were married on June 13, 2015, in Sea Bright, NJ. Adam is an investment analyst at LionEye Capital Management.

**Ryan Lennie 04MBA** of New Castle, PA, is a senior consultant for Wilshire Consulting. Ryan was previously with Gallagher Fiduciary Advisors.

**Erik Snell 05MBA** of Atlanta, GA, is president of Delta Global Services and Delta Private Jets, subsidiaries of Delta Air Lines.

**Daeywi (David) Son 05BBA** of Buena Park, CA, is project manager for BBCN Bank, where he manages technology, operations, and strategic projects across various business units.

**Lauren Fernandez 06JD/MBA** of Atlanta, GA, was selected as the 2015 Woman of the Year by the Leukemia and Lymphoma Society. Lauren is founder of The Fernandez Company, which provides growth solutions for the food and hospitality industry.

**Greg Cohen 07C 15WEMBA** of Atlanta, GA, was selected as an "ELITE Leader of the Future" by PM360. Greg is global associate director, multichannel marketing for UCB, a global biopharmaceutical company with US headquarters in Atlanta.

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

**Adrian Tonge 07EvMBA** of New York, NY, is VP and global head of new business evaluation at Mylan.

**Marshall Baker 08EvMBA** of Dallas, TX, is COO of AuctionCredit, which offers financial services to automotive dealerships nationwide.

**Kenneth Benton 08JD/MBA** of New York, NY, is vice president at Hammond Hanlon Camp (H2C), an independent investment and strategic advisory firm focused on healthcare services companies and related organizations.

**Michael Rothbart 08BBA** and **Allison Dwyer 11BBA** of New York, NY, were married June 20, 2015, in Centerport, NY. Michael is a vice president at Oak Hill Advisors; Allison is a principal at Avenue Design Group.

**Mani Sridharan 08WEMBA** leads one of ten finalist teams for the \$10 million Qualcomm Tricorder Xprize, the global competition to revolutionize digital healthcare. The winner of the competition will be announced early next year.

**Jessica Rosenthal Chod 09MBA** of Potomac, MD, is corporate counsel supporting operations at HMSHost Corporation.

**Alejandra Thompson 09BBA** of New York, NY, is assistant vice president of Giorgio Armani Beauty, a division of L'Oreal.

**Jolie Weber 09WEMBA** of Kennesaw, GA, is CEO of Wise Foods, where she will lead the US snack operations for Arca Continental, focusing on growing and expanding the company's product lines and geographic reach.

## 2010s

**Ronke Adebisi 10MBA** of Starkville, MS, is manager of transatlantic network strategy at Delta Air Lines. Ronke is relocating to Amsterdam, where her team will develop the long-term network vision for Delta's transatlantic entity and



**Sarah Pearse Morford 02C 08EvMBA** and husband Zachariah of Mountain View, CA, welcomed daughter Marilyn Wallace on February 9, 2015. Sarah is a seasonal reader for the Office of MBA admissions at Stanford's Graduate School of Business. Zachariah is a major in the United States Army.



**Brad Birenberg 04C** and **Arielle Katz 10BBA** of Bethesda, MD, were married at Oheka Castle in Huntington, NY, on March 22, 2015. Brad is a physician with Holy Cross Anesthesiology Associates; Arielle is an associate with the Gladstone Companies.

provide leadership support to the company's joint venture partners.

**Nate Brewer 10MEMBA** of Arlington, VA, has been named to *Consulting Magazine's* "Top 25 Consultants for Excellence in the Public Sector." Nate is vice president, public sector for Sapient.

**Peter Gross 10EvMBA** of Nairobi, Kenya, has been promoted to global marketing director of MicroEnsure, a specialist provider of insurance to emerging market consumers. He spent the past five years growing MicroEnsure's business from three to ten African markets and from 100,000 to 8 million customers.

**Sridhara Gutti 11MEMBA** of Birmingham, AL, completed the 2015 Leadership Birmingham program, which prepares and encourages graduates of the program to engage in greater individual and group action to contribute to the betterment of the community.

**Sharmila Makhija 11MEMBA** of Prospect, KY, is professor and chair of the Department of Obstetrics & Gynecology and Women's Health at Albert Einstein College of Medicine and Montefiore Health System. Sharmila was previously at the School of Medicine at the University of Louisville.

**Matthew Zuraw 11WEMBA** of Iowa City, IA, is assistant vice president of underwriting in GEICO's Dallas regional office.

**Brian Blake 12BBA** of New York, NY, is an associate with Macquarie Infrastructure and Real Assets (MIRA), where he evaluates and manages infrastructure private equity investments.

**John Doughney 12MEMBA** of Roswell, GA, is now global client partner at Facebook, where he is responsible for driving the relationship between Facebook and the client at a global level.

**Adam Grenier 12BBA** of Baton Rouge, LA, is a consultant at Mars & Co, a global management consulting firm specializing in strategy and operational improvement.

**Lisa Marx 12MBA** of Atlanta, GA, and Joshua Corn were married in Brookline, MA, in March 2015. Lisa and Joshua have relocated to Atlanta, where she is manager of web testing and optimization for IHG.

**Jennifer Capouya 13WEMBA** of Atlanta, GA, is deputy chief investment officer in SunTrust Bank's Private Wealth Management segment, where she is responsible for capital market forecasts, asset allocation guidance, portfolio construction solutions, and investment strategy communications.

**Joshua Jones 13WEMBA** of Birmingham, AL, has been appointed to the Alabama Trails Commission by Governor Robert Bentley. Joshua is managing partner at StrategyWise, a global provider of data analytics and business intelligence solutions.

**Shubha Rao 13MBA** of Austin, TX, is senior manager of global operations and strategy for Dell. Shubha and her husband, **Arun Dhamija 13MBA**, recently relocated to Austin.

**Carl Cheng 14MBA** of Boston, MA, is a senior business consultant in the corporate development program at Liberty Mutual Insurance.



**Paul Behm 10MEMBA** of Marietta, GA, is CIO for B2R Finance, where he will oversee the enterprise technology goals for the company and direct the continued development of the Dwell Finance platform. Paul was previously senior vice president of product strategy and development at Fiserv.



**Leslie Marshburn 10MBA/MPH** and husband Jesse welcomed son Riddick Baynes on March 17, 2015. Leslie is with Kurt Salmon and is a member of the Goizueta Alumni Board.

**Lee Thompson 14EvMBA** of Roswell, GA, is marketing strategic initiatives manager at Synchrony Financial. Lee is responsible for strategic initiatives supporting business development and contract renewal requests, including marketing management for new clients.

**Javed Butler 15MEMBA** of New York, NY, is director of the division of cardiovascular medicine and co-director of the heart institute at Stony Brook University. Javed was previously professor of medicine and director of heart failure research at Emory University.

**Pete Schwartz 15WEMBA** of Clarkston, GA, is senior associate, consumer impact consulting, in the Entertainment, Media, and Communications division of PricewaterhouseCoopers.

**Edward Dearborn 16MEMBA** of Atlanta, GA, is manager of business integration, global revenue and property based systems at IHG, where he is responsible for integration of the next generation Guest Reservation System (GRS) into the IHG business ecosystem.



**Renata Neri Deasy 10MBA** and **Nathan Deasy 10MBA** of Atlanta, GA, welcomed triplets Sofia, Thomas, and Camila on December 18, 2014.



**Gabe Smith 14WEMBA** and wife Anna of Birmingham, AL, welcomed daughter Stella Claire on October 1, 2014.



**Lauren Westin 11EvMBA** of Atlanta, GA, is director of global digital strategy for Acuvue® Brand Contact Lenses, one of the largest consumer brands within Johnson & Johnson. Lauren is responsible for digital marketing strategy, developing global best practices, standards, and centralized capabilities across all regions and markets.



The MBA Class of 2010 came out in force to celebrate their five-year reunion during the annual Homecoming activities. Thanks to **Ichiro Matsumura** and other members of the class host committee, along with alumni board members **Jeff Davis** and **Leslie Marshburn** for help in generating excitement for the reunion event. BBA alumni joined their classmates from Emory College for a Homecoming parade and festival, Eagles soccer game, and Indigo Girls concert on McDonough Field.



# In Memoriam



*Andrew Ethridge 13OX 15BBA candidate on the day of his wedding to Kristin Fair in August 2013. He is survived by Kristin, his parents, Glenn and Cathy Ethridge, and brother, Lee Ethridge.*

## BBA award named to honor Andrew Ethridge

**Andrew Ethridge 13OX 15BBA** candidate passed away on May 12, 2015, after a four-year battle with brain cancer. His legacy in the Emory community is defined by dedication and service. He was a founder of the Oxford College Marketing Club, a Dean's list student every semester, a Bonner Scholar, and an announcer for the Emory Eagles. Andrew was equally tireless in his personal life and devoted significant time to his church in Decatur, Georgia.

His diligence, dedication to education, and vivacity were inspirational to everyone who knew him. Goizueta has honored him by creating the **Andrew Ethridge Outstanding BBA Achievement Award**. The first will be given during graduation events in May 2016.

"I know what we'll all miss most about Andrew is how much fun he was," says **Libby Egnor**, assistant dean of the BBA Program. "Andrew would come into the program office and joke with everyone. He had a great way of engaging people."

Andrew's professors remember him fondly. "He was an inspiration to me and anyone else who knew him," says **Roy Black**, professor in the practice of finance and director of Goizueta's real estate program, who taught Andrew in a real estate finance class. "His life was a triumph over extreme adversity, and we lost him far too soon."

—Carol Lindsey

## James Hund, 93, leaves legacy of generous leadership

The Emory community lost a stalwart supporter, beloved professor emeritus, and esteemed former dean when **James (Jim) Hund** passed away on September 13, 2015.

Dean Hund, who was born in 1922 in Detroit, Michigan, joined the business school faculty in 1957, arriving from Clark University, where he taught for three years following his 1954 graduation from Princeton University with a PhD in economics. Dean Hund taught management at Goizueta for 30 years, taking a brief hiatus to serve as dean during the civil rights movement, from 1965 to 1968. "Dean Hund's leadership carried the school through a tumultuous time for the country, and Atlanta specifically," says **Dean Erika James**, noting his "moral courage."

Dean Hund continued to serve his community throughout his retirement years. He took on leadership positions at Glenn Memorial United Methodist Church, Friends of Music at Emory, the Georgia Chamber Players, the Atlanta Symphony Orchestra, and the Care and Counseling Center of Georgia, receiving several awards, including the 2001 Goizueta Business School Lifetime Achievement Award and the 2012 Volunteer of the Year Award from Children's Healthcare of Atlanta, Egleston, where he volunteered for more than two decades.

Predeceased by his first wife, Dean Hund is survived by his wife of 46 years, **Barbara McKnight Hund 58C**, and their family of four children and five grandchildren. A memorial service celebrating his life was held on September 19 at Glenn Memorial, with a reception at Emory's Carlos Museum. "I know I speak for all who knew him when I say he will be deeply missed," says **Bill Holden 72BBA**, one of numerous former students who counted Dean Hund as a mentor and longtime friend.—Cynthia Blakeley



## In Memoriam

**Arthur W. Bishop 42BBA** of Roswell, GA  
**John A. Milam 46BBA** of Decatur, GA  
**Robert E. Broadwater Jr. 47BBA** of Deland, FL  
**Walter S. Heape 47BBA** of Greenville, SC  
**Harry A. Nix Sr. 47BBA** of Atlanta, GA  
**Basil A. Wapensky 47BBA** of Atlanta, GA  
**Branson E. Wood 47BBA** of Powder Springs, GA  
**Delmar E. Bruce 48BBA** of Gainesville, GA  
**John B. Settle 48BBA** of Jackson, GA  
**Willis G. Madden 49BBA** of Athens, GA  
**Joseph P. Baugus 51BBA** of Winterville, GA  
**Charles E. Jolly Jr. 52BBA** of North Little Rock, AR  
**Charles H. Stribling 52BBA** of Avondale Estates, GA  
**Carl L. Welch 52BBA** of Ft. Lauderdale, FL  
**John D. Lastinger 53BBA** of Valdosta, GA  
**Samuel T. Burns 54BBA** of Valdosta, GA  
**Spencer W. Overstreet Jr. 54BBA** of Snellville, GA  
**Allan D. Nichols 59BBA** of St. Simons Island, GA  
**Richard S. Placzek 59BBA 61MBA** of Clearwater, FL  
**Paul R. Lamb 60BBA** of Macon, GA  
**William D. Willcox 61BBA** of Fitzgerald, GA  
**Don Robertson Jr. 63BBA** of St. Mary's, GA  
**Robert A. Marshall 64BBA 67L** of Duluth, GA  
**Herbert Gorod 67BBA** of Charleston, SC

**J. Hoyle Rymer 68MBA** of DeLeon Springs, FL  
**Frank J. Rhodes 69BBA 75L 84L** of Decatur, GA  
**Harry E. Parker III 71MBA** of Sherrills Ford, NC  
**Christopher C. Folsom 72BBA** of Hendersonville, TN  
**Pamela H. Murray 72OX 73BBA** of Germantown, MD  
**Steven Futrovsky 74BBA** of Silver Spring, MD  
**James D. Harrelson Jr. 74BBA** of Sumter, SC  
**Judith M. Conn 75MBA 86G** of Atlanta, GA  
**John F. Papazian 76C 81MBA** of Hiawassee, GA  
**Anne Phillips Hartje 78MBA** of Jacksonville, FL  
**W. Mansfield Jennings Jr. 80WEMBA** of Hawkinsville, GA  
**David E. Rubin 81BBA** of Mount Kisco, NY  
**Harris M. DeWeese 82MBA** of West Chester, PA  
**Robert F. Johnson 82BBA** of Royston, GA  
**Kenneth R. Kaszerman 82BBA** of Morris Plains, NJ  
**Glenn D. Hall 83MBA** of Saratoga Springs, NY  
**Jack Alfred Miller Jr. 83WEMBA** of Wimauma, FL  
**J. Don Acree 87MBA** of Nashville, TN  
**Jacqueline K. Fields 90MBA** of Smyrna, GA  
**John E. Galvin 92WEMBA** of Asheville, NC  
**Zubin R. Khan 97MBA/MPH** of New Rochelle, NY  
**Heath Bogin 99BBA** of New York, NY  
**James "Jay" Hart III 99BBA** of Bronxville, NY

## Staying connected >>

Keep your fellow Goizueta alumni up to date on the latest events in your life and career through an announcement in Class Notes. There are multiple ways to share this news. For print publication, send a few details and/or your photos to [GmagClassNotes@emory.edu](mailto:GmagClassNotes@emory.edu), and we will publish as many as we have space for.\* 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.

For real-time updates, tweet your news to our new social media hub, **The Social Index**. We've developed a hashtag strategy to make it easier to share and follow different thoughts and insights: Use **#GoizuetaKudos** for promotions or awards, **#MeetGoizueta** for photos of alumni or a meaningful Goizueta memory, or **#GoizuetaKnows** for recollections or research from faculty and alumni in the news.

*\*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.*





# GOIZUETA'S TAKING LEARNING GLOBAL

UPCOMING SPRING 2016  
MBA INTERNATIONAL VISITS:

## FULL-TIME MBA

February 23 – March 7

- BRAZIL
- ISRAEL
- MOROCCO & SPAIN
- NICARAGUA & EL SALVADOR
- SOUTH KOREA & TAIWAN
- SINGAPORE & MALAYSIA

## EVENING MBA

February 28 – March 4

- PORTUGAL
- JAPAN

## EXECUTIVE MBA

April 28 – May 4

- HONG KONG & TOKYO
- Weekend Format*

April 5 – 15

- SOUTH AFRICA
- Modular Format*

## ... AND NEEDS YOUR HELP

Talented Goizueta alumni are active around the globe, and we can't help but be proud of your impact. As we plan MBA spring curricular travel around the world, we'd love to plug our students in fully into our universal network.

So if you live or work in one of our upcoming visit countries, we welcome the opportunity to connect with you as we outline our trips. Alumni are vital in our efforts to host office visits or facility tours for students while they're in town, and engaging with global Goizueta graduates truly enriches the experience.

Interested alumni should contact [PAM.BROWN@EMORY.EDU](mailto:PAM.BROWN@EMORY.EDU) by early January 2016 to discuss ways to engage.

Thanks in advance for helping take  
Goizueta learning worldwide!





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*JUST LOOK  
AT YOU NOW.  
NOW LOOK  
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