

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

EMORY | business

SPRING 2014

The Impact of Digital



"We need to think about how our graduates are going to function in this brave new world."
#GoizuetaKnows
#Digital

@EmoryGoizueta celebrates the graduating Class of 2014. Business world, #MeetGoizueta

Prof. Bianchi's study finds recession grads more likely to feel job satisfaction
#GoizuetaKnows:
ow.ly/qZnLz

#GoizuetaKudos to the Evening MBA program - up 3 spots in annual @USnews b-school rankings

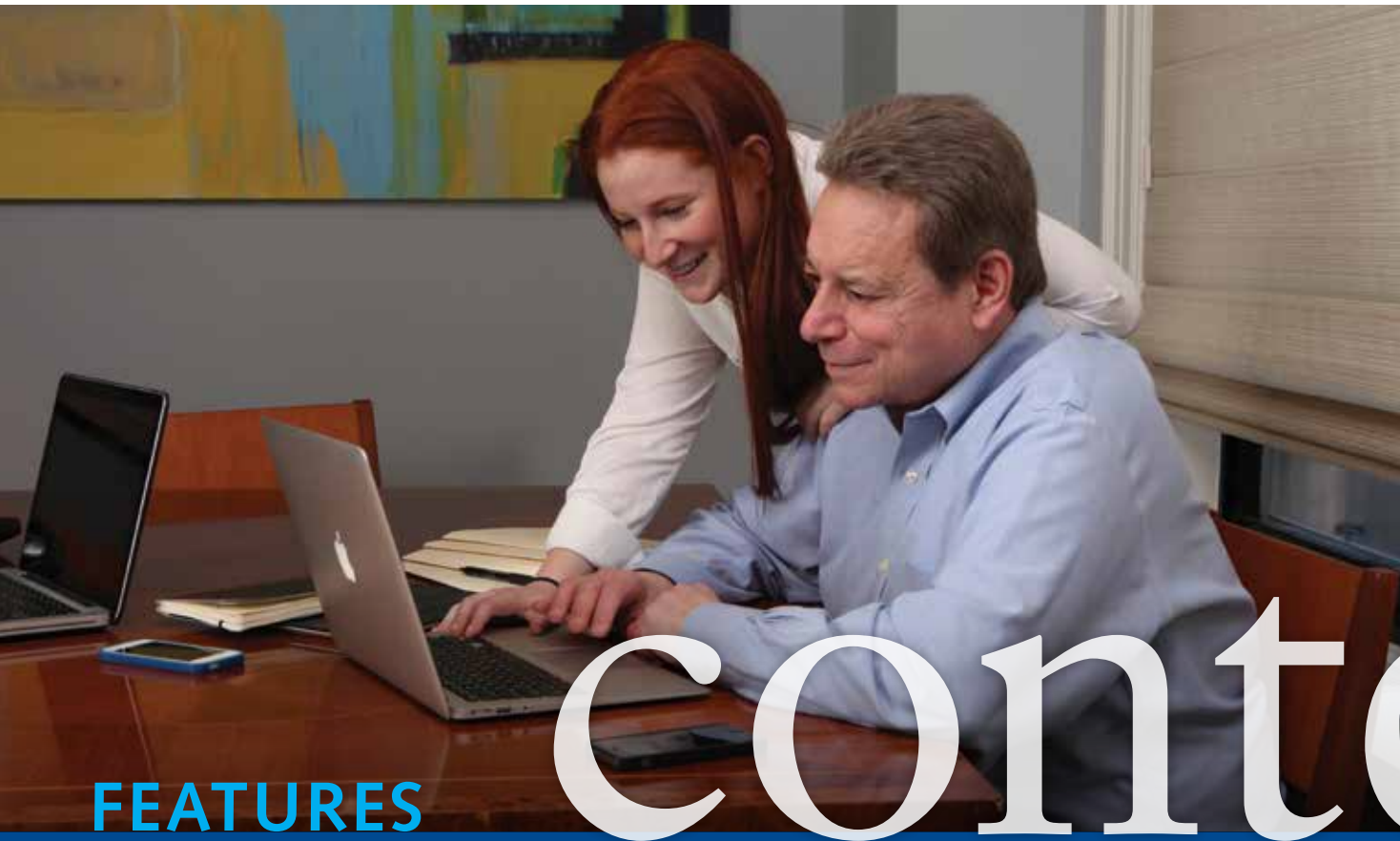
@GoizuetaAlumni:
Read how the #digital revolution has impacted alumni in their industries by checking out the Philharmonic's #media guru Vince Ford o6MBA



ALUMNI AWARDS || CAMPUS UPDATES || FACULTY RESEARCH

DIGITAL CAREERS || ADVICE

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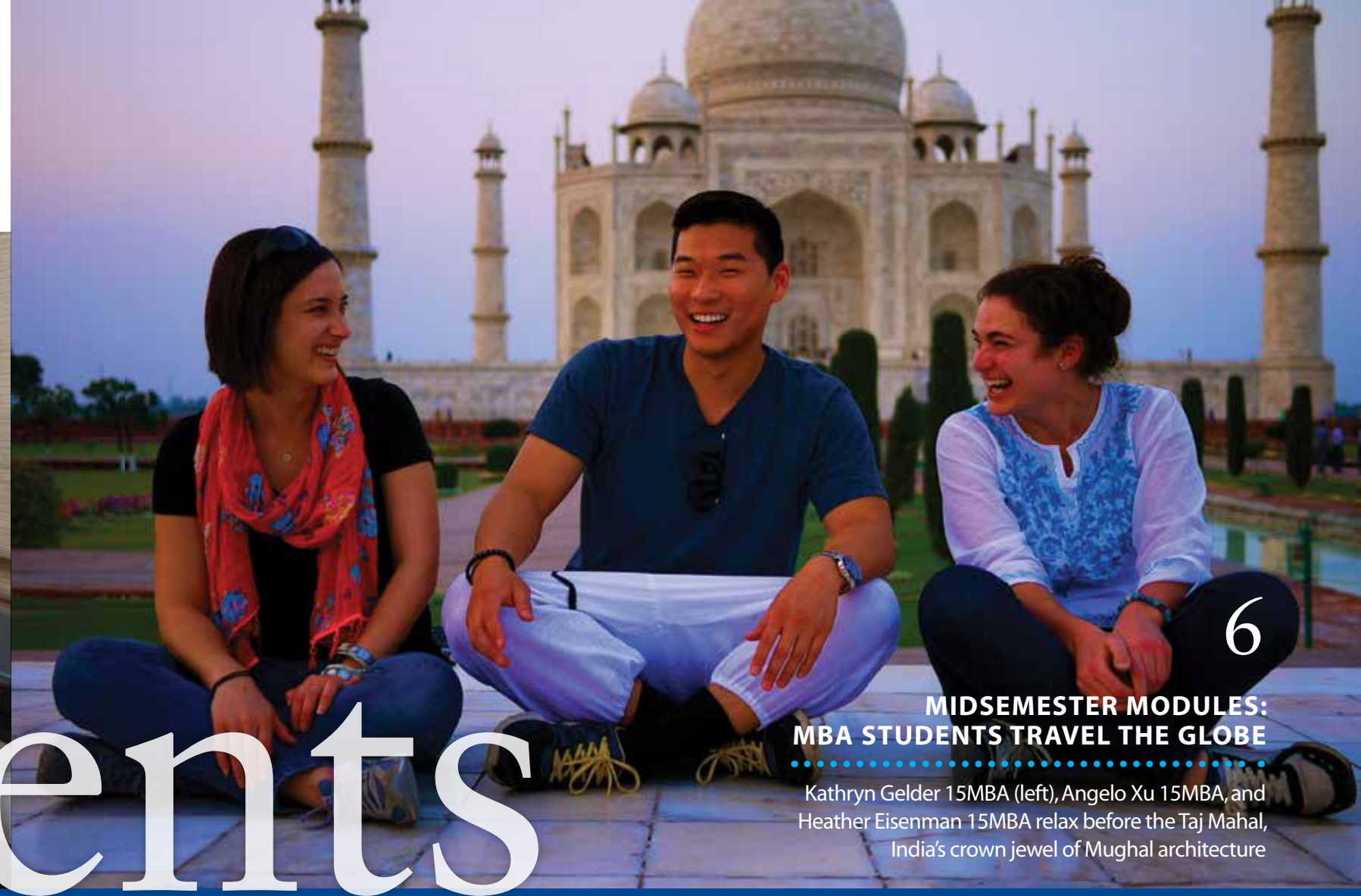
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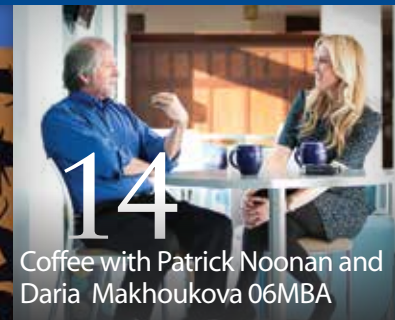
Kathryn Gelder 15MBA (left), Angelo Xu 15MBA, and Heather Eisenman 15MBA relax before the Taj Mahal, India's crown jewel of Mughal architecture

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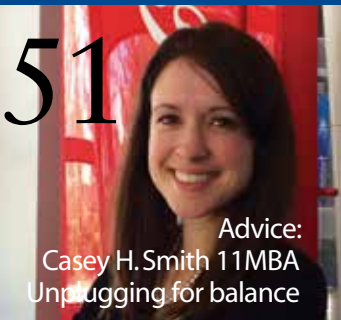
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On cover:
Digital Goizueta. We've recently launched our social media hub, **The Social Index**, replete with hashtags for sharing thoughts and insights about the school, our faculty, our students—anything Goizueta.

Photo credit, bottom right (New York Philharmonic): Chris Lee

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yournetwork

+ plus

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EMORY
GOIZUETA
BUSINESS
SCHOOL

Founded in 1919, Goizueta Business School provides a world-class business education that combines functional specialization with a broad business perspective to create principle-based leaders.

EMORY	ACCESSIBLE	INTIMATE	NETWORK	EXPERIENTIAL	GLOBAL
Ties to Emory University, a Top-20 Institution	Accessible, World-Class Faculty Scholars	Intimate & Small-by-Design Learning Experience	Passionate & Engaged Goizueta Network	Stimulating, Experiential Learning Opportunities	Global Perspective & Understanding



EMORY BUSINESS

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Celebrating 20 years:

As we approach our 100th anniversary, we reflect upon 20 years of excellence as the Roberto C. Goizueta Business School. The ceremonial naming of the school took place on April 5, 1994.

Roberto C. Goizueta
Chairman and CEO
The Coca-Cola Company, 1981-1997

Help Recruit the Next Class of Goizueta MBAs

As alumni of Goizueta Business School, you know all the reasons our programs are so effective at empowering talented individuals to become principled, successful business leaders around the world. But don't keep what makes us great to yourselves.



Share our success and refer a friend, family member, or colleague to one of our top-ranked programs. Together, we can grow our community and strengthen networks.

Email your applicant referral name and information to MBAadmissions@emory.edu.



Have a plan.

BORN IN HAWAII, Jason Potter 08MBA grew up with Air Force parents, moving to North Dakota, Nebraska, Ohio, and California before settling in North Carolina. He developed a strong appreciation for flexibility, a feature he considered essential when choosing an MBA program.

He found what he was looking for—and much more—in Goizueta Business School's Modular Executive MBA Program. "I liked learning from both my professors and my peers, who were from a breadth of backgrounds," says Potter.

To help others share the Emory experience, Potter and his wife, Ann, have made Goizueta Business School a beneficiary of his life insurance policy.

Learn how you can make a planned gift. Please visit the Office of Gift Planning at www.emory.edu/giftplanning or call 404.727.8875.

Plan to share your journey.



EMORY

dean's message

Dear alumni & friends,



Graduation is a time of transition and great expectations. To all of our graduates, I extend hearty congratulations and solid confidence—grounded in over 25 years of serving as a teacher and administrator at Goizueta—that your Emory degree has prepared you for whatever opportunities and challenges lie ahead.

This issue of *Emory Business* highlights the impact of digital innovations on industries, on faculty research and teaching, and on the careers and personal lives of graduates like you: hardworking, ambitious, quick to recognize possibilities and courageous enough to act on them. I hope these stories prove a great resource for you as you navigate a business world disrupted and transformed by digital technologies.

With change come new possibilities. That is as true for institutions as it is for individuals. As many of you know, we are in the final stages of selecting a new dean of Goizueta Business School from a pool of outstanding candidates. When a decision is reached, we will communicate the news through a variety of channels to ensure you are informed.

I am honored to be serving as interim dean, as our friend and colleague Maryam Alavi has stepped down from this position to pursue a new opportunity. I am delighted to serve the school through this exciting time of transition. Thank you all for your continued efforts and support.

Robert Kazanjian
Interim Dean and Vice Dean for Programs
Professor of Organization and Management
Goizueta Business School

A thank you to Maryam Alavi

Maryam Alavi, John M. and Lucy Cook Professor of Information Strategy, recently stepped down as interim dean to begin the transition to her new position as dean of the Scheller College of Business at Georgia Tech, effective July 1. During her 14 years at Emory, Maryam spent 12 in the dean's office, primarily as vice dean and twice as interim dean. Her numerous administrative contributions have included serving as a member of the committee that conceptualized our Modular Executive MBA concept; leading an ad hoc committee on leadership that resulted in an increased focus on leadership in our programs; and, recently, working to introduce healthcare as a concentration in our MBA programs. Perhaps most noteworthy, approximately half of our current faculty were hired during Maryam's tenure in the dean's office. We wish her well as she embarks on the next stage of her career.



John M. and Lucy Cook Professor of
Information Strategy



Goizueta PhD alums celebrate the program's tenth anniversary with former mentors and ongoing collaborators. Left to right: Adina Sterling 11PhD; former dean Tom Robertson; Russell Jame 10PhD; Professor Grace Pownall, former dean and director of the PhD program; Vijay Viswanathan 10PhD; Eric Overby 07PhD; and Diana Robertson, former O&M faculty member.

Celebrating a decade of doctoral education

The Goizueta Foundation has launched a year-long celebration of the PhD program's tenth anniversary. The opening event, "A Decade of Doctoral Education," brought together program alumni, faculty, school officials, current PhD students, and **Tom Robertson**, who spearheaded the creation of Goizueta's doctoral program during his tenure as dean (1998–2004). The celebration included an afternoon of talks and a program update by **Anand Swaminathan**, associate dean of the PhD program.

One presenting alum, **Russell Jame 10PhD**, assistant professor of finance at the University of Kentucky, described his research with **Clifton Green**, associate professor of finance, and their subsequent co-authorship of an article as "a career turning point." Jame is one of several alumni who continue to collaborate with their former advisors.

Since the program's inception, over 45 students have earned Goizueta PhD's. Of those graduates, 43 hold academic jobs, and in 2012 two received tenure: **Jerry Kane 06PhD** (Boston College) and **Kapil Tuli 06PhD** (Singapore Management). Goizueta currently has 41 students in the program, 5 of whom recently received a \$1,000 Sheth Fellowship to support their doctoral research. Recipients of the annual fellowships, which are funded by the Madhuri and Jadish Sheth Foundation, were fêted at an awards reception in late March.

In addition to the decennial opening event, the doctoral program hosted a forum in November sponsored by DocNet, a global consortium of nearly 100 business doctoral programs. Attendees numbered over 150 and included representatives of Harvard, MIT, Stanford, University of Chicago, and Washington University.—AS

SPEAKERS HERALD PREPARATION AND ACTION

Financial literacy, social entrepreneurship, and embracing one's life journey were among the themes shared by visiting speakers this spring.

On April 8 Carrie Schwab-Pomerantz urged a packed audience of students, faculty, and staff to be truthful in assessing one's financial health and, regardless of age, take steps to invest and save for the future. "Retirement has to be a non-negotiable," said Schwab-Pomerantz, who is president of the Charles Schwab Foundation and senior vice president of Schwab Community Services. She also writes a syndicated column on personal finance called "Ask Carrie," and her latest book is entitled *The Charles Schwab Guide to Finances after Fifty: Answers to Your Most Important Money Questions*.



Carrie Schwab-Pomerantz

Investing in others was the message at an April 1 luncheon with members of the business and nonprofit community that was hosted by Social Enterprise@Goizueta. Speaker Randall Kempner, executive director of the Aspen Network of Development Entrepreneurs, said small businesses can make a big impact in developing countries, noting that such business accounts for half of GDP in larger, developed nations.

"The best things that ever happened in my life were because what I planned didn't work out," confessed *Marketplace* host **Kai Ryssdal 85C** during a visit to **JB Kurish's** Applied Valuation class in February. A history major at Emory, Ryssdal shared his nonlinear career path through the military, the Foreign Service, and other jobs before following his wife's advice to try journalism. As host and senior editor of the popular public radio show since 2005, Ryssdal naturally batted a few questions about the market and economy, but reminded students the show is aimed to inform people like his mother. He later gave the keynote address during Emory's Founders Week, which celebrates the university's intellectual life with artistic, social, and cultural events.—NG



Kai Ryssdal 85C, host of *Marketplace*, speaks to students on campus.

Conference Roundup



Goizueta faculty and alumni at the EmoryMAC spring conference. Left to right: Michael Lewis, Julia Andrie 10MBA, Brian Jung 11MBA, Roger Ares 01EMBA, Doug Bowman, Greg Pharo 90MBA, David Schweidel, Sandy Jap, Manish Tripathi, and TI Kim.

With two major conferences in February and one each in March and April, Goizueta has hosted a lively stream of scholars, students, and industry experts this semester. February kicked off the run with the **15th Annual Undergraduate Business School Leadership Conference (UBSLC)**. The event served up some unconventional but engaging star power in the form of keynote speaker Isaac Tigrett, co-founder of the Hard Rock Cafe and creator of House of Blues.

"**Jonathan Robeny 15BBA**, the 2014 UBSLC chairman, and his team did an amazing job of securing great speakers and workshops for the participants," says attendee **Patrick McBride 14BBA**, who was last year's UBSLC chairman. "From the more 'out there' style of Isaac Tigrett to traditional cultures found within investment banking and consulting firms, this year's conference really featured something for everyone, which is why I think the 15th annual UBSLC was one of the best ever."

The **Diverse Leadership Conference** quickly followed, with Alejandro Quiroz, vice president of advanced manufacturing for the Whirlpool Corporation, opening the conference and Jesse Tyson, president and CEO of the National Black MBA Association and a former ExxonMobil Executive, providing the luncheon keynote address. Tyson spoke on the importance of repositioning yourself to remain relevant in your career and how he is doing the same with NBMBAA by broadening its reach beyond the highly successful annual conference and collaborating with other organizations. The day included workshops on entrepreneurship, multicultural marketing, leveraging one's difference, women in business, and making a social impact on one's community. The 2014 NBMBAA annual conference and exposition, which attracts a diverse population and has become a multicultural event, will be held September 16–20 in Atlanta.

Jesse Tyson, president and CEO of the National Black MBA Association and a former ExxonMobil executive.

In March, the **Emory Marketing Analytics Center Spring Conference** brought together prominent industry speakers, alumni, and Goizueta faculty thought leaders to discuss "Making Data-Driven Decisions."

Alums **Roger Ares 01EMBA**, corporate vice president of analytics, and **Brian Jung 11MBA**, business analytics manager, both with Hyatt Corporation, teamed up to present an example of Bayesian analysis of customer-base data in the hospitality industry. **Greg Pharo 90MBA**, director of marketing research and analysis at AT&T Mobility, discussed pricing analytics at the telecommunication giant, while **Julia Andrie**

10MBA and **Justin Winter 15EvMBA**, both from business insights at Chick-fil-A, presented on new product testing.

Finishing the semester's conference roundup, the third annual **Goizueta Energy Symposium** took place in April. The student-run event, led by **David Garzon 14MBA**, featured presentations on energy finance, the future of nuclear energy, and what lies ahead in the energy markets. **Xia Liu 98MBA**, vice president of finance for the Southern Company, moderated a panel on careers in the energy industry that included remarks by a variety of industry experts, including Joseph Pokalsky, a director in the energy and utilities advisory practice at PricewaterhouseCoopers. **Ray Hill**, senior lecturer in finance, offered closing remarks. "Conferences like this one and others held annually at Goizueta are an excellent way to engage students, scholars, and business leaders in relevant and timely business discussions," he says. "Plus, the networking opportunities are terrific."—CDB





Evening MBA students with the EcoPetrol iguana mascot, in Bogotá, Colombia. Back row: **Erin Ramsey 15EvMBA**, **Ottie Kerley 15EvMBA**, **Eric Smith 15EvMBA**, **Chirag Mandan 14EvMBA**, **Eric Banister 15EvMBA**, **Curt Kelliher 15EvMBA**, **Ben Schonhoft 15EvMBA**. Middle Row: **Sherezad Rehmann 15EvMBA**, **Brian Hawkins 15EvMBA**, **Shawn Scott 09T 15EvMBA**, **Rene Bartholomew 15EvMBA**, **Jane Hershman 07C 15EvMBA**, **Blake Underwood 15EvMBA**, **Vivek Gautam 15EvMBA**, **Dinesh Gomaram 15EvMBA**. Front Row: **Elizabeth Kaiser 15EvMBA**, **Ben Yao 15EvMBA**

During their March visit to Colombia, Evening MBA students traveled to both Bogotá and Medellín. In Bogotá they participated in a panel discussion hosted by Endeavor; visited Ecopetrol, the largest petroleum company in Colombia; made a stop at the nation's stock exchange; and met with **Lucas Marulanda 08MBA** at Inverlink, a boutique investment bank offering corporate financial advisory services. In Medellín, they visited Bancolombia, the largest commercial bank in the country, hosted by **Mauricio Botero Wolff 09MBA** and **Alejandro Mejia Jaramillo 10MBA**; toured the Kimberly-Clark factory; and met with **Otto Elger Platin 13MBA** at Celsia, which specializes in the generation and distribution of electric energy. Their trip concluded with a tour of Cementos Argos S.A., the fourth largest cement producer in Latin America, hosted by **Santiago Hoyos 15MEMBA**.

MBA TRAVELS ABROAD: SPRING 2014

FULL-TIME MBA: MIDSEMESTER MODULES

Vietnam (Ho Chi Minh City) and **Singapore** (Singapore)

Leader: **Brad Killaly**, associate professor in the practice of organization and management, and **Brian Mitchell**, associate dean of Full-Time MBA programs

Argentina (Buenos Aires) and **Chile** (Santiago)

Leaders: **Charles Frame**, adjunct associate professor of marketing, and **Corey Dortch**, senior associate director of Full-Time MBA programs

Nicaragua (Jinotega, San Juan del Sur, Granada) and **Costa Rica** (Sugar Beach, San Ramon, San Jose)

Leaders: **Peter Roberts**, professor of organization and management, and **Ellen Williams**, manager, program and partnership development, Social Enterprise@Goizueta

India (Delhi, Haridwar, Rishikesh, Agra, Udaipur, Goa, Mumbai)

Leader: **Jan Barton**, associate professor of accounting

EVENING MBA: WEEKLONG STUDY ABROAD PROGRAMS

Colombia (Bogota, Medellin)

Leaders: **Ray Hill**, senior lecturer in finance, and **Lee Pasackow**, Goizueta business librarian

WEEKEND EMBA: GLOBAL BUSINESS PRACTICES

Peru (Lima) and **Brazil** (Rio de Janeiro)

Leaders: **Ed Leonard**, associate professor of marketing, and **Rachel Nelms**, associate director (interim) for WEMBA

Modular EMBA: GLOBAL BUSINESS PRACTICES

Vietnam (Hanoi) and **China** (Beijing, Hong Kong)

Leaders: **Ed Leonard**, associate professor of marketing; **Jonathan "JD" Darsey**, associate dean of Executive MBA programs; and **Juliana Roth**, associate director for MEMBA

INFORMS conference comes to Goizueta

The 36th INFORMS Marketing Science Conference will be hosted by Goizueta Business School between June 12 and June 14, 2014. With over 1,000 attendees, the conference is the largest of its kind hosted on a business school campus, bringing together distinguished and renowned academics, practitioners, and policymakers. Participants will present, hear, and discuss new research in a broad range of marketing science topics. This year's event will showcase research on the latest marketing topics, including social media and user-generated content, online consumer behavior, and Internet/Interactive Marketing. Program co-chairs are **Doug Bowman**, **Mike Lewis**, and **David Schweidel** of Goizueta's marketing faculty. For more information, please visit the conference website, MarketingScience2014.com.

SE@G partnership opens clinic in Nicaragua



Peter Roberts (red shirt) celebrates the opening of Clinica Los Robles, in northern Nicaragua, with colleagues and friends.

For families living in the isolated town of Los Robles in northern Nicaragua (population: 2,000), getting healthcare has long been difficult. The closest hospital is in the nearby city of Jinotega, a 40-minute drive over partially paved roads—for those with a car.

But change is on its way. After two years of planning and fundraising, Clínica Los Robles—the community's first health clinic—completed construction March 28.

The clinic is a milestone for the Nicaragua Community Health Connection (NCHC), a collaboration between local nonprofit Comunidad Connect and the Social Enterprise@Goizueta (SE@G) program. NCHC works closely with Los Robles health *brigadistas* to develop programs that address the proliferation of preventable diseases among residents.

Opening festivities included an all-day health fair, where Emory endocrinologist **Francisco Pasquel 15PH** worked alongside Nicaraguan doctors and nurses to provide free screenings and consultations.

"It was wonderful to have this group that has been working so hard, without infrastructure, and seeing their excitement about having a place to continue and develop their work," said **Peter Roberts**, academic director of SE@G and professor of organization & management at Goizueta.

Roberts and his team, which has included several MBA and BBA students, partner with Comunidad Connect on a number of high-impact projects in Nicaragua, developing a social capital framework for community leaders as well as providing more granular assistance on fundraising, planning, and budget development.

Goizueta faculty and students will return to Nicaragua in May when **Wesley Longhofer**, assistant professor of organization and management, leads a group of 17 undergraduates on a 10-day trip to discuss development challenges with nonprofit and for-profit organizations and to participate in a number of service projects.—EC

2014 AWARDS HONOR ALUMNI

Goizueta's recent Alumni Awards celebration honored **Andrew Serwer 84MBA**, managing editor of FORTUNE magazine, as the 2014 Distinguished Alumni and **Morgan "Mac" Schuessler 98EvMBA**, president of Global Payments, Inc., with the 2014 Alumni Service Award. This year's event, held at the Miller-Ward Alumni House, was smaller and more intimate than in past years, providing the ideal venue for attendees to reconnect with old friends and meet new ones.

Special guests, invited by the award winners, made the gathering all the more memorable. Serwer's guests included Ambassador and Mrs. Andrew Young, as well as Joel Babbit, co-founder and chief executive officer of Mother Nature Network; Lynn Brindell, senior vice president of marketing for CNN; and faculty emeritus **Brown Whittington** and his wife.

Unable to attend, Schuessler sent in his comments by video. Bob and Dixie Kannard, Schuessler's in-laws, attended along with Carl Williams, who accepted the award on Schuessler's behalf.



Andrew Serwer with former ambassador Andrew Young

"The alumni award ceremony was a fantastic evening honoring the best of the best of Goizueta alumni," says **Elizabeth Halkos 01MBA**, president of Goizueta's Alumni Board. "Not only were we able to honor Andy Serwer and Mac Schuessler, we also engaged Goizueta alumni leaders committed to the long-term success of the school. Given the dedication and enthusiasm demonstrated by our nominees, the event personally inspired me to be a better alumna and leader for the school."—CL

Goizueta holds strong in rankings

U.S. News & World Report has released its annual ranking of business schools, and Goizueta is again among the nation's top schools. The 2015 ranking survey includes 2013 data for Full-Time, Evening, and Executive MBA programs on metrics tied to selectivity, placement, and peer review. The Full-Time MBA program ranked #20 nationally, while the Part-Time/Evening MBA placed 11th nationally, rising three spots from its position in last year's ranking. The Executive MBA Program ranked 17th in the nation, positioning all of Goizueta's graduate programs within the top 20.

"Our efforts at Goizueta continue to be focused on student success—both inside and outside the classroom," says **Robert Kazanjian**, Goizueta interim dean and professor of organization and management. "We are honored to have that commitment recognized by U.S. News, and to be among the top 20 business schools in the nation."

In other ranking news, Goizueta's BBA program placed 9th in the nation in *Bloomberg Businessweek's* 2014 list of the nation's best undergraduate programs—making it one of just a few select programs that has ranked in the top 10 every year since the ranking's inception nearly a decade ago.

Goizueta aids Year Up

In August 2013 Goizueta established a partnership with Year Up, a one-year, intensive training program of hands-on skill development, college credits, and corporate internships for urban young adults. The program is designed to provide them with the skills, experience, and support to reach their potential through professional careers and higher education. In January 2014 CBS's 60 Minutes featured a piece on Year Up that highlighted how the program is changing lives.

Goizueta's first intern, Rashan Hodge, graduated from the program on January 28 and is now employed at Dell. Christian Allen, the second intern, is currently working in the faculty and staff technology center.

Schweidel wins 40 under 40 award



Associate professor of marketing and co-director of Emory Marketing Analytics Center **David Schweidel** was recently named to the "Best 40 B-School Profs Under the Age of 40" list produced by Poets & Quants.

Schweidel, who joined the Goizueta faculty in 2012, focuses his research on the development and application of statistical models to understand customer behavior, specifically in the context of customer relationship management and customer valuation. His current research explores the use of social media as a means of marketing intelligence.

Fun fact? Schweidel loves finding an excuse to watch the latest television shows. "It turns out that researching television viewing, advertising, and social media offers a good excuse for the hours I spend watching Netflix and TV."

"Our intern Rashan was honored as one of three students to receive the Award of Excellence at the graduation ceremony earlier this year," says **Jackie Breiter 01WEMBA**, associate dean of Goizueta Technology Services. "We are making a difference not just for the interns we are helping, but also for our team members who get the chance to coach these kids."

Hodge received the Chris Mello Award for Leadership, which honors the memory of Chris Mello of Alta Communications, who perished in the September 11, 2001, terrorist attack. The award is given to the Year Up Atlanta graduate whose persistent determination has led him or her to seize opportunity in the midst of extreme adversity.—CL



Emory alums and real estate experts offer industry insights at the Goizueta Real Estate Affinity Group's inaugural summit. Left to right: **Malcolm McComb 85MBA**, **Ridr Knowlton 92MBA**, **Randy Evans 79MBA**, **Reid Freeman 87L**, **Tom Grimes 89OX 91C**, and **Jim Irwin 07MBA**.

REAL ESTATE AFFINITY GROUP

In November the Goizueta Real Estate Affinity Group, led by **Scott Hawley 06EvMBA**, **Ryan Doyle 12EvMBA**, and **Bob Weston 06MBA**, hosted its inaugural Real Estate Summit. With **Randy Evans 79MBA** moderating, the panel of alumni from across the University discussed topics designed to include personal stories, including how panel members entered the industry, why they are passionate about their careers, and what the reality of working in real estate entails. Panel members included **Jim Irwin 07MBA**, Jamestown Properties; **Malcolm McComb 85MBA**, CBRE; **Tom Grimes 89OX 91C**, Mid-America Apartment Communities; **Reid Freeman 87L**, Regent Partners; and **Ridr Knowlton 92MBA**, Dewberry Capital.

The program also included networking opportunities, a tour of Ponce City Market, and a keynote address by Tony Barnhart, author, journalist, and college football analyst.

Open to anyone with an interest in the industry, the group hosts a quarterly happy hour to foster interactions among members. Given the success of the November program, the summit is likely to become an annual event.

If you are interested in starting your own interest group or joining an existing affinity group, please contact **Adrienne Jaroch**, assistant director of Alumni Relations, at Adrienne.Jaroch@emory.edu.—CL



Sheth wins societal impact award

The American Marketing Association Foundation awarded the 2014 William L. Wilkie "Marketing for a Better World" Award to **Jagdish Sheth**, Charles H. Kellstadt Professor of Marketing. A major academic recognition for thought leadership in marketing, the Wilkie Award recognized Sheth as a "Renaissance thinker" with a broad, foundational approach to marketing and its potential to improve not only the operations of firms and governments but also the daily lives of people.



Jagdish and Madhuri Sheth

Seamus Heaney exhibition opens

Emory University has debuted the first major exhibition to celebrate the life and work of late Irish poet and Nobel Prize winner Seamus Heaney since his death, including rarely seen photographs, personal correspondence with other writers, and the surface of his one-time writing desk.

"Seamus Heaney: The Music of What Happens" opened Feb. 22, in the Schatten Gallery on level 3 of the Robert W. Woodruff Library, with a free public celebration in the gallery. The exhibition will run through November 25, 2014.

The materials on display, most of them from the Heaney collection held by Emory's Manuscript, Archives, and Rare Book Library (MARBL), include Heaney's poems and drafts showing his handwritten revisions, rare publications, and artists' books containing Heaney's poetry. The exhibition also features recordings of his poetry read by Heaney himself and by other poets and well-known figures, including novelist Sir **Salman Rushdie**, whose papers are also held by MARBL.



Nobel Prize-winning poet Seamus Heaney in 2013 on his last visit to Emory.

Emory University

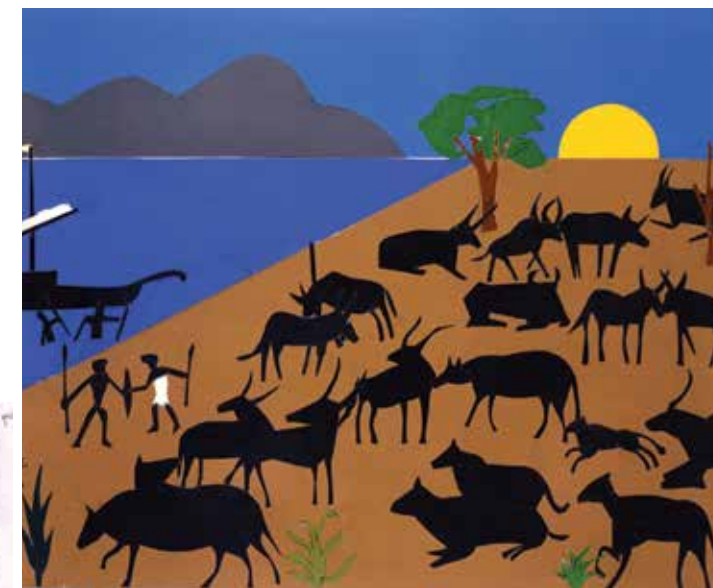
In this section of Goizueta Buzz, we highlight some recent events and activities that serve to leverage Goizueta Business School's ties with Emory University. President Wagner has long emphasized the importance of these linkages, including during the September 2010 presidential address in which he stated that a key priority for Emory University is to "take better advantage of our opportunity truly to be a 'uni-versity' and not merely a multi-university," and to build bridges between schools and units.

Romare Bearden at the Carlos

Romare Bearden: A Black Odyssey, a dazzling exhibition of collages and other works by one of the most powerful and original artists of the 20th century, ran at the Michael C. Carlos Museum from December 14 to March 9. Rich in symbolism and allegorical content, Bearden's *Odyssey* series is a startling retelling of Homer's ancient story of Odysseus, the "man of



Romare Bearden: *Odysseus Leaves Circe* (1978), watercolor and graphite on paper. Courtesy Jerald Melberg Gallery, Charlotte, NC.



Romare Bearden: *Cattle of the Sun God* (1977), collage. Courtesy Ann and Sheldon Vogel.

many ways" who faces temptations and battles adversaries to make his way back home to Ithaca. Bearden's decision to make all of his Homeric figures black—gods, mortals, heroes, and villains—created an artistic bridge between classical mythology and African American culture while conveying a sense of the human condition across history. The exhibition at Emory was made possible through generous support from the Massey Charitable Trust, The Coca-Cola Company, and Anthony and Celeste Meier.

DEVORE PAPERS COME TO EMORY UNIVERSITY



Ophelia DeVore-Mitchell

Emory's Manuscripts, Archives, and Rare Book Library (MARBL) has acquired the papers of Ophelia DeVore-Mitchell, a model, businesswoman, and pioneer in the "black is beautiful" movement. A former model, the longtime business executive and entrepreneur co-founded one of the first modeling agencies for black models, taking on mainstream publications, advertisers, and other agencies who avoided hiring African American models. Her efforts helped establish the early careers of actresses Diahann Carroll and Cicely Tyson, among other celebrities. DeVore also launched a cosmetics company catering to African American women, opened and ran a successful charm school in Manhattan for several decades, and was owner and publisher of the *Columbus Times* until her retirement five years ago. Her collection, which is open to researchers and the public, includes correspondence, professional papers, business records, photographs, scrapbooks, and audiovisual materials. DeVore passed away on Feb. 28, 2014, at the age of 91.

Diahann Carroll (center), pictured with charm school students in this undated photo, started her career as a model represented by DeVore's agency.



2014 INDIA SUMMIT

The 2014 India Summit took place on February 17 and 18. Hosted by the Claus M. Halle Institute for Global Learning, this year's summit featured panels and keynote addresses by distinguished writers, scientists, scholars, and diplomats, as well as representatives from leading industries. The themes of the summit included innovation and entrepreneurship; law, religion, and India as a secular state; international retail and business; literature and creativity; and the ways in which urban women are changing what it means to be "middle-class" in India.

Campus construction updates

Phase 2 of Emory Pointe is in full swing. The \$70 million project is expected to bring an additional 40,000 square feet of retail and restaurant space and over 300 luxury apartment homes to the Clifton Corridor. Staggered openings of retail and restaurant tenants are slated to begin in December 2014, and completion of the mixed-use development, which sits on the former site of the Emory Inn, is expected in 2015.

The Division of Campus Life has launched a feasibility study for renovating and expanding the Dobbs University Center (DUC), which would represent the largest renovation to the facility since 1986. Information is being gathered about community needs, including expanded dining services, flexible meeting and gathering spaces, and room for student organizations and Campus Life offices.



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.

Emily Bianchi

We still have much to learn about how people perceive their work, says **Emily Bianchi**, assistant professor of organization and management. Her current research shows that well-educated college graduates who earn their degrees during a recession are ultimately more satisfied with their jobs than those who first look for work during more prosperous economic times. In this Q&A with *Emory Business*, Bianchi offers insights on the psychology driving these results, as well as advice for both companies and recent graduates.

EB: Your findings on the relative satisfaction of graduates in a downturn versus a boom time are unexpected. What’s behind the disparity?

Bianchi: People are often surprised to hear that recession graduates are more satisfied with their jobs, especially because graduating in a recession negatively affects career outcomes and earnings. But how people feel about what they have does not always reflect the value of what they have. Rather, people can be happier with less, depending on how they think about their results. Those who begin their careers in prosperous times tend to wonder if they could have or should have done better. This fixation on how they might have done better often dampens their satisfaction with what they have. Those who begin their careers in recessions, on the other hand, tend to be more grateful for and consequently happier with their jobs.

EB: Given your extensive research on college graduates and job satisfaction, what advice do you have for students preparing to graduate in the midst of an economic slowdown?

Bianchi: We cannot control whether we graduate in a recession or a boom. Yet to some extent we can control how we think about our jobs. Those who spend time dwelling on missed opportunities tend to be less satisfied with whatever jobs they hold. Those who can hold onto the feeling of relief and gratitude they felt when they secured their first job will not only be happier at work, they will also be more enjoyable to work with.



EB: What might your research suggest for companies that are stalling on hiring during a downturn?

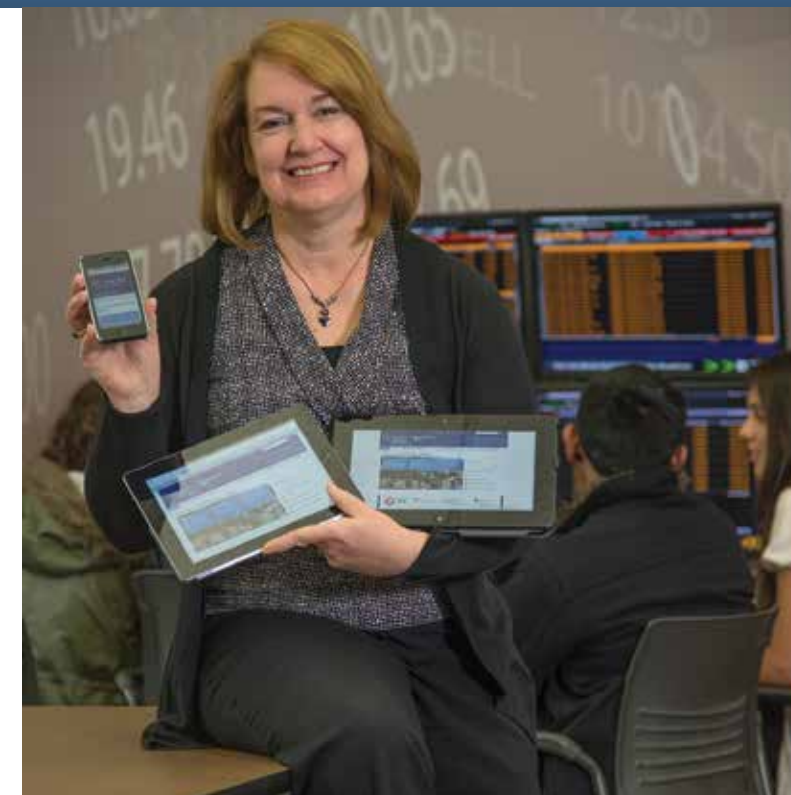
Bianchi: Companies typically stop hiring during economic downturns, even if they can afford to take on new workers. Economists have long argued that economic downturns are an ideal time to hire skilled workers given reduced competition from other top employers. By hiring during tough times, companies are more likely to secure the graduates they want and these graduates are likely to be more satisfied and consequently more loyal employees..

EB: Can you talk a bit about growing up in Atlanta and your parents’ influence on your career?

Bianchi: My parents were involved in starting The Paideia School here in Atlanta 43 years ago and remain there today. Certainly the zeal they had for education influenced my career path. I grew up on Oxford Road, right up the street from Emory. I always enjoyed walking around Emory as a child. The campus felt energetic and exciting. I spent several years away from Atlanta and always knew I wanted to come back. It’s a beautiful city with a reasonable climate and a lot of family and friends.—Myra A. Thomas

Marilyn Pahr

Not surprisingly, technological changes have revolutionized the Goizueta Business Library. **Marilyn Pahr**, reference librarian and manager of faculty services, says that digital libraries allow for the capture of an increasing amount of data that is easier to access and use. Pahr arrived at Goizueta in 1995, and since that time the library’s CD-ROM databases and dedicated computer terminals have given way to online business databases and 24/7 access to the library’s many research and career resources from anywhere in the world.



Today Goizueta students, faculty, and alumni have 90 different research databases at their disposal. Pahr helps filter through the noise. It’s a welcome—even thrilling—task for an information junky like Pahr, though she admits that “the deluge of information can sometimes be overwhelming for students.” The job of the library, says Pahr, is to help “corral” the data, narrow the searches, and render the information relevant for Goizueta’s students.

Another job of the library is to adapt and respond to the changing needs of the Goizueta community, says Pahr. One of those adaptations entails responding to growing mobile use. The library recently launched a new website optimized for phones and tablets. “We used to say we brought the world of business to the desktop, but now we have to reach people on their mobile devices as well,” she says.

Whether it’s business databases, career and internship information, company research, or popular business publications, the library’s resources are more and more frequently accessed from remote locations. According to Pahr, the beauty of technology is that it

allows the library’s reach to extend beyond its four walls, which is particularly important for degree programs that require remote learning. She currently serves as the liaison to the Weekend and Modular EMBA programs. “The programs have distance education components that require the library to provide online access to library resources and help via online guides and consultations,” she says.

Outside of her working hours, Pahr applies the same love for research to her volunteer efforts. “I have a personal interest in history and in World War II specifically,” she says. Pahr puts her professional skills to use by serving as the deputy commander and historian for the Atlanta World War II Roundtable, a group dedicated to documenting firsthand accounts of the war’s veterans. Pahr notes, “Much like when I’m working with students at Goizueta, when I talk with the veterans, their topic becomes my topic.” Fortunately, a librarian’s “natural curiosity” translates well to both.—Myra A. Thomas



Patrick Noonan



Russian-born **Daria Makhoukova 06MBA** had lived in the United States for just two years before enrolling in Goizueta. After tackling the tough world of investment banking in New York, she welcomed the school's nourishing spirit and the chance to start

shaping a career in consulting under the guidance of faculty like **Patrick Noonan**, professor in the practice of decision & information analysis and associate dean for management practice initiatives. Now a strategy expert and manager of global forces at McKinsey & Co, Makhoukova recently stopped by Goizueta to catch up with Noonan and to discuss the impact of digital technologies on consulting.

Noonan: First off, congratulations; I understand you just became a US citizen.

Makhoukova: Yes, and I am so excited! This is year twelve for me in the US, and I just got my passport!

Noonan: Your journey has been remarkable.

Makhoukova: Yes, it has been interesting, that's for sure. I arrived in 2002 after getting my law degree in Russia, which turns out to be unusable in the US. The only places willing to hire me were investment banks.

Noonan: What did you enjoy most as an international student at Goizueta?

Makhoukova: Investment banking can be a harsh environment, especially considering my transition to a new country and career. After that experience, Emory was very comforting. I liked the size of the school. You could easily approach not only your peers but also your professors. It was quite a switch from Russia, where authority matters. My time at Goizueta was transformative because it allowed me to go beyond what my upbringing might have imposed and to choose the type of person I wanted to be and the path I wanted to undertake.

Noonan: If I remember correctly, you're from Sochi?

Makhoukova: From the south of Russia. I spent several years in Sochi growing up, and all my family is still in Russia. I was very excited with the results of the winter Olympics—I know how hard they worked on pushing this younger generation to get the results—but I was also torn, because of my US affiliation.

Noonan: Let's talk about what you are doing professionally. You're at McKinsey?

Makhoukova: Yes, it's been almost two years now. I moved from BCG, where my career in consulting began. Never in a million years would I have thought I would spend eight years in consulting. How long were you at McKinsey?

Noonan: Four or five years.

Makhoukova: One of the memories that has stayed with me from the consulting talks you gave—

Noonan: The brown bag talks about on my years in consulting? I still do those.

Makhoukova: You told us about feedback. We thought you'd say the worst part of consulting was the long hours, the ambiguity, or the travel, but no, you said it was giving and receiving feedback. You said you had to mentally prepare for it every time. I do, too. I sometimes smile to myself, "If it was hard for Noonan, of course it's hard for me" [laughs].

Noonan: You have to be proactive and courageous about getting feedback and acting on it.

Makhoukova: You think you are doing fine and then you have one of those conversations where they say it's very good, but here are seventeen things for you to improve upon.

Noonan: You may remember my story of being a summer associate and feeling great because I was nailing every item on my work plan. Then about midway through the summer my manager sat me down and said, "Patrick, everything you've done so far has been just fine—

Makhoukova: But...

Noonan: Instead of saying, "Things look good for that permanent offer," he said, "If we were to decide right now, I'm not sure you'd get an offer." I was stunned, because I knew I had worked hard and delivered good stuff. He said, "You need to go above and beyond gathering the data and doing the simple analysis; checking the boxes isn't enough." He explained the importance of asking "So what—what are the implications for my team, our other work, the client?"

Makhoukova: Exactly.

Noonan: In our new Management Practice courses, we teach the pyramid principle and talk about logical structures and how to craft and use evidence. What company isn't interested in people who are good at problem solving, project management, and persuasive communication? At Goizueta we prepare students for "day-one readiness." That means being able to handle any problem handed to you: to define the problem, structure it, and figure out what to do—then persuade someone to implement your solution.

Makhoukova: Finding the right talent is a key challenge for companies. Yes, we have technology to help us with things like productivity; we can get more done with fewer people, but some jobs require people who are skilled at complex human interactions.

Noonan: Yes, the ability to read people, situations, and organizations is essential, as is picking up on what is not being said and grasping the real meaning of things—and then responding creatively. On another note, what changes in consulting do you see ahead because of technological advances?

Makhoukova: Technology changes the way we live, work, and interact, and consulting firms are no exception. The Internet economy is now a larger sector of the economy than energy. Machines are becoming smarter than people. The speed and scale of this change is remarkable. It's a lot for companies to understand and adapt to. As advisors, consulting firms have to recognize change early on so we can help our clients think about challenges and opportunities.

Noonan: How do you even do that?

Makhoukova: A crystal ball? [laughs]. Seriously, uncertainty is inevitable—some of it manageable, some of it not, but we still have to make our decisions based on what we think is happening next.

Noonan: Our students and alumni also need to make plans based on what happens next. How can our graduates future-proof their business? Themselves?

Makhoukova: Multitasking is becoming more critical, as is staying on top of multiple news stories and what your neighbors, customers, and competitors are doing. You need to know what's going on in the world. We are seeing businesses, interactions, and social structures we have never seen before. It's no longer just you, in one industry, working on one project.

Noonan: So people need to do a lot of environmental scanning?

Makhoukova: Yes, and because information is so abundant, you have to not only scan but also filter and extract what you need, which I find increasingly relevant in my industry. This includes seeing facts in what others consider irrelevant news.

Noonan: The "so what?" approach?

Makhoukova: Yes. For example, apps are now sending more messages to other apps than people are sending to other people. Machine to machine interaction is becoming very real; how is that going to affect your business? Reading for fun is not sufficient. Look for patterns. Ask, "What does this mean?"

Noonan: Yes—what does the information mean and what actions should you take? And how are you going to get it done? That piece is still very important. This is relevant for our graduates, even those 20 years out. They cannot assume that things will stay the same; they need to be scanning the environment and connecting the dots to make sense of what they are observing and to figure out what lies ahead.

Makhoukova: Speaking of the future, I hear you are planning to retire?

Noonan: Yes, this is my final semester as a full-time member of the faculty and administration. In the fall I will dial back to half-time at Emory. I've got a backlog of writing projects, and I plan to expand my visits to business schools in developing countries, to help them build stronger institutions. And I'll be getting much more music back into my life!—Nicole Golston



Patrick Noonan and Daria Makhoukova 06MBA discuss technology, consulting, and how to anticipate what will happen next.

DIGITAL

IMPACT AND RESEARCH

To explore the impact of digital on business, higher education, and its future, *Emory Business* asked six faculty members to share their thoughts on the subject. Roundtable participants were **Anandhi Bharadwaj**, professor of information systems and operations management; **Manish Tripathi**, assistant professor of marketing; **Ram Chellappa**, associate professor of information systems and operations management; **Maryam Alavi**, John M. and Lucy Cook Professor of Information Strategy; **Jag Sheth**, Charles H. Kellstadt Professor of Marketing; and **Benn Konsynski**, George S. Craft Distinguished University Professor of Information and Operations Management. Moderating the discussion was **Jackie Breiter 01WEMBA**, associate dean of Goizueta Technology Services. Excerpts follow.

Breiter *Anandhi, to launch us off, would you explain what digital is and if it's the same as technology?*

Bharadwaj *Technology is a key component of digital, but digital means more than technology. Digital has fundamentally changed the capabilities associated with a product, service, or business model, affecting what you can do with the product or service and the communication processes used. For example, take the transition from physical books to eBooks. From a consumer's point of view, digitalization makes it convenient to walk around with 10 books on an iPad or to*

find a specific page. From Amazon's point of view, the purchase of an eBook provides all kinds of new data: which books get read or abandoned, which sections get highlighted, and even how many minutes the reader spends on each page. The entire ecosystem changes around that content. The consumer gets a lot more value, but the company gets even more, and as they start sharing that data with publishers and other partners, the value proposition surrounding that product or service changes.

by Nicole Golston

“Technology is a key component of digital, but digital means more than technology.”

—Anandhi Bharadwaj



From right, Professors Manish Tripathi, Anandhi Bharadwaj, Jag Sheth, Ram Chellappa, and center, moderator Jackie Breiter 01WEMBA.





Anandhi Bharadwaj

BUSINESS STRATEGY

Breiter We have always heard that technology needs to align with an organization. How is that changing with digital business strategy?

Bharadwaj For a long time those of us who taught technology and strategy in the classroom taught technology as a functional-level strategy. Companies also pitched these alignment models that emphasized fit of technology to business strategy. But relegating technology to a supporting role now results in companies missing opportunities in the marketplace. For example, the school's leadership can ask you, as director of technology, to create your technology platform around the school's strategy and mission, or they can say, "Jackie, we know that digital technology is fundamentally changing our options for creating content and for fulfilling our research and teaching mission. What are our opportunities, and how do we leverage various technologies to change how we create value for our different constituencies?"

The second option puts you in a very different mindset when deciding what to do with digital technology. Digital business strategy ought to be about changing a firm's options with respect to how its leaders see the world and how it is changing in terms of scope, scale, the value created and the value captured. It's no longer, "I have this plan; let me create a platform to support it." That just doesn't cut it anymore.

Breiter What does your research reveal on ways to help a CIO or CEO leverage digital business strategy around scope, scale, and speed?

Bharadwaj Speed clearly encompasses the fundamental forces of technology and digitization: how new products and services emerge, the rate at which existing business models get disrupted or are created, and the fact that your competition can come from unexpected corners and places. In terms of scope, in the past we categorized companies by whether they were in related or unrelated businesses and by industry classifications. Take Amazon; it's an electronics e-tailer but also offers web services. Digital allows them to maximize existing synergies, thus redefining scope. Scale is also impacted, because small players can act as if they are large players by leveraging technology in smart ways. A recent HBR article noted that when "garage entrepreneurs or hackers" create new products and services, they usually don't plan to disrupt a business model. Instead they are so passionate about the technology, they just put it out there. Think of apps like Snapchat or What'sApp. Kids start downloading them and pretty soon they become mainstream products and overwhelm companies that have been participating in those traditional markets or services.

Breiter Manish, we can't go anywhere without hearing the term "big data." What is it, and in what ways are companies leveraging it to make decisions?

Tripathi Companies have the ability to amass and store varied types of information; this is often referred to as "big data." Personally, I believe there is just data, and I'm not sure why an additional term like "big data" is needed. A Fortune 500 company may collect tons of data on people's behavior. As Anandhi mentioned about Amazon, I can know what you are browsing, what you have purchased in the past, and what page you are on. Even a retailer may know your behavior inside the store, especially if you use a loyalty card. So all kinds of data, whether it's competitive data or data about the customer, can be collected. Of course, collecting, storing, and accounting for all of this data presents challenges—and tremendous opportunities—for analytics.

Companies leverage data first by "listening," or gathering data on customers' online and offline behavior to better understand them. The next big challenge becomes what to do with the collected information. By defining the objective and clearly using some subset of data and the proper models, companies can create an optimal offer in terms of pricing and promotion.

Breiter Where does social media fit in terms of generating large amounts of data? How are companies getting people to engage in social media and using that data to make decisions?

Tripathi Social media is often called earned or paid media, and it can generate content and publicity. One common way companies use social media is for promotions. During the Super Bowl, for example, Esurance had a promotion asking viewers to tweet the hashtag #EsuranceSave30 to be entered into a \$1.5 million sweepstakes. It was a huge success. Social media is also used to offer discounts or to provide customer service. In all types of industries, it's a way to answer customers' questions quickly and perhaps more cost effectively.

Another way social media is used—it generates more press but can be problematic—is to try to "seed" the conversation. Recently, McDonald's invited tweets on the experiences of people visiting their restaurants. The problem is you cannot control what people are going to say. Sure, some people tweeted, "I enjoyed my coffee at McDonald's," but it quickly went downhill from there. On the other hand, Nike and Starbucks have done a great job on Instagram. They understand who their audience is—younger people with an artistic bent—and they try to create a medium by building advertising that resonates with this audience. They don't try to drive the conversation; instead, they try to listen to what customers are saying and join in.

Finally, social media is perhaps most powerful as a market research tool. It's a great way to understand the thoughts and attitudes of one's current and potential customers.

Breiter Ram, speaking of understanding others' thoughts and attitudes, with everything online, is there such thing as privacy?

Chellappa There is no such thing as a private online transaction. The term cookies comes from the fact you constantly leave trails. In exchange for that "free" Gmail service, Google is buying your information. You're sharing information in lieu of something else all the time. The first example of user-generated content was likely typing in an online search word—providing information on the relative importance of that particular word. Is anything private? Yes, cash is private. It is the only anonymous transaction.



Manish Tripathi and Maryam Alavi

The bigger question I do research on is, "Who owns this data?" Does Google forever own the fact you searched for a given person ten years ago? Is this information? Does it belong to Google or to you? There is a disconnect for these kinds of concepts. In one of my papers I argue that your information should be your property. You might lease or rent it, but you own it forever. And the role of the government should be to ensure this transaction

DIGITAL ANALYTICS



is legitimate and you are protected. The danger of technology is that everything can be collected. In truth, whatever the NSA is collecting, Google is collecting ten times more. The question is not only what they are collecting but what are they doing with it.

Breiter You are also interested in online pricing strategy, Ram. Considering discounts, promotions, and everything going digital, how does a company stay competitive?

Chellappa Two dynamics are happening now: one is the way in which traditional physical goods are sold online and how technology acts as a platform. The other is how digital capabilities have created new products and services that are sold online.

Both have led to interesting business models. If you think about the experiential aspect of online transactions, the biggest difference in the type of data we are dealing with—with the exception of volume—is the move from financial transaction to intent. Companies now know what you put in the online shopping cart and almost purchased. This gives them information on consumer intent, which was nearly impossible before digital. As a result, stores can now send a targeted promotion to manage their backend inventory. Additionally, online stores are now personalizing their storefronts according to the types of products and services the customer may be interested in. It's like walking into Best Buy and having the way the store looks change on the basis of who you are. This allows firms to extract more of a surplus, as we call it in economics. That's one component.

The other component is that certain products themselves have become digital. For a long time we relied on the characteristics of the physical media to sell digital

products. For example, to sell a piece of software, a company would put a plastic CD cover on it. The ability to download products, as Netflix did with movies, changed the business model and the question of pricing. Do we just move the physical price online? We know the music industry tried that and failed.

Further shaking up the digital supply chain and ecosystem is the fact that what once generated money is now merely a conduit to generate money through some other means. Take the music industry; 10 or 15 years ago the most important component was the labels. Today, it's Apple. The company created an iTunes store not because it cared about music but because it wanted to sell iPods, on which it enjoyed a huge profit margin.

Breiter Maryam, let's discuss digital strategy's relevance to higher education. You've done a lot of research on technology and behavioral learning and how it has evolved over the last decade; how are social media, technology, and big data changing higher ed?

Alavi We are in the business of knowledge creation and knowledge dissemination. And the tools and technology we have now—the computing and communications—are the production engine, meaning the nature, source, and process of knowledge creation is changing. The way we disseminate that knowledge is shifting as well.

To stay relevant, we have to be on the leading edge, because our stakeholders and constituencies—other businesses—are fundamentally changing. We need to think about how our outputs, our graduates, are going to function in these brave new worlds driven by digital and exponential technologies.

ONLINE PRICING



Ram Chellappa

Breiter This leads us into the next question for both you and Jag; is business management education changing because of digital strategy?

Alavi It behooves us to be the agent of change and to ensure the relevance of higher education. What is the value add of business schools? Admittedly some nontraditional competitors in knowledge creation and dissemination may actually be doing the job better and faster because they do not have the legacy that institutions of higher education do. By the same token, I have great faith in my very smart, innovative, and entrepreneurial colleagues here to find a way to create an environment that embraces change and builds on our strengths and at the same time can be scalable.

Breiter Jag, as a futurist and an educator for many years, what are your thoughts?

Sheth We are moving away from the three R's of learning—reading, writing, and arithmetic—to the three I's of teaching: interactive, individualized, and integrated. Surprisingly, most transformation in education is taking place in high schools first and then being adopted by colleges, which is the reverse of the past.

Digital technology is the great enabler; you do not have to be bound by time and location. The second major change I see is the rise of the celebrity professor.

[laughter]

Breiter You?

RELEVANCE

Sheth Like celebrity chefs, professors can now reach thousands of learners online, becoming more like celebrities. These professors will not only have great content but will also have showmanship, finesse, and passion, all while reaching a massive audience. Through the rich medium of the Internet, a traditional microeconomics course with 200 students can be offered online to 1200, especially in emerging markets, which have a huge shortage of faculty. That's transformational. All of the boundaries—national, operational, regulatory, and academic—are beginning to break down, resulting in a borderless education.

The third and biggest change agent to watch is the publishing industry. Publishing is the backbone of academic knowledge, and it is shifting from print to multimedia. Most publishing is online, especially academic journals and increasingly textbooks, and content is becoming organized around a video-centric model, which impacts what we do in the classroom. In other words, what was peripheral (video) is becoming core, and what is core (print) will become peripheral.

Konsynski: Let's not forget the often neglected stakeholder, the individual who will require a style of learning that better fits their personal preferences, seeks a life-long learning commitment to further their development, and expects availability of knowledge and skill attainment and credentialing. They know that the job/role they are likely to have ten years from now does not yet exist. Yet they do not want to surrender the historic values provided by the university in place, community, and network of friends and shared experiences that are no small part of the university experience.

Technologies allow us to challenge assumptions: time, proximity, roles, responsibilities, authorities, etc. How might we now challenge the assumptions and assertions of past educational environments, given new capabilities offered by technology advances and new social needs driven by changing global and socioeconomic realities? While digital technology has disrupted the current model, it can also provide answers. To Maryam's point, if we aren't bold and willing to tear down paradigms while experimenting to find innovative solutions, someone else will.

ALUMNI RESPONSES TO THE *DIGITAL* REVOLUTION

The digital revolution's impact on industry has been far-reaching and transformative. Whether in media, banking, music, retail, or healthcare, digital technology has touched every imaginable sector, enabling businesses to reach out to the public in new and often unexpected ways. The following short profiles feature just a few of the hundreds of Goizueta alumni who are creating innovative responses to both the opportunities and the challenges brought about by radical changes in the business environment.

PLAYING A DIFFERENT TUNE

Vince Ford 06MBA, director of digital media for the New York Philharmonic, is using digital technology to bring a new dimension and audience to the symphony orchestra. The team he oversees is responsible for all interactive activity, such as webcasts and digital and media production, in addition to traditional media outlets for the symphony's radio shows, television broadcasts, and commercial recordings. Ford calls this combination of new and traditional media both interesting and necessary.

While many organizations don't merge the two approaches in one department, Ford says the arrangement makes sense for the Philharmonic. "You can look at us like a traditional media company," he says. "We produce concerts. People are listening to, watching, and experiencing our product. The other piece—the digital side—is tied into that." And while it's still about buying and selling tickets, the New York Philharmonic and similar organizations have to develop a new business model and constantly evolve the strategy. "It's certainly iterative," adds Ford. "What we were doing ten years ago is very different from what we do today."

Back then, the orchestra's website was limited to selling tickets and promoting concerts. Now, the site is where

most people are first introduced to the Philharmonic, making it all the more important for the organization to know its audience and continue adding to it. There's a certain profile, of course, for the average classical music listener who attends the New York Philharmonic's concerts and buys the orchestra's music, and that tends to track out online, says Ford. "My average website customer is 54 years old, which drives a lot of my strategy," he says. "You have to keep the technology streamlined, but this segment is fortunately becoming much more comfortable with technology, and it's exciting because we can now think bigger and better."

Ford is also working to capture the hearts and minds of a new and younger audience, primarily through mobile. "We want to remove the veil around classical music and make it more approachable," he says. The Philharmonic now offers free on-demand streaming of concerts, program notes, podcasts, and video features about artists and music, as well as previews of the orchestra's latest recordings. In the past five years, the Philharmonic's reach has grown to millions of people a year through digital media. Digital distribution is reducing the costs of making music and the time it takes to get it to the public, adds Ford—another win-win for the New York Philharmonic and its audiences.



"We want to remove the veil around classical music and make it more approachable," says Vince Ford 06MBA, director of digital media for the New York Philharmonic. In the past five years, the Philharmonic's reach has grown to millions of people a year through digital media, including free on-demand streaming of concerts and podcasts. Says Ford, "What we were doing ten years ago is very different from what we do today."

by Myra A. Thomas



Michael Golden 84MBA,
The New York Times



READ ALL ABOUT IT—ONLINE

The move online has represented a major shift for newspapers, too, as they tap into digital platforms and the growing demands of their readers. **Michael Golden 84MBA**, vice chairman of the *New York Times*, says that “the biggest challenge for just about every consumer media—newspapers, magazines, and television—has been getting away from the broadcast model. It used to be about collecting news and dispersing it and adding in ads.” But as readers select more and more of their content online and on their smartphones, he says, the focus has to be on what the consumer really wants to see.

The *New York Times* took a major leap in the industry with its changeover to a fee-based online model in 2011. Golden says it’s been a success, noting that “we’re just shy of \$150 million in revenue for digital-only subscribers in 2013.” The digital version of any publication, he adds, has to stand on its own two feet, separate and distinct from the print version while keeping the brand intact and familiar on both platforms.

Golden acknowledges it can be a challenge for media organizations to remain agile in the face of evolving technology and changing consumer preferences. “We

have become very engaged in quicker product development,” he says. Currently, the *Times* is pushing ahead with mobile offerings. Online traffic for the news organization is getting close to 50 percent mobile. The paper is offering a new, lower-priced subscription model for smartphones and includes content picked from other sources.

The media business, unlike companies requiring a brick and mortar presence, can be 100 percent digital, Golden notes. As a result, entrepreneurs with an idea, a dream, and nothing to lose are flooding into the online news space. Some will fail, while others survive. But even for name-brand stalwarts like the *New York Times*, a company’s online presence has to be constantly reinvigorated, says Golden. “You can’t sit on your laurels.”

BIG DATA DRIVES MEDIA

Part of maintaining that edge is taking advantage of technology to alter and improve the product above and beyond what the customer demands and expects. **Mike Zarrilli 00MBA** at The Weather Channel is doing just that by using big data to help inform strategy. He serves

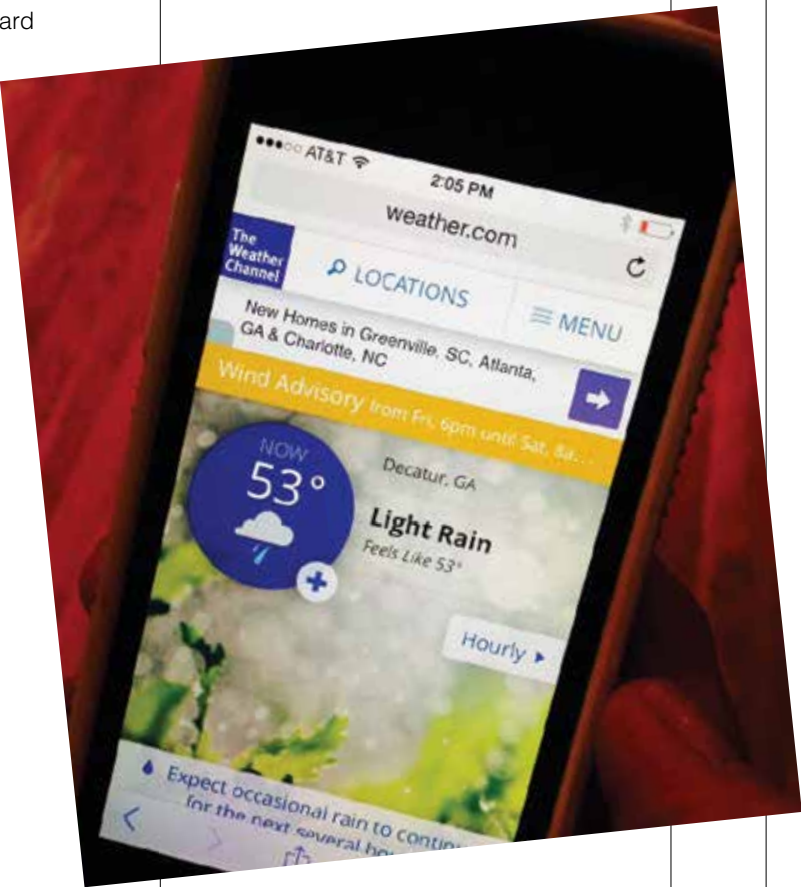
as the company’s vice president of international, working on the business development and distribution team that handles the global distribution of the company’s website and mobile properties. The Weather Channel employs a combination of platforms to drive scale and respond to how users access the information they seek, whether by television, desktop, tablet, or mobile.

Quickly recognizing the benefits of online delivery, The Weather Channel enjoyed a first-mover advantage, says Zarrilli. The channel secured the weather.com domain in the early 1990s and then drove the business through incremental changes on the web, and now on mobile. “We came early to the game, born out of the fact that we wanted to create a competitive position with platforms that would grow scale in the future.” Fast forward to today, and that strategy means increasing the international focus, taking a much larger “mobile-led approach,” and working with handset manufacturers, global portals, and mobile carriers, as well as tapping into citizen journalism.



Mike Zarrilli 00MBA,
The Weather Channel

The channel uses the latest available analytics to present current and upcoming weather events with greater accuracy than ever before. But additional insights can be gathered to help businesses respond to changing weather conditions. “In terms of advertising, for example, we can help predict consumer purchase behavior based on responses to the weather,” says Zarrilli. “We’re trying to utilize weather data in a number of industries, by regressing our data with a company’s sales data to come up with what products they should sell and where to source the products to make sure they get in the hands of the consumer.”





Melissa Housman 04BBA,
Nielsen Company

NEW FRONTIERS IN MEASURING CUSTOMER PREFERENCE

A similarly innovative and adaptive approach has transformed the Nielsen Company, says **Melissa Housman 04BBA**. As director of client services in the telecom practice group in San Francisco, Housman deals with major cellular carriers and device manufacturers to provide them with consumer-related market research. They want to know how consumers are using data over their networks, as well as what mobile content various user groups access.

And while the company still provides the products and services it's famously known for, such as assessing what people are watching on their screens, the numbers and types of those screens have changed. The Nielsen Company, says Housman, is simply adapting to advances in technology and to their customers' device preferences to keep the company competitive. The first step in the process was the 2007 acquisition of San Francisco-based Telephia, a provider of syndicated consumer research to the telecom and mobile media markets. "It showed Nielsen was invested in the space," she says, "moving it beyond television and consumer packaged goods."

The rollout of what Housman calls the company's electronic mobile measurement product occurred about three years ago. Simply put, it measures what people are doing on their cell phones, including using certain apps and visiting websites. "There's lots of data to measure, and it's a challenge to expand beyond the way we've traditionally measured it," she says. The accuracy and level of information and the ways to use it means that there are opportunities to explore and new hurdles to mount in the adoption of those technologies.

BANKING ON A MOBILE STRATEGY

The financial services sector is also working to meet customer needs through technology. **Kristin Bolton-Keys 10MBA**, mobile products manager at Capital One in McLean, VA, says that the company is on a continuous mission to provide digital tools that enable consumers to bank when, where, and how they want. In 2012 she joined the enterprise digital and mobile products team at a point when the adoption of mobile access to banking was taking hold. "The rollout was similar to launching and managing a traditional product or service in the marketplace," she says. "It's about getting in front of the customer, listening to feedback, and working with developers to make the experience and technology understandable."

But once new technology is implemented, it often becomes about analytics. "We are constantly redesigning the mobile experience," says Bolton-Keys. "Customers expect more and more from the digital channel." They want to know that their transactions are secure, and they want instant access. Customers are checking balances, transferring money, and figuring out their investment strategy using banking apps, and they expect the experience to be user-friendly and tailored to the device. "It's more than providing a desktop website and shrinking it to mobile or tablet," Bolton-Keys adds.

The increasing adoption of mobile platforms by banking customers happened quickly. "As with our other products and services, we worked hard to get our customers' trust in our mobile capabilities," says Bolton-Keys. Digital natives are particularly demanding. "Millennials don't come into the branch, so there's a challenge to create a relationship without seeing or speaking with them on the phone," she says. "We're always looking for new ways to engage with different types of customers."



Kristin Bolton-Keys 10MBA,
Capital One

Emory Healthcare's Jack Morford 97EvMBA stands in front of servers that contain 9 million patient records, which in paper form would fill a 500,000 square-foot building.



Banking customers fall into a number of categories, notes Bolton-Keys. There are digital natives and the digital savvy people who've effectively moved to a mobile platform. But there's also what she calls the "bread and butter" mature customers, and banks have to get those customers accustomed to multi-product relationships online, whether it's looking at balances, applying for credit cards, dealing with investments, or accessing mortgage information. "It's about finding a way to integrate banking services into our everyday lives and change banking for good," she says.

APPLYING TECHNOLOGY TO CLINICAL CARE

Technology is also transforming the delivery of healthcare, reaping benefits for patients, physicians, and staff. **Jack Morford 97EvMBA**, executive director for information technology at Emory Healthcare, notes that hospitals are tasked not only with providing excellent care but also with using the more comprehensive information they can now gather, courtesy of technology, to prevent illness and injury. It's an evolutionary process.

Since joining Emory in 1994, Morford has seen many shifts in the application of technology in healthcare. "We went from using technology to improve our financial systems to having it impact the clinical side and then our documentation systems," he says. It can be a monumental task to implement a new technology, especially across such a large institution with so many players,

as well as with the many HIPAA-related regulatory and privacy concerns associated with protecting a patient's health information. But the impetus was there, he says.

Moving away from paper charts was just one of the welcome changes for most hospitals. Emory Healthcare also established one of the nation's first electronic clinical data repositories, implemented in early 2000. "In the early version of electronic medical records (EMR), you could look up only a patient's name and part of the record," Morford says. Then came a way for nurses to add documentation, followed by a comprehensive EMR system. Morford is also involved in implementing a computerized physician order entry system in which a doctor's medical orders are communicated electronically to relevant medical staff. "The emphasis is on moving things forward innovation-wise and improving healthcare quality, while making it easier for physicians to do their jobs well," he says. That will soon mean incorporating telemedicine technology into the process and having patient information available on tablets.

The next goal is to provide physicians with electronic alerts and reminders about such things as upcoming labs that need to be reordered or real-time alerts for patients on monitors or ventilators, says Morford, adding that the information has to be selective and crucial to care, of course, or there's a risk of hitting physicians with too many details. "We're in the midst of a major transition," he says.

Morford, it turns out, is in good company.

GROWING UP IN A DIGITAL WORLD



by Nicole Golston

Digital natives delight in the latest technology and embrace the functionality of living and working via smartphone or tablet. This first generation of digital natives—so designated by author Marc Prensky in 2001—reign over social media and are an increasingly dominant force in the workplace. They're often more nimble with new tech tools than their older counterparts, creating virtual personas 140 characters at a time. "Millennials have been using technology as a way of knowing the world since they were born," observes **Andrea Hershatter**, senior associate dean and director of the BBA program. "They have an overriding sense that there is no issue involving gathering information, communicating, or solving problems for which a technology tool does not or should not exist."

Hershatter recalls a survey of seven thousand people 16–30 years old worldwide released by McCann in 2011 that both amused and informed her. "In one question they were asked to choose only two items to keep from a list. Over half of them gave up their sense of smell in order to hold on to a piece of technology." To digital

natives, Hershatter notes, "reading a text while doing something else is just ordinary input, like glancing around the room or noticing a sound."

Though these natives may believe they own the digital domain, other generations also find value in technology. Among Americans, Nielsen estimates that 65 percent owned smartphones in 2013, up from an estimated 44 percent in 2011. But when it comes to learning how to use a new device or digital tool, the generational tables are sometimes turned.

Marty Weinberg 78MBA, senior managing director of FT Advisors LLC—a financial consulting firm that specializes in helping companies improve financial performance by developing strategies that optimize profit and cash flow—has experienced this phenomenon up close. His daughter, **Lauren Weinberg 14BBA**, is often his go-to person when things get technologically sticky. To showcase some of the similarities and differences between their digital styles, *Emory Business* asked the legacy family to share what's in their digital toolbox and how they choose to use technology to approach work and problems.



TECH TOOLBOX



What types of technology do you use?

Lauren iPhone 5, MacBook Pro, Jawbone Up Band.

Marty iPhone 5, MacBook Air, iPad, Kindle.

What are your must-have apps?

Lauren I mainly use news apps (Wall Street Journal), social media apps (Instagram, Facebook, WhatsApp), travel apps (FlyDelta, Google Maps, Waze), and a random group of apps (Kindle, Starbucks, Venmo, NYTimes Crossword, Bank of America).

Marty I use apps for stock prices, sports scores, music, weather, maps, the New York Times, MenuPages, Zagat, and Delta Air Lines.

How does your choice of technology help you in business?

Lauren It keeps me up to date on what is going on in the world.

Marty The biggest help is that I can be mobile and still work on files and communicate with staff and people external to the company via phone, text, and email. Also, I can do research online.



PROBLEM SOLVING

How do you start problem solving?

Lauren I always start with a blank piece of printer paper and then ultimately move to a computer. I try to use Excel as much as possible.

Marty I am old school, so I start with paper and then discuss a problem and how to approach it with my team, then I evolve with computer (Word or Excel), where I like to iterate analysis several times, improving analytics and filling in information.

How do you approach problems?

Lauren I always talk things out first. The only apps I use for problem solving are from MS Office.

Marty Talking.

How does technology help you problem solve?

Lauren It allows me to make multiple versions of my work without having to start over. Additionally, it helps me with formatting and presentation (I have terrible handwriting).

Marty Now it's easier to iterate alternative scenarios, research information online, and communicate information. Also, it speeds up the accounting process; I used to make changes to financial statements manually.

COMMUNICATION

How do you communicate with each other?

Lauren I usually text my dad, or we write in our family chat. Also, I call at least once a day.

Marty Communicating with family is via text or phone calls.

What determines how you communicate?

Lauren If it's something that will result in a conversation, I call. My dad is not the best at texting.

Marty I will text if I am with other people.

Do you have a house phone?

Lauren Yep!

Marty Yes, I want a landline in case the cell network goes down.

Which social networks do you use?

Lauren Facebook, Instagram, and LinkedIn.

Marty Facebook and LinkedIn.

FINAL WORD

With all this technology, is there one thing you'd like to see the other change or consider?

Lauren My dad could maximize the benefits of technology more. I usually help him with most things related to his computer or phone. My sister and I created his Facebook and email (even though he probably won't admit it).

Marty Lauren is tech driven and savvy. She is on Facebook a lot. If we want to have food delivered, she'll order online with no human contact, whereas I prefer to call in the food order. She trusts technology and I trust people. I would like her to have more "face-to-face" contact with people.

A DIGITAL TAKE ON GOIZUETA'S BRAND STORY

Communicating to prospective students requires an intentional effort to deliver content and messaging in formats that match their interests and digital fluency. *Emory Business* sat down with **Angela Bostick 04MBA**, associate dean of marketing and communications, to find out how the school is adapting to the changed landscape of higher education marketing.

EB: How has social media affected Goizueta's marketing plans?

AB: We mix traditional and nontraditional media sources to attract and communicate with potential students. Mediums like Facebook and Twitter, for example, are ideal locations for sharing school-wide messages through a mobile-friendly format in a place where our audience is already "gathering and interacting." We've recently launched our social media hub, **The Social Index**, and have developed a consolidated hashtag strategy that lets people share thoughts and insights about the school, our faculty, our students—anything Goizueta, really. The hub packages all that content in one place. This digital curation strategy enables us to be much more effective in creating content by having those who know and love the brand help tell its story.

EB: How else are you looking to expand the brand story?

AB: We have been broadening the places we showcase the Goizueta brand to include nontraditional venues, such as trade and industry publications and events. For example, to reach the technology audience, Goizueta partnered with a major digital media holding company to share new ways to create dynamic advertising across online mediums. We presented—and were the only higher ed participants—at the annual ad:tech conference in San Francisco, which got our name out to a relevant group in an unusual setting. Approaches like this render us present in new and meaningful ways.



Stay connected to the Goizueta community online!

To get started, use our new hashtag strategy to share—and see—great Goizueta news:

1. Visit "The Social Index @ Goizueta" at goizueta.emory.edu/social.
2. View recent posts and photos from our worldwide community.
3. Share your news through Twitter and Instagram using:

#GoizuetaKudos

Know an alum who got a promotion or an award? Celebrate Goizueta successes using #GoizuetaKudos

#MeetGoizueta

Introduce the world to Goizueta. Capture photos of alumni, share memories of your Goizueta moments, & showcase our connected community using #MeetGoizueta

#GoizuetaKnows

Share what Goizueta "knows" by recalling insights or research from faculty and alumni in the news using #GoizuetaKnows

JOIN IN THE SOCIAL CONVERSATION

GOIZUETA.EMORY.EDU/SOCIAL

TEACHING IN THE *DIGITAL* AGE

Business education is in the throes of a historic transformation. Changes driven by technological advances and the corresponding demands of business are affecting how students learn, how professors teach, and how schools both organize and market themselves. For their part, Goizueta faculty are embracing technology to bring their creativity to bear in the classroom, be it physical or virtual. Armed with a growing number of innovative options, they are enhancing the in-class experience, collaborating with colleagues at other institutions to stay current with industry best practices, and creating courses that enable students to excel in the use of digital tools.

A COMPETITIVE EDGE

The adoption of technology is often spurred by necessity. Disruptions in the marketplace follow, leading to innovations that can quickly change the ways business is done—and taught. Goizueta's creation of the modular executive MBA format, for example, arose as a result of the school's growing global presence and the need to remain competitive among leading business schools. Goizueta tapped faculty like **Ed Leonard**, associate professor of marketing, and **Richard Makadok**, associate professor of organization and management, to explore a range of academic technologies as they helped position the school in the quickly expanding arena of distance learning.

Voice-over PowerPoints, an early format for online delivery of academic content, are still a commonly used tool in distance learning, but Goizueta's MEMBA program has pushed the digital envelope by taking advantage of a variety of sophisticated academic technologies.

by Cynthia Blakeley

Makadok, who teaches a modular Strategic and Competitive Analysis course, notes that some MEMBA faculty now use groupware like video conferencing, interactive case discussion boards, and wikis. In addition, Makadok, a technophile whose office is outfitted with a treadmill-desk combo that optimizes his six screens and multiple devices, is transforming delivery of his lectures by converting them from PowerPoint to Whiteboard.

"Whiteboard videos involve animated illustrations and are much more visually stimulating than PowerPoints," he says. "But they're also incredibly expensive to produce; commercial rates run about \$1,000 a minute." So Makadok has formed a collaborative relationship with a former doctoral student, **David Kryscynski 11PhD**, now an assistant professor of organizational leadership and strategy at Brigham Young University. "In our cross-licensing agreement," says Makadok, "BYU provides the student artists and animators we need, recording them as they draw, while David and I share course materials, each of us adapting it for our own use. This arrangement has allowed us to keep current with the best of distance practices."

The sharing of materials has enhanced other technology-oriented courses at Goizueta, as well. **Tongil "TI" Kim**, assistant professor of marketing, teaches a course that was originally developed by one of his professors at UC Berkeley, now at Kellogg. "I subtracted and added material to it in order to specifically cater to Emory students, as we draw students of different backgrounds and experience," Kim says. The course, Marketing Intelligence and Consumer Insights, teaches students the hands-on use of databases, analytics tools, and computing systems in order to collect, analyze, and act on customer information. One tool in particular, STATA,

"Digital technology is so pervasive in marketing that we'll eventually stop drawing a distinction between traditional and digital tools."

—David Schweidel

has been adopted by "several top business schools," notes Kim. "It's an advanced statistical analysis tool used in business, government, and academia; students can purchase a perpetual license, allowing them to continue using STATA at an internship or on the job, which is why it is popular at places like Wharton, Berkeley, and Yale."

HYBRID TEACHING STRATEGIES

Online course delivery, once the province of distance learning, has now expanded in significant ways to enrich students' in-class experience. Many Goizueta faculty have adopted "hybrid" teaching techniques, which blend traditional face-to-face interactions with online learning activities. For example, faculty can leverage social media tools like Twitter, Google Docs, and public blogs to extend classroom discussion beyond physical walls. **Nikolay Osadchiy**, assistant professor of information systems and operations management, has launched just such a blog, providing an online forum for students to share opinions on current business news.



Always the first to have the latest gadgets, Professor Benn Konsynski is swift to incorporate them into the classroom.



A co-facilitated class featuring Steve Walton live in the classroom, right, and a guest faculty member live in New Jersey via web-enabled technology.

"I have a two-fold approach to the use of technology in teaching," he explains. "The first part focuses on enhancing in-class learning. For example, I post spreadsheets for systems simulation and forecasting online before class so students can follow along on their laptops during class discussion. The second part, learning reinforcement, involves things like uploading video recordings that go over complicated concepts we've discussed in class. Students find them very helpful."

Jeff Rummel, associate professor in the practice of information systems & operations management and the incoming chair of Goizueta's Computing and Education Committee, teaches in the MEMBA program and has been experimenting with how to best take case discussions to a group of people scattered across the world.

"Video conferencing is great because it allows for real-time interactions in a virtual classroom, but it also has a downside in that everyone needs to be available at the same time," he says. "That's not always possible when crossing multiple time zones." Rummel, whose courses include lots of quantitative material, has adopted a shared document approach using wikis.

"I open a page and post a question," he explains. "Students can edit the page, adding their thoughts, posting pictures of their analysis, and even attaching spreadsheets. Other students can then respond directly to those comments in the document. At the end of the asynchronous discussion, the page will start to look like a finished analysis—much like entries in Wikipedia are revised and augmented over time."

Another increasingly popular tool used by some Goizueta faculty, "flipping" a classroom, entails recording and posting a lecture for viewing *before* class so that students can spend time *in* class doing relevant exercises and discussing any difficult or confusing points.

Such a strategy often works well, says **Steve Walton**, associate professor in the practice of information systems and operations management, adding that he uses a consciously tailored approach. "It's important to

match the class content with the delivery mode," he says. "Some concepts are complicated enough that it is more effective to explain them in person, which means that the lecture is best done in person. Other components of a course might have really nice online simulations or exercises that make the 'experiential' portion best taught through distance-mediated technology. The real payoff of the hybrid approach comes when the instructor figures out the best match between content and delivery mode."

Then there are occasions when "mother nature" does the flipping. During this semester's ice and snow storms, for example, Emory students missed nearly a week of classes, but some faculty used online tools to keep their courses—and students—on track.

"By the time the second snowstorm of the season hit, missed school days were really beginning to add up, so I linked up with my students using Adobe Connect," recalls **Tom Smith**, assistant professor in the practice of finance. The virtual sessions included online audio and video, and about 80 percent of Smith's students participated. "For those unable to join in," he says, "I recorded the classes and posted the links to Blackboard, the University's online learning management system. I then assigned some practice problems, after which we held a 'debriefing' session that I also recorded and posted."

Another Blackboard enthusiast, **Ryan Hamilton**, assistant professor of marketing, no longer takes home stacks of exams to grade. Instead, he uses the University's Blackboard software to administer and grade tests in class. "As soon as my students complete an exam, the computer gives them feedback on the questions they got wrong. It becomes a teachable moment and provides a helpful assessment of what they need to work on." Hamilton adds that the software program also allows him to randomize the order of exam questions for each student, making for a more comfortable test-taking atmosphere.

Other technological tools popular with faculty include annotation tools that allow them not only to project documents from computers or tablets during class discussion but also to annotate them on the spot, underlining key words, highlighting sentences or figures, and using a laser pointer to direct students' attention to important data.

"Handshakes and gut feelings don't cut it anymore, even for jobs in fields like human capital consulting. Recruiters are now looking for students who are familiar with digital technologies and data methods, and there's little chance of upward mobility without it. Clients know more about tech and data, and they expect the persons they hire to know vastly more."—Elliot Bendoly

"The annotation tools I use in class allow for more flexibility in my teaching as well as timely learning opportunities for students outside of class," says **Susan Crosson**, senior lecturer in accounting. "One of the great advantages of technology to document classroom activities is that it reinforces student learning outside of class by providing 24/7 access to the learning resources students need to succeed."

For **Jeff Busse**, associate professor of finance, access to the Internet has revolutionized the way he teaches his Applied Investment Management course. "The course focuses on real-world money management techniques, and we now have easy access in the classroom to vast databases of historical stock information that can be downloaded or manipulated online," he says. We can also work with real-time stock market brokerage interfaces that allow for sophisticated stock analysis."

EMPOWERING STUDENTS FOR THE DIGITAL WORKPLACE

While most Goizueta students may be digital natives, they still need strategic grounding in the application of digital business tools, especially in analytics, mobility, and social media.

"Digital technology is so pervasive in marketing that we'll eventually stop drawing a distinction between traditional and digital tools," says **David Schweidel**, associate professor of marketing. In his Digital and Social Media Strategy course, Schweidel presents the digital media landscape as it relates to marketing strategy. His students learn how to advance their work through resources such as Tableau, an increasingly popular means of creating and sharing data visualizations;

Google Analytics; and Linguistic Inquiry and Word Count, a text analysis software program. The use of these sophisticated tools allows students to analyze online behavior and social media while incorporating the resulting data and insights into successful marketing strategy.

“Introducing digital marketing tools in the classroom is essential in preparing students for the tasks they’ll face in the workplace,” notes Schweidel, adding that this is true not only for marketing but for every other area of business, as well.

At Goizueta this translates to courses that address everything from healthcare and psychology to management and commerce. Typical offerings include Digital Trends in Healthcare, taught by **Diwas KC**, assistant professor of information systems and operations management; Data and Decision Analysis, taught by **George Easton**, associate professor of information systems and operations management; and Psychology of Technology, taught by **Michael Prietula**, professor of information systems and operations management.

In **Benn Konsynski**’s popular Appocology course, students get into the actual nuts and bolts of technological design by learning how to create real apps, gizmos, and widgets. Over the past few years, Konsynski, George S. Craft Distinguished University Professor of Information Systems & Operations Management, has expanded the course to include design in the Internet of Things—which provides unique identifiers to all animate and inanimate objects—and in “rendered content,” or 3D printing and ePubublishing.

“Patterns of communication between organizations and their mobile stakeholders are constantly evolving,” says Konsynski. “My course combines technical and entrepreneurial skill development with an exploration of the issues affecting software ecosystems and commerce interactions. While many folks can create an application, successfully bringing one to market is another story. My students learn not only about design in a variety of domains, but also about development and distribution. It is important that students leave with a portfolio, not just a certificate.”



Through collaboration with former doctoral student David Kryscynski 11PhD (now at BYU), Richard Makadok has incorporated Whiteboard technology into the online delivery of his MEMBA courses.

Practical experience is essential, not only in design but also in analysis. Students in **Elliot Bendoly**’s course on data analytics and visualization learn how to develop Excel-based analytical tools, informational frameworks, and visual interfaces that support organizations’ strategic objectives and obligations. Because of Goizueta’s partnerships with a variety of software providers, they also receive a 12-month personal license for the Palisades suite and are exposed to other resources, such as Microsoft’s PowerSuite and the statistical computing software R.

“Handshakes and gut feelings don’t cut it anymore, even for jobs in fields like human capital consulting,” says Bendoly, associate professor of information systems and operations management. “Recruiters are now looking for students who are familiar with digital technologies and data methods, and there’s little chance of upward mobility without it. Clients know more about tech and data, and they expect the persons they hire to know vastly more.”

That’s where Goizueta steps in. The School offers students the best of both worlds: small, digitally sophisticated classes with accessible professors and the tools to navigate the technological changes that are rocking the business world. In our knowledge-based economy, well-educated, creative graduates are at a premium. And Goizueta’s technologically savvy faculty are helping to pave the way, both in the classroom and in the virtual world.

THE DIGITAL LIBRARY

A Q&A WITH SUSAN KLOPPER, EXECUTIVE DIRECTOR OF THE GOIZUETA BUSINESS LIBRARY

In what ways does the Goizueta Business Library supplement the digital skills and content students learn in the classroom?

Klopper We help to provide students with the skills and knowledge around locating and using information to support intelligent problem solving and decision making. We see this particular skills set (what the school calls “business intelligence”) as a component of the frameworks students are learning in the curriculum.

What kinds of databases does the library offer?

Klopper While a handful of our databases would be considered academic in nature, the majority are commercial databases—exactly the resources and tools students will use on the job for information gathering and data analysis. These are proprietary (subscription-access) databases that supplement the wealth of excellent data freely available via the Internet. When it comes to using the Internet, our role is to make sure students have the skills to distinguish between high- and low-quality information, to understand “where information lives,” and to use advanced Google functions to craft deliberate, strategic searches.

How has the library responded to the growing use of mobile technology?

Klopper In the past year, we have focused on subscribing to content that is available via multiple mobile devices. FT.com and WSJ.com both are examples of content-rich resources that students can access via their tablets, smartphones, and iPads. Marilyn Pahr, liaison to the Executive MBA programs, offers an ongoing series of “Lunch and Learn” sessions when students are on campus, and she has specifically targeted orienting them to registering and using these sources on their mobile devices.

Has the library recently adopted any new digital technologies?

Klopper In January 2014 the Business Library rolled out a new service, Business Kindle on the Go. Inspired by a similar initiative at Duke, the service lends Kindle Paperwhite eReaders to members of the Goizueta community. Each Kindle is pre-loaded with 60+ business books for off-line reading, meaning no WiFi connection is necessary. Developing this highly customized initiative was challenging, but it provided us with a great opportunity to respond to frequent student requests for business books via a mobile platform. We look forward to initiating more such services for the GBS community.



Susan Klopper’s team of librarians includes Malisa Anderson-Strait, pictured here advising a student.

by Cynthia Blakeley

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 sampler of recently created new knowledge. To learn more, please visit goizueta.emory.edu/faculty.

Reducing home equity bias through transparency

One of the goals of global stock exchange mergers is to create a consolidated trading platform that makes listed firms available to a greater number of investors while providing firms with larger pools of liquidity. But the problem of equity home bias—the tendency of investors to overinvest in domestic securities and underinvest in foreign securities—can thwart optimal global portfolio diversification. In a recent study, **Grace Pownall**, professor of accounting; **Maria Vulcheva 05MBA 11PhD** (FIU); and Xue Wang (Ohio State) examine such home bias in Euronext, which was created in 2002 when four European countries merged their stock exchanges. The researchers focus in particular on two structural mechanisms adopted by Euronext: (1) the integration of trading platforms across the four exchanges, and (2) the creation of named segments open to firms that voluntarily pre-commit to greater transparency in financial reporting and corporate governance. In their investigation of these mechanisms, the researchers find that firms that choose not to join the segmented list see no diminution of home bias, while the segmented, more transparent firms reap significant increases in all categories of foreign holdings relative to domestic holdings. *Management Science* (forthcoming).



The challenge of accurately weighting contrary advice

Auditors regularly seek informal advice about their initial judgments from other auditors. Audit firms encourage this advice seeking, believing it enhances professional skepticism and improves professional judgment. But does it? A recent study by **Kathryn Kadous**, professor of accounting; Justin Leiby (U. Florida); and Mark Peecher (U. Illinois at Urbana-Champaign) investigates contrasting theories and evidence on whether seeking advice improves auditors' judgment and on the factors that influence how readily they incorporate contrary advice into their judgments. They find that nonspecialist auditors who seek advice from those with whom they share a close social bond tend to overestimate the value of that advice. On the other hand, specialists tend to underestimate such advice, perhaps, note the authors, because of threats to the specialists' egos. In both cases the defensibility of the auditors' conclusions is negatively affected, heightening audit risk. *The Accounting Review* (2013).



Going about business . . . and helping change

Politically oriented organizations, such as those advocating equal rights for lesbians and gays, have long been credited with effecting changes in public policy that reduce discrimination. But what about the role of "ordinary" commercial organizations, such as dry cleaners or insurance agencies or clothing stores, that are affiliated with a "challenger" group that has limited recognition in a political system? A recent article by **Giacomo Negro**, associate professor of organization and management; Glenn Carroll (Stanford); and Fabrizio Perretti (Bocconi) examines such organizations, which are often overlooked in the study of policy outcomes. The researchers find that "politically mundane" commercial enterprises linked to lesbians and gays can contribute distinctly to local enactment of nondiscriminatory policies. The researchers attribute this to the bridges created between these businesses and the larger community, and to the normalcy and legitimacy signaled by their familiar organizational forms. They find that the more diverse in nature these commercial organizations are, the greater their potential to bring about nondiscriminatory policies. But this potential is diminished, they note, in communities where political organizations, particularly those engaging in contentious action, have a larger presence. The authors conclude that commercial organizations are an important complement to political action and can helpfully challenge discrimination while enhancing community connections and awareness. *American Journal of Sociology* (2013).



Giacomo Negro

Corporate governance and CEO turnover



Soojin Yim

Deciding to retain or fire a chief executive officer (CEO) can be one of the most difficult and consequential decisions a corporate board makes. Using data on the CEO dismissals of large US corporations from 1994 to 2007, Raymond Fisman (Columbia), Rakesh Khurana (Harvard), Matthew Rhodes-Kropf (Harvard), and **Soojin Yim**, assistant professor of finance, investigate how corporate governance—and in particular, shareholders' ability to influence the board—affects firm performance. Conventional wisdom suggests that limiting shareholder influence protects inferior CEOs from dismissal. In contrast, the researchers construct a model, supported by evidence, showing that insulating the board from biased or uninformed shareholders can improve the quality of a board's firing decision. *Management Science* (2014).

Forecasting sales using financial stock market data

Firms use many kinds of data for forecasting future sales—one of the key activities in the management of a business—and combine various methods in order to utilize different types of information. A recent study by **Nikolay Osadchiy**, assistant professor of information systems and operations management; Vishal Gaur (Cornell); and Sridhar Seshadri (UT Austin) focuses on financial stock market data in developing a new methodology for firm-level sales forecasting, testing it against standard benchmarks such as forecasts from equity analysts and time-series methods. Applying their method to the forecast of total annual sales for US public retail firms, the researchers find their market-based approach achieves an average 15 percent reduction in forecasting error compared with more typical forecasting methods. Their model, they write, can also be applied to hedging operational risk with financial instruments. *Production and Operations Management* (2013).



System dynamics understanding enhances project management

Projects exhibit the quintessential characteristics most often discussed in system dynamics: a tendency to evolve over time as a result of inputs, feedback, and shifts in data, resources, and connections, writes **Elliot Bendoly**, associate professor of information systems & operations management and Caldwell Research Fellow. Yet empirical evidence on the many ways in which systems thinking can impact internal project dynamics and performance has remained limited. Focusing on one aspect of systems thinking—an individual's ability to recognize and understand system dynamics—Bendoly addresses this shortfall of evidence through a study drawing on a unique, large-scale interview data set along with survey data drawn from multiple sources. He finds that when an individual exhibits an understanding of system dynamics, and especially when team members share that understanding, perceptions of psychological safety are enhanced, as is the quality of information sharing in project work and overall performance. *Production and Operations Management* (forthcoming).



Elliot Bendoly

Tournament strategies: Collusion or competition?

As many as one-third of US corporations make use of tournament incentive schemes, where compensation is linked to employees' performance and ranking. But how does the degree of mutual monitoring—the ability of employees to observe each other's productive activities—affect effort? In a study on mutual monitoring and rank-order tournaments, Lynn Hannan (Tulane); **Kristy Towry**, Goizueta Term Chair and associate professor of accounting; and Yue (May) Zhang (Northeastern) conduct two experiments to determine whether employees are more likely to collude, resulting in lower effort, or to compete, resulting in higher effort, when they are able to monitor each other during a tournament. They find that mutual monitoring can actually work in either direction, and that it depends on the workplace culture. For example, when management practices are perceived to be unfair, this creates a general inclination for workers to collude against management. In this case, mutual monitoring will amplify the collusion, resulting in lower effort. Likewise, when the workplace culture encourages competition, mutual monitoring contributes to higher effort. *Contemporary Accounting Research* (2013).



Focus on extreme polluters

In recent years, several scholars have recommended that countries reduce their energy-related CO₂ emissions by setting carbon intensity targets for their electricity generating plants. Other research suggests that countries could substantially cut their emissions simply by focusing on lowering the carbon emissions of the most extreme polluters. Using a unique international data source on power plants, researchers Don Grant (U. Colorado); **Wesley Longhofer**, assistant professor of organization and management; and Andrew Jorgenson (U. Utah) inform this issue by analyzing the distribution of CO₂ emissions and intensities within the electricity sectors of 20 countries. They find that the dirtiest 5 percent of power plants are responsible for huge shares of their sectors' total emissions, noting that "if these plants continued generating the same amount of electricity but met particular intensity targets, the world's total electricity-based CO₂ emissions could be reduced by as much as 44 percent." *Journal of Environmental Studies and Sciences* (2013).





PETER CORBETT: ON CREATIVE PROBLEM SOLVING

The best ideas are often born from an organic process, says **Peter Corbett 03BBA**. And that's exactly what happened with the digital marketing agency he founded in 2007, the Washington, DC-based iStrategyLabs. But the company also draws on Corbett's early background and interests: he was happily programming by age nine and then followed his passion for promoting concerts as an undergrad at Emory while learning how to be a designer in his spare time.

Post-graduation, Corbett worked as a TV producer, marketing exec, and interactive strategist. His subsequent layoff from an ad agency created the opportunity to consider a more entrepreneurial route, and today his growing venture is spearheading campaigns for heavyweights such as Disney, Microsoft, Deloitte, and Walmart, as well as for several other Fortune 100 companies.

Now in its sixth year, iStrategyLabs recently launched an alpha version of its data visualization app allowing companies to understand real-time analytics for everything from worker productivity to company morale. "The perfect utilization of your talent pool is an important problem to solve," notes Corbett. The company's next step is to help businesses create Internet-connected household devices and appliances that use social media to tap into personal preferences. At the 2012 SXSW (South by Southwest Conference & Festivals), iStrategyLabs premiered a beta of the GE Social Fridge, an actual refrigerator that opened after festivalgoers connected to it via social media.

As technology is changing at light speed, so too are the demands to stay ahead of the competition and to "keep your

company agile," admits Corbett. "You can't be separated from the pulse of the market. You need enough surface area to let new ideas, approaches, and people filter in and out of the organization." That means avoiding silos and allowing designers, developers, and strategists to work in tandem. It also means applying to his own business the same deep market research that iStrategyLabs performs for clients. "You not only have to understand the competition; you also need to understand companies in tangential businesses and how it all relates to what you do."

But it's not just about market research and technology, says Corbett. It's also about developing the skills to lead a diverse organization effectively. He credits Goizueta for honing his managerial abilities. "In class, I was the one interested in tackling a difficult case study and solving problems," says Corbett. "I was always the one introducing the product team in the case, and I discovered how to manage my peers in the process. I learned who I was in the context of a team." —Myra A. Thomas

Ainsley TeGrotenhuis: *On digital currency*

After spending seven years shaping and eventually leading digital marketing at CNN, she left Atlanta in 2012 to share her social media marketing expertise with diverse clients at TSG Consumer Partners. The San Francisco firm invests in middle-market branded consumer companies that range from fashion and beauty to food and beverage to restaurants and retail/franchised services.

The TSG office is a long way from Ann Arbor, Michigan, where TeGrotenhuis grew up with dreams of becoming an astronaut or documentary filmmaker. Her interests eventually turned to marketing, journalism, and consulting, and with the help of a Goizueta Women in Business mentor, she landed at CNN. Her experiences there, along with her Goizueta MBA, built a strong foundation for her current job as director of marketing and social media at TSG.

"At CNN we used social media to ensure that stories were reaching people wherever they wanted to consume news—TV, online, and mobile," says TeGrotenhuis. "We started with Facebook, then Twitter, then others. Our currency was 'eyeballs' (how many people were viewing content) and building deeper relationships with our audiences."

At TSG, sales and engagement are key metrics. "For example, if we're promoting a CPG product, we track product sales. At

Ainsley TeGrotenhuis 05MBA knows the power—and the downsides—of social media and how it can impact the bottom line if used strategically.

Planet Fitness we're selling memberships and, on a corporate level, more franchises, which translates to more members," she says.

Her biggest challenge is educating stakeholders that social media is not free. "It takes considerable time and in-house resources to manage social media effectively—to create shareable, buzzworthy, and interesting content. Many middle-market brands don't have the infrastructure and head count to do that, so we help them use their limited resources effectively."

She's learned that not all messages resonate across all platforms. "If you don't understand the nuances of the message and how the consumer will be exposed to it, the message can fall flat. Watching TV is passive, so you might not act on a message. But if you see an ad on your tablet, phone, or computer, you can take immediate action and be immersed in whatever experience the brand wants."

When she was contacted through LinkedIn about the TSG opening, she first thought that private equity wasn't a good fit with her media expertise. But after talking with former Goizueta advisors and classmates, she took the call from TSG. "I'm glad I did. In the end, it's been a great fit for me."

TeGrotenhuis and husband, **Christian Detlefsen 04MBA**, say the move paid off for them and their now 19-month-old daughter Riley, with whom they spend most of their spare time. "I would advise people to evaluate an opportunity even if it seems like it's in left field," she says. "You never know." —Marlene Goldman





Faiz Ahmad: On enhancing customer experience

When **Faiz Ahmad 03EvMBA** began his career at Delta Air Lines in 1999, the Internet was still in its infancy. Google had launched just a year earlier. Wikipedia didn't exist. And the first true smartphone—the BlackBerry 6710—was still three years from materializing.

It was, in other words, a different world.

"When I started at Delta, we had this small website, and the entire technology side of things was seen as an 'innovation arm' of the company, not core to the business," says Ahmad, who now serves as Delta's managing director of eCommerce and digital channels. "Over the years, of course, it has become a core business."



Indeed, technology has almost completely revolutionized the airline industry over the past 15 years, and it's Ahmad's responsibility to ensure that Delta stays ahead of the digital curve. It's a job, he says, that demands that he and his team think about mobile technology not simply as a means for passengers to purchase tickets, but rather as an avenue by which Delta can engage with its customers before, during, and after their flights.

"It's not just about the website," says Ahmad. "It's about digital engagement. The focus is more than just selling a ticket; it's now about engagement across platforms—about each of the marketable touch-points."

It's no small challenge, though Ahmad is well qualified to tackle it, thanks in large part to his experience at Emory. When he first joined Delta, Ahmad found himself focused almost exclusively on the technology side of the business. He quickly realized that there was more to technology than technology. In short, to fully realize his potential and to help Delta leverage its technology assets, he needed to gain a broader understanding of strategy.

That's what Emory delivered.

"My decision to attend Emory was driven mostly by my passion to learn more about strategy and how to deliver the power of the brand," recalls Ahmad, a married father of two. "That experience helped me position myself to take on roles where I could apply those learnings."

Moving forward, Ahmad says he expects the digital space to continue to transform travelers' experiences and the travel business. But he admits that it's almost impossible to predict how. That's both because technology is evolving at such a fast rate, and because customers continue to surprise the industry with how they leverage new technologies as they become available.

"I don't think we could have ever predicted that 20 percent of our customers would eventually be using our app to check in, but that's a consistently high number that has improved year after year," he says. "That is part of the X-factor of digital. It's about getting the customer what they want and doing so in a timely manner." —Tim Hyland



MOLLY RUTANA: ON SOCIAL MEDIA AND NETWORKING

As a business student who grew up tweeting and posting on Facebook, **Molly Rutana 10BBA**, now a social platform strategist with The Coca-Cola Company, knew she wanted a career in social media. "The social media environment is always changing," she says, "and that creates amazing research opportunities." Rutana landed her first job with Boston-based Cymfony, a social media monitoring and analytics firm, before eventually returning to Atlanta to join a new division within Coca-Cola.

EB: How did you land your first job in social media analytics?

Rutana: I always planned to move back to Massachusetts after graduation—my family lives in Boston, and I'm a huge New England Patriots fan—so I asked several marketing professors if they had any connections there. It turns out that every year, Professors **Doug Bowman** and **Manish Tripathi** invite my former boss at Cymfony, Natasha Stevens, to campus to discuss social media research. I chatted with her after one of her Goizueta lectures, then connected with her again when I moved back to Boston. She offered me an analyst position, and she has remained instrumental in my career ever since.

EB: What are the most appealing and challenging aspects of your job?

Rutana: It's a complete whirlwind working in this field, and that's why I love it. Social media is continuously evolving. As a strategist, I have to be constantly aware of what's changing and to think about how to leverage those changes to our benefit. The most challenging aspect of my role is standardizing the company's use of various platforms and its approach to analytics. In order to strategize a

social media program, you have to be structured but fluid. This balance can be tough, so it comes down to value-proven results and consultative partnerships.

EB: How does your role leverage new technologies?

Rutana: My responsibilities include building a brand-new analytics platform to integrate into our suite of platforms dedicated to social media. These tools are used globally so that in-market teams can connect and collaborate with each other as well as corporate groups in real time to efficiently move and react at the speed of social.

EB: Do you have any life lessons or advice for current students?

Rutana: Take chances. If you want more of a leadership role or to explore one aspect of your job in greater depth, ask! And take the time to network. While at Goizueta, I underestimated the impact networking would have on my career. It turns out that the one connection I made through Goizueta in Boston, Natasha Stevens, not only offered me a job that strengthened my passion for social media research, but also introduced me to this amazing opportunity at Coca-Cola. —Allison Shirreffs



Alex Tange:

On maximizing mobile

The mobile revolution has presented opportunities for creative entrepreneurs like **Alex Tange 07MBA**—the cofounder of nextSociety—who

can effectively capitalize on the capabilities of mobile technology. Tange's company is behind the professional networking app that filters through multiple social networking sites such as Facebook, LinkedIn, and Twitter to target connections based on business objectives. "Our mobile app enables professionals to identify relevant networking opportunities and, with a few clicks, to build an effective networking agenda that connects them with people they really need to meet," he says. The app is in the beta stage with about 1,000 users, almost exclusively in the US.

The long-term goal, however, is to gain more international traction. "In the short term," Tange says, "we are focusing on nailing the product for the US market, but we have assembled a team of programmers and developers in Europe and have international investors."

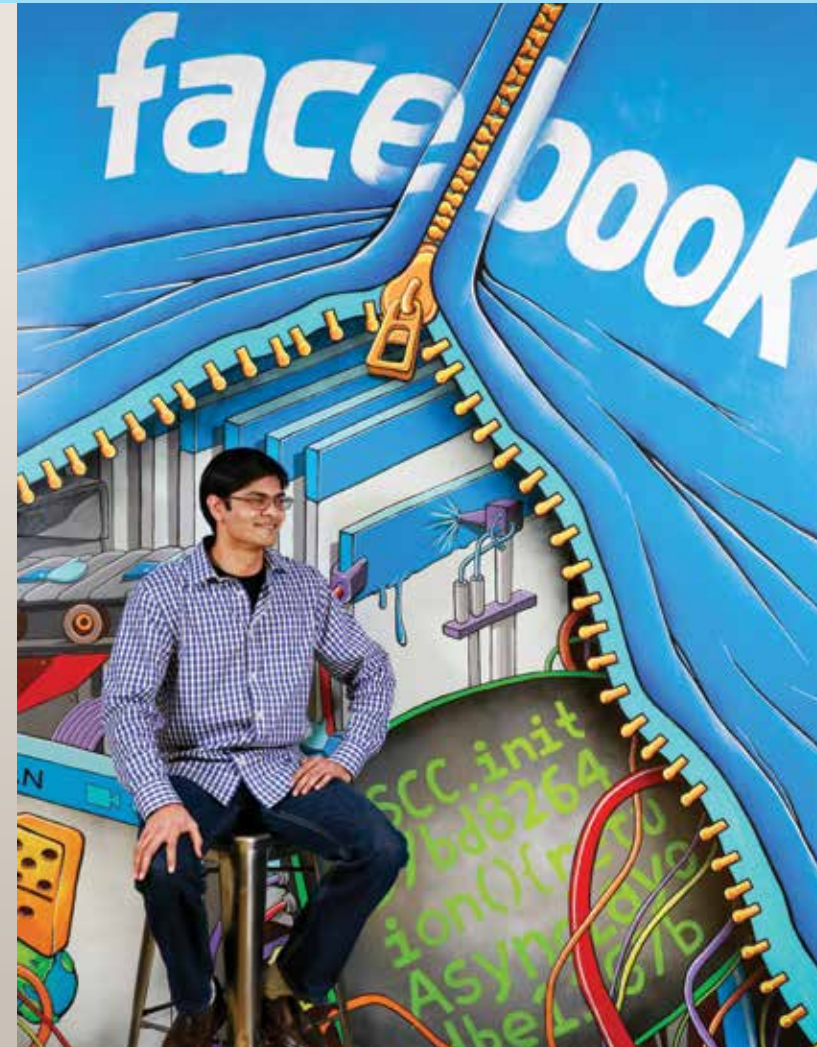
A native of the former East Germany, Tange is used to having a foot on two continents. He studied briefly in the US on an undergraduate exchange program before returning to Europe to complete his BBA at the Georg-Simon-Ohm Hochschule in Nürnberg in 2005. Following brief stints as a consultant for SAP AG in Walldorf, Germany, and ifb group in Zurich, Switzerland, he returned to the US to attend Goizueta. After graduating from the One-Year MBA program, Tange settled for good stateside in the Big Apple, working as a consultant at Ernst & Young in the area of management reporting for Fortune-500 executives and their CFO offices.

A desire to change careers got him thinking entrepreneurially. The core idea for his company arose in 2011 during a coffee shop conversation with his friend and cofounder, Dr. Peter

Stebe. "It was really about looking into an idea and seeing how it could be done better," he says. Three months later, nextSociety was born. The company's prototype was originally a desktop application, but Tange says they soon pivoted and focused on mobile. "Everyone we met on the street and everything we saw signaled we should build a mobile solution."

After initially bootstrapping the company and working on the idea at night and on weekends, Tange left his job at Ernst & Young to work full-time at nextSociety in 2013. "It was hard to scale a business with a full-time job; we realized we needed to take the plunge," he says.

In January 2014 nextSociety raised \$700,000 in seed funding from angel investors and entrepreneurs. "This enables the company to add personnel and to take our beta product to market for iPhones," Tange notes. The next step is looking at other mobile platforms, like Android, and down the road to Google Glass. It's all about continuing to tap into the changing demands of the consumer, Tange says—and the resulting shifts in technology.—Myra Thomas



Abhishek Rudresh: On following the data

Abhishek Rudresh 10MBA has come a long way from his days at Goizueta when, during his free time, he engaged in "limerick duels" with a friend on Facebook.

Today he works for the social media giant in Menlo Park, CA, as a technology partner in the global marketing solutions division. "I currently manage an internal CRM—customer relationship management product—primarily on the analytics side," he says. "My job is to use the data we have about advertisers to improve their advertising experience on Facebook."

Rudresh is a fan of digital advertising because it gives voice to anyone with a message and is fairly easy to do. The challenge, he says, is doing it *well*.

"There are certain best practices for online advertising, and not applying them can mean suboptimal results," he explains. "At Facebook our challenge is to inform advertisers on ways to get better returns on their advertising budget. On the surface, this looks like an analytics problem, but the hard part, believe it or not, is contacting some of these advertisers. Often they are small business owners who are extremely busy and not always logged in to Facebook. We have to reach them with emails and voicemails."

Rudresh is relatively new to marketing and sales. Originally a software engineer with Oracle, he came to Goizueta to study strategy and marketing. After graduation he worked for Deloitte and Intuit, then moved to Facebook. Along the way he gained more than three years' experience in supply chain management. At Facebook this involved building tools and designing processes for procuring and maintaining data center equipment.

Rudresh's career trajectory has allowed him to accumulate complementary skills while exposing him to a variety of management styles and cultures. At Facebook, he says, two elements of the company's culture stand out for him.

"First is the value of doing over talking. My colleagues rarely debate the merits of an abstract idea. The bias is always to start with a low-cost, quick implementation of an idea to test it," he says. "Second is the value of trusting in data. I am a firm believer in letting data guide solutions, because decisions based on data are usually the right ones, and managers respect that. I have not seen these two values practiced as sincerely elsewhere."

Outside of work, Rudresh enjoys watching a variety of stand-up comedy and reading both fiction and nonfiction—lots of it on flights to San Diego, where his wife, Anupama Prasad, works as an LTE engineer at Qualcomm.—Susan Merritt Jordan



Balser wins Unsung Heroine Award

Laura Balser 94BBA 01MBA was named a 2014 Unsung Heroine in the alumna category by the Emory Alumni Association and the Center for Women. The award is presented to individuals who have demonstrated extraordinary dedication to issues that affect women at Emory or in the larger community, but whose efforts have previously not received accolades or formal recognition. Each year five women, from students to faculty, receive the award.

A member of Leadership Atlanta's Class of 2011, Balser is deeply involved in activities and committees at Emory. Currently a member of the Goizueta Alumni Board, she has been a dedicated participant in mentoring programs at Goizueta, Spelman College, and the Pathbuilders Percepta program for career women. She has also held senior leadership positions in Executive Women of Goizueta.

Married to **Matt Smith 01MBA**, Balser is a principal at Mercer Human Resources Consulting, where she serves in two roles: as a senior consultant for the Executive Benefits Group (EBG) and as a member of the client management team in the Southeast. Executive Benefits Group is a national resource providing consulting services for the benchmarking, design, compliance, and funding of executive nonqualified benefit plans.

Tips for sustainable mentor relationships

Four seasoned mentors—who were protégés during their time at Emory—shared their experiences and advice on maximizing relationships before a group of mentors and protégés in March. Their panel discussion, "Mentors Matter: Sustainable Mentor Relationships," featured **Bill Holden 72MBA**, **Rosalie Collado 05EMBA**, **Laura Balser 94BBA 01MBA**, and **Steve Greenfield 04EvMBA**, and was moderated by fellow mentor **Brian Mitchell 00MBA 00MPH**, associate dean of the Full-Time MBA program. Among the tips offered to protégés:

Don't be quick to judge your mentor, even if it seems you have nothing in common. Mentors are often full of unanticipated insights.

Surround yourself with people who have confidence in your abilities and will hold you accountable.

Own the relationship, drive the agenda, and be clear about what you want to accomplish.

Be prepared to reciprocate; transitions occur for everyone, even mentors, and you may be able to serve as a resource for your mentor down the road.



Mentor panel participants, from left: Rosalie Collado 05EMBA, Bill Holden 72MBA, Laura Balser 94BBA 01MBA, and Steve Greenfield 04EvMBA.

Build a good relationship, and continue the conversation after graduation.

With more than 200 Goizueta students and alumni in the 2014 program, the Mentor Program helps students bridge the gap between their academic and professional worlds. Applications for the upcoming school year will be available on the alumni website in early August.—NG

IN MEMORIAM

Harry Gilham Jr. 51BBA of Atlanta, GA, passed away on February 2, 2014. The founder of Georgia Lighting Company was an entrepreneur with deep roots in Atlanta. Gilham's many accomplishments include pioneering the now-common use of showroom vignettes to illustrate the use of lighting fixtures with furniture and antiques in a home setting. Winner of multiple awards, he was deeply involved in his community. His memberships included the board of advisors for the Georgia Museum of Art in Athens, the Atlanta Preservation Center, the Rotary Club, the City of Atlanta's Neighborhood Planning Unit C, and multiple stewardship and missionary outreach committees at the Cathedral of St. Philip. In 2010 he detailed the opportunities and challenges of his career in a memoir, *Lighting the Way: The Story of Georgia Lighting Company*.



A dedicated friend of Emory who wanted to help the University continue to attract high-caliber students, Gilham established an endowed, need-based scholarship through the Emory Advantage Program in 2007 to enable all qualified undergraduates to pursue an Emory education. In recognition of his commitment, business acumen, and leadership, Goizueta awarded him the Entrepreneur of the Year Award in 2002 and the Distinguished Alumni Award in 2011.

- Warren C. Cooper 39BBA** of Bethel, CT
- Melvin L. Finkel 48BBA** of Alpharetta, GA
- Richard L. Waters 48OX 50BBA** of Chattanooga, TN
- John M. DeBorde III 49BBA** of Atlanta, GA
- John W. Grant III 49BBA** of Atlanta, GA
- James W. McCann 49BBA 57MR** of Marietta, GA
- Robert G. Dickerson Jr. 51BBA** of Valdosta, GA
- John D. Finlay 52BBA** of Brewton, AL
- Albert David Maslia 52BBA** of Atlanta, GA
- J. Frank Kelley III 54BBA** of Madison, GA
- Kenneth Smith 54BBA** of Belleview, FL
- A. Bernard Haight Jr 55BBA** of Atlanta, GA
- Gene Curtis 57C 59MBA** of Laguna Niguel, CA
- R. Walter Ashmore 59BBA** of Atlanta, GA
- Christie C. Maile 60OX 62BBA** of Bluffton, SC
- David L. Bryant 68MBA** of Locust Hill, VA
- Clifton A. Brashier Jr 82JD/MBA** of Smyrna, GA
- Marianne Willingham Gilliam 84OX 86BBA** of Acworth, GA
- Taylor Joyce DiOrio 12BBA** of St. Charles, IL

Staying connected

Emory Business wants to share your good news. New baby? Job change? Wedding? Shots of you and other alums in exciting international locales? Now there are multiple ways to share this news. For print publication, send a few details and/or your photos to 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 and celebrations to our new social media hub, **The Social Index**, using the hashtag #GoizuetaKudos. See these live at goizueta.emory.edu/social.

*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.



1950s

R. Carter Freeman 59BBA of Pasadena, CA, is chairman of Janas Associates, an investment bank and consulting firm. For more than two years Freeman headed a team that recently completed negotiations for the purchase of Fotona d.d., a Slovenia manufacturer of medical products. The deal, which included a private equity firm, represents the first-ever US-based private equity firm investment in Slovenia.

1960s

Richard Beatty 66MBA of Princeton, NJ, is professor of human resource strategy at Rutgers University, where he is active in executive education. His research interests focus on human resource strategy, strategic workforce planning, HR metrics, rewards, and performance management. In 2013 *HR Magazine* (UK) named him one of the year's 20 most influential international thinkers.

J. Edward Peterson 66BBA of Smyrna, GA, recently received the certified retail executive (CRX) designation from the International Council of Shopping Centers (ICSC). He is president of Cawthon-Hollums Properties, Inc. in Atlanta.

1980s

Camille Holt DiCroce 85BBA of Fremont, NH, has been named a member of the board of directors at Divine Millemet.

1990s

Derrick Harris 92MBA of Atlanta, GA, is founder of StandBy Talent Staffing Services. In 2013 *Inc. Magazine* named StandBy—an IT, HR, and financial staffing agency—one of the 500 fastest growing companies in America.

Warren Gump 97MBA of Atlanta, GA, has joined A. Montag & Associates as an equity analyst. His responsibilities include sourcing investment ideas and analyzing other potential and existing portfolio holdings at the 32-year-old Atlanta firm.

2000s

Steve Carlin 00MBA of San Francisco, CA, is now head of global strategy for gaming at Facebook.

Ramon Muchacho 00MBA of Caracas, Venezuela, was inaugurated as mayor in Chacao Municipality on December 12, 2013.

Edward Clark 01WEMBA, of Lawrenceville, GA, is now sales director at Guavus, which provides data analytics services.



Brett Bernstein 02BBA and **Holly Rodillo 03BBA**, both CPAs, were married on March 2, 2013, in Atlanta. Bernstein is a senior manager in the audit practice of KPMG. Rodillo is the accounting manager at Northside Hospital.

Catherine Mitchell 02MBA and her family moved to Monrovia, Liberia, for her husband's posting to the American Embassy as the defense attaché. After arriving Mitchell accepted the position of operations and finance manager with More Than Me, an NGO that operates a school for young girls from the West Point slum of Liberia.

Lawrence Rappoport 02MBA of Philadelphia, PA, married Rebecca Sagner Buurma on November 2, 2013. Rappoport is the associate director of student life at the University of Pennsylvania.

Daniel Porcelli 03MBA of Decatur, GA, is the founder and CEO of Cobbler Union, an online direct-to-consumer luxury shoe line. The company operates in the US and Europe.

Marc Sternberg 04BBA of New York, NY, married Alexis Kraus of Stamford, CT, on August 17, 2013, in River Vale, NJ. Sternberg is a manager with The Blackstone Group.



Frank Giovinazzo 05BBA 08L and Melissa Beth Davison of Staten Island, NY, were married on October 19, 2013. Giovinazzo specializes in corporate real estate law at Simpson Thacher & Bartlett in Manhattan.

Sunil Krishnan 10WEMBA and **Deepa Krishnan 06MBA** of Atlanta, GA, announce the birth of twins, daughter Arya and son Aakash, on November 1, 2013. The twins join older brother Arjun.

Lindsay Marles 06BBA, of Atlanta, GA, is founder and CEO of Austin Lloyd, a company that sells subscriptions of educational toys for infants and toddlers.



David Hanson 05WEMBA (right) of Provincetown, MA, married Philippe Hills in Washington, DC, on September 14, 2013. Emory staff and alumni attending included **Scott Allen, Julie Barefoot, Terry Bozeman, Ken Lee 05WEMBA, Brian Rutter 05WEMBA, Mike Mandl, Stephen Sencer, Thomas**

Lawley, Matt Englehart, Andy Wilson, Anne Stainback, Chad Ittner 05WEMBA, Edie Murphree, Ron Sauder 08PH, Belva White 08WEMBA, and Michelle Stevens 14MEMBA. Hanson recently accepted a new role as CFO at Phillips Exeter Academy in Exeter, NH.



Sarah Pearse 02C 08EvMBA and Major Zachariah Morford of Huntsville, AL, were married on October 13, 2013. Current and former Goizueta staff and alumni attending included **Laura 08MBA and Chris 05MBA Freitag, Jessica Heller Katz 06MBA, Sami Takieddine 01C 08WEMBA, Kathleen Edwards 08EvMBA, Harriet Ruskin 90MBA, Kathy Wollenzien 00C 12PH, and Shannon Demko.** Pearse is a senior associate director at Appleton Learning.

Robert Schill 07BBA and Jessica Freeman of Atlanta, GA, were married on March 2, 2013.

David Rich CFA 08MEMBA of Tampa, FL, has been promoted to vice president of marketing at Vology, Inc, a value-added reseller of networking, virtualization, and storage solutions.

Sydney Tan 09BBA of Nibong Tebal, Malaysia, is now Asia marketing director for Maxxis International.

Jing Yang 09MEMBA of Seattle, WA, is now director of global payments at Expedia.

2010s

Hillary Harding 10EvMBA of Altamont, NY, recently accepted a position at Excelsior College in Albany, NY, as controller. Harding was previously employed at Emory University.



Sergio Boniche 11MEMBA and Grethel Boniche of Miami, FL, announce the birth of a son, Brendan Alexander, on October 31, 2013.

Sridhara Gutti 11MEMBA of Birmingham, AL, was named one of the *Birmingham Business Journal's* Top 40 under 40 in 2014.

Louis Oliver 11MBA and Elizabeth Oliver of Atlanta, GA, announce the birth of a son, Louis Henry, on October 1, 2013.

Rhonda Fischer 13MBA of Atlanta, GA, is COO of The East Lake Foundation of Atlanta. She is responsible for the foundation's operations, administration, finances, and programmatic partnerships. She is the former director of development for the National Alliance for Public Charter Schools in Washington, DC.

Nicholas Missler 16EvMBA and Rachel Brown of Decatur, GA, were married on October 5, 2013. Missler is assistant director of admissions at Oxford College.



What are ways you disconnect and find balance in order to safeguard your time and priorities?

WES: In general, I do a poor job of disconnecting. Living on the East Coast while having several collaborators on the West Coast means some of my most important emails arrive right at dinnertime. My general policy is to not respond to emails or phone calls from 4:30 to 7:00 p.m.

I tell students I will respond to all messages within 48 hours, unless the request is urgent. This allows me to prioritize emails and allows them the opportunity to figure out the answer to their questions on their own.

I try to limit social networking during the day, but because so many academics increasingly share research findings and relevant news stories via social media sites, it's hard not to plug in to see the latest news.

Achieving balance as an academic is difficult, as there is rarely a time when we could not theoretically be working.

But I have learned that my "off" time with my family is much more meaningful when I treat the time as actual "off" time. The key is to communicate your efforts to achieve balance with your colleagues, students, and collaborators.

ELIZABETH: As business leaders and parents, we are always connected to some type of device at work and at home. The way that I balance and disconnect is to make sure there is time during the day when I am not with one of these devices. During meetings at work I do not check email; at home, I put my phone away so that I don't have access to it. As a family, we make sure we are not always connected to the Internet or watching television.

MARVIN: Disconnecting is incredibly difficult. The key is setting guidelines and being obsessively disciplined about sticking to them. Here's what I practice:

- Make use of digital devices' scheduled "Do Not Disturb" function.
- Avoid sending work emails outside of work hours unless they are truly time sensitive.
- Keep the dinner table and bed digital device-free zones.
- Vacation internationally. For some reason people expect less contact when you travel outside of the country, as if the rest of the world didn't have Internet access.

Communicate with your teams when you will be "off the grid." They generally will respect that time.

CASEY: I try to block off a couple of one-hour intervals on my calendar each day during which I close Outlook and put my mobile away. I find that if I don't put some guardrails around my time, I relinquish my day to the rest of the world rather than accomplishing the work I set out to do. Ultimately, this makes me a much more focused, productive, and happy worker.

RICK: The key challenge of new technologies is learning to take advantage of their benefits without being subject to their unintended consequences. The flood of information can easily overwhelm, distract, and disconnect us from others. Paradoxically, the technologies that are designed to connect us often have the opposite effect, especially if we fail to understand and manage their impact.

First, recognize that technology is both a solution and a problem. You can be a victim or you can be an activist. To be

an activist you must have a strategy on using technology to be more efficient and effective. How are you going to manage it so that it does not invade your life, impair your ability to control your time and commitments, undermine relationships, and destroy any life/work balance?

Making substantive changes in your life involves three essential components: the cognitive, the affective, and the behavioral. The cognitive is developing your strategy on how you want to spend your time. The affective is defending it against demands from people and work by setting limits and protecting your priorities. The behavioral requires communicating your limits consistently to others through words and actions. Technology can help us achieve our ambitions and express our values, but it can also do the opposite. The choice is ours.

REBECCA: Like most people today, my life seems to revolve around a barrage of urgent emails, meeting requests, social media updates, and digital articles. First, you must acknowledge that it takes a lot of energy to unplug! The next step is to find at least 2 hours each week to disconnect and engage in a low- to no-tech activity. For me, that means lacing up my sneakers and hitting the pavement for a run. While I often listen to music, my most productive runs are when I am totally tech free. It is amazing how my stride improves, my breathing is deeper, and my mind clears when I am sans earbuds. Plus, I am able to come up with new ideas for projects and devise better responses to a problem that has been plaguing me at work or at home. Most importantly, I am getting healthier in the process!



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WITH AN INTEREST IN BUSINESS and a penchant for competition, Jackson Isaacs 14BBA found the perfect training ground at Goizueta Business School. A competitive tennis player since age 13, Isaacs plays for Emory's national championship team. With scholarship support from donors to Goizueta's Business Fund for Excellence, Isaacs can focus on his course load, his career goals, and his drop shot. "My time at Emory has been transformative," he says. Make your annual gift today and share the Goizueta advantage.



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