

Principles for Responsible Management Education

Sharing Information on Progress 2013-2014



Beedie School Mission

*By creating and communicating powerful ideas,
we educate and inspire
the founders, leaders and managers
of organizations that are
internationally competitive,
locally responsive and sustainable.*

A Renewed Commitment to the Principles for Responsible Management Education



Since the previous Sharing Information on Progress (SIP) Report, the Beedie School of Business at Simon Fraser University has continued to develop and implement opportunities and processes for our students, researchers and business community collaborators. This activity and dialogue between internal and external stakeholders speaks not only to the School's mission of educating and inspiring sustainable enterprise in our undergraduate and graduate students but also the University's mission of engaging students, research and communities.

Over the course of 2013 and 2014 the Beedie School has launched the Executive EMBA in Aboriginal Business and Leadership, developed mentorship programs for students participating in business case competitions, and implemented the undergraduate Business Foundations Program which was awarded 2013 SFU Healthy Campus Community Award.

The School has fostered dialogue between the academic and business communities through the CEO speaker series, the SFU President's Dream Colloquium, and by hosting the Academy of International Business 2014 Annual Meeting.

2013 also saw new venture accelerator programs from the Beedie School's social venture lab and venture incubator RADIUS, and a partnership with the University of British Columbia and Ecole Polytechnique on the Canadian International Institute for Resource Extraction and Development.

We look forward to the years ahead and sharing our continued progress.

Dr. Daniel Shapiro
Dean, Beedie School of Business

PRINCIPLE 1: PURPOSE



We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Six Beedie students honoured by Surrey Board of Trade's Top 25 Under 25 Awards

Jun 13, 2014



Beedie School of Business students comprised almost a quarter of the recipients of this year's Surrey Board of Trade's Top 25 Under 25 Awards.

The annual awards, now in their fourth year, recognize business and community minded people under the age of 25 who are either working in Surrey or working on a related project in or for the city, and are considered role models for the community.

Five of this year's Beedie recipients have a strong connection with Enactus SFU, the SFU chapter of the global student organization that strives to create self-sustaining social ventures to solve real-world problems.

The 2014 Beedie recipients include:

Lara Ahmad, co-manager of Enactus SFU's Entrepreneur of the Year program, which helps aspiring entrepreneurs at Simon Fraser University expand their business ideas and businesses.

Winona Bhatti, project manager of Enactus

SFU's Banner Bags, an initiative that teaches high school students to turn old banners that would otherwise end up in landfill into bags, and founder of HUG (Helping Underprivileged Girls) Charity Canada.

Kevin Cruz, CEO and director of user experience at SynAesthetix Home Atmospherics, a startup that offers an intuitive home system and mobile application that enables homeowners to control the ambient lighting, sound, and smell of their living spaces.

Rae Holgado, project manager of Enactus SFU's Count on Me financial literacy education program for at-risk youth.

Amar Pangalia, manager of Enactus SFU's Count on Me program and a member of the SFU Accounting Association.

Cynthia Su, project manager of Enactus SFU's SFU Entrepreneur of the Year program and winner of the Project Leader of the Year award at the 2014 Enactus Canada national exposition.

BBA Chantelle Buffie wins national entrepreneurship competition

Mar 28, 2014



A new student venture that will provide a dedicated communications channel for residential property managers and tenants has won the Newcomers category at the National Business & Technology Conference entrepreneurship competition.

The venture, FIXO, is being developed by Beedie School of Business student Chantelle Buffie, a member of the 2014 cohort of the Next 36, Canada's leading undergraduate entrepreneurship development program.

FIXO will allow property managers to receive maintenance requests, send out electronic building notices, respond to general inquiries and gather feedback from tenants through a mobile application.

With the venture currently in the beta stage, Buffie and her co-founders Jonathan Yam and Armin Mahmoudi will be working with several property managers that have access to over one thousand rental units to test the system.

Held on March 22, the National Business & Technology Conference entrepreneurship

competition is one of Canada's largest entrepreneurship competitions. It provides aspiring entrepreneurs with the platform to present to a panel of industry judges and network with patent firms, venture capitalists, and angel investors.

"We are thrilled and confident in the potential of FIXO, and winning the Newcomers category reinforces that we are building a product that others find valuable," said Buffie. "The support and feedback from our mentors in The Next 36 program have greatly contributed to our progress to date. Our success in this competition is another boost that will help us move forward."

The Next 36 addresses Canada's deficit of high impact entrepreneurship by providing resource-rich education programs to promising young entrepreneurs. It is supported by over 300 Canadian business leaders and academics and is championed by Founding Patrons W. Galen Weston, Jimmy Pattison and the late Paul Desmarais, Sr. SFU is an academic partner of The Next 36, whose ventures have created over 150 jobs and raised over \$18M in funding since 2010.

Beedie MBAs awarded bronze at HEC Montréal Sustainability Challenge

Mar 25, 2014

A team of Beedie School of Business MBA students has earned a top three finish at the prestigious HEC Montréal Sustainability Challenge 2014 case competition.

The team, consisting of MBA students Adrian Mitescu, Anca Jelescu, Shaun McPhee, and Management of Technology MBA student Michelle Martin, emerged with the bronze medal and a cash prize of \$1,250 from a field of 12 top business schools from across Canada and Denmark.

The annual competition aims to showcase students' understanding of sustainable practices in the extractive sector, as well as increase the sustainability literacy of business students.

Held by HEC Montréal in Quebec on March 14, the competition assigned each team a real-life case concerning a sustainability issue facing organizations one week prior to the competition's start.

After a week of case analysis and preparation, the teams presented their cases to a panel of guest judges comprised of thought leaders from industry, academia, and consulting spheres in a preliminary round.

The Beedie team was selected as one of the top four teams to advance to the final, along with the University of Alberta, Concordia University, and HEC Montreal, where they were tasked with preparing a previously unseen question within 45 minutes.

Building on the success achieved in the 2013 competition, the Beedie team was once again coached by Beedie School of Business assistant

professor and sustainability expert Stephanie Bertels. She volunteered her time and expertise to provide invaluable mentorship and tactical advice to the students on their case strategy and presentation skills.

"Everyone involved in the HEC Montreal Sustainability Challenge was extremely passionate about corporate social responsibility, and to be part of that collective spirit was incredibly rewarding," said Beedie team member Shaun McPhee. "Seeing the participants, judges, guest speakers, and volunteers contribute their time demonstrated a remarkable display of passion for their values."

New report supports Vancouver's Housing and Homelessness Strategy

Apr 29, 2014



A new report co-produced by a Simon Fraser University Beedie School of Business initiative aims to help the City of Vancouver provide supportive housing for marginalized individuals.

The report, *Pay-for-Performance Partnerships: A case study in funding for Supportive Housing*, was released this week and produced by nonprofit organization Ecotrust Canada, in conjunction with RADIUS, an interdisciplinary social innovation lab at SFU's Beedie School of Business.

The report recommends the use of Social Impact Bonds (SIBs) to jump-start financing for the provision of new housing and integrated support services for people with severe addiction and/or mental illness (SAMI).

SIBs are powerful new tools to leverage private capital for innovative social programs. They invite private investors to provide startup financing, enabling governments to support programming by repaying investors only for long-term positive outcomes.

The report shows how SIBs could be used to expand the scale of support systems available to the SAMI population and better align the

interests of provincial ministries, the City of Vancouver, and social service agencies around shared outcomes to reduce inappropriate demands on healthcare, policing and justice systems.

Authors Geordan Hankinson and Colin Stansfield are graduates of the MBA program at SFU's Beedie School of Business who are now working with Ecotrust Canada and RADIUS.

"This report demonstrates the feasibility of using SIBs to attract new sources of capital, socializing the benefits of innovative program delivery and privatizing the risk – the public doesn't pay unless outcome targets are met," says Stansfield.

"SIBs could further integrate the efforts of health, housing, and service providers, better enabling the City of Vancouver to meet the targets laid out in their Housing and Homelessness Strategy."

The report builds on the *At Home/Chez Soi* study, a four-year project by the Government of Canada that aimed to provide practical, meaningful support to Canadians experiencing homelessness and mental health challenges.

BBA Ravneet Dhaliwal receives BASS Student Impact Award

Mar 21, 2014

Ravneet Dhaliwal enjoyed tremendous success at school, earning more than \$60,000 in scholarships to fund her studies at the Beedie School of Business. Rather than rest on her laurels, however, she now strives to help others emulate her achievements.

Ravneet is the co-founder of Math4me, an organization that is putting an entirely new spin on tutoring. It not only provides tutoring to elementary and high school students, but also offers mentorship, including career guidance, university application assistance, and scholarship advice.

"I wanted to put together a program that not only helped the students in school, but also provided the kind of opportunities that I had myself to let them find their passion in life," says Ravneet. "Many of our clients just come for the mentorship – they are already smart, inspired young people with excellent grades, but want to know how to translate their academics into real world results."

Math4me offers its services at an affordable price of \$8-13 per hour – less than one third of the average rate offered by most tutoring services. Since launching in 2010 it has expanded to five locations across the Lower Mainland, employs over 100 people, and has helped more than 3,000 students raise over \$100,000 in university scholarships.

She cites fellow Beedie student Stephanie Wong as a major influence in her career, and the pair's careers have often followed similar paths – both are recipients of the HSBC Women in Leadership Award, as well as the BASS Student

Impact Award.

Ravneet was also listed as one of Surrey's Top 25 Under 25 in 2012, and more recently was named one of the Vancouver Board of Trade's Women of Promise – an honour which came with the added bonus of allowing her to witness Hillary Clinton deliver an impassioned speech in Vancouver about the role of women in business.

Although managing Math4me has been a fulltime job on top of her studies, Ravneet found time to compete in the KPMG Ace the Case competition in 2012, where her team placed second. The experience will help her as she takes a step back from running Math4me after graduation, in order to pursue her CPA qualification.

"I have been blessed to enjoy such a practical education at Beedie that I could apply right away," she says. "I am so thankful for the constant support and opportunities that have provided the platform to achieve my potential."



Seven Beedie Students and Alumni named in Surrey Board of Trade's Top 25 Under 25

May 24, 2013



The Beedie School of Business accounted for more than a quarter of the recipients at the Surrey Board of Trade's Top 25 Under 25 Awards, with seven awards presented to Beedie students and alumni.

The annual awards, now in their third year, recognize business and community minded people under the age of 25 who are either working in Surrey or working on a related project in or for the city, and are considered role models for the community.

The seven Beedie School of Business award winners include:

Saurabh Bangar, President and CEO of the SOAR Philanthropic Society, a not-for-profit organization that focuses on community leadership and youth.

Michael Dyatchenko, Project Manager and Founder at Enactus SFU's Progressing the Impact of Non-Profits (PIN) program, which works to help organizations like the Surrey Urban Mission Society

Madhav Goyal, Finance and Project Leader

for this year's TEDxSFU. Goyal is working on a social venture called the Optima Institute, which aims to provide senior high school students with opportunities to expand their technical and entrepreneurial knowledge.

Anam Hameed, Co-Founder of Better Alternatives for Girls' Survival (BAGS), an organization supporting survivors of human exploitation in India.

Rohith Manhas, Co-Founder the 2012 Beedie Summer Olympics event, raising \$2000 towards Right to Play, a not-for-profit organization aiming to improve access for the less fortunate to sporting equipment.

Alice Park, a Beedie School of Business alumna and the Co-Creator of Go2Gether, a car-pooling venture with a web application for real-time ridesharing.

Spencer Toth, Former President of SFU's Social Media Network and current Director of Community Engagement for Enactus SFU.

MBA spurs passion for social development

Jun 11, 2013

MBA graduate Zain Nayani has dedicated his career to social development — and his SFU education is helping him take this passion to the next level.

Originally from Pakistan, Nayani worked in the finance field in his home country before deciding that his career needed a new direction.

“I started to devote a lot of my time to working with developmental organizations, and it just clicked with what I was thinking,” says Nayani, who undertook some projects for the Agha Khan Development Network.

He eventually decided to quit finance and find a way to marry his business and financial skills with social-sector development.

“I realized the SFU MBA would provide me with a perfect opportunity to do that.”

During his MBA studies, Nayani targeted opportunities to assist underprivileged and distressed communities in achieving self-sustaining development.

For the MBA program’s internship, he landed an eight-month advisory position with the Kanaka Bar Indian Band, a small First Nations community in B.C. He was tasked with developing and implementing much-needed governance, election, membership and financial management policies for the community.

With relatively little experience in the field, it was a task that required him to think on his feet.

His MBA education clearly paid dividends,

however — he has since been offered a full-time position as CEO of the community and its business entities.

“The internship was essentially a test to see if I could do the job long-term. There were some hard times, but I was able to gain the trust of the community, which enabled me to navigate the challenges I was faced with.”

Despite achieving his goal of working in the social sector, Nayani is under no illusions that he can sit back and relax.

“I came here with a vision in my head that I would work in the social sector and I have done that, but I’m making decisions that directly affect around 200 people living on and off reserve,” he says. “The challenge now is to make sure no one suffers because of the decisions I make.”



Beedie Alumni Saving the Planet: one drop of water at a time

Apr 18, 2013



That the planet's supply of freshwater is dwindling is little surprise. Just where it's going, however, is eye opening. It takes roughly 1,500 liters of water to make a pair of jeans, as much as 5,700 liters to grow and process the ingredients needed for a fast-food combo meal and about 120,000 liters to make a car – enough water to fill half an Olympic-sized swimming pool.

"If you consider the volume of wastewater generated by industrial and agricultural activity, it's absolutely massive," says Joshua Zoshi, president of Vancouver-based Saltworks. "We're trying to do something about that." Zoshi, together with fellow Beedie School of Business alum Ben Sparrow, founded Saltworks in 2008 in hopes of harnessing next-gen desalination technologies to produce and conserve freshwater.

Just four years later, the pair find themselves working with some of North America's largest oil and mining companies, not to mention NASA, on reducing mankind's water footprint. "Every

morning, you get out of bed and know you have the opportunity to change the world," Zoshi says. "That passion is my business."

For the moment, Saltworks is headquartered in a former fish-processing plant on Vancouver's industrial port, tucked between the waterfront and a sea of shipping containers. "We had to power-wash the walls to get rid of the smell," Zoshi jokes, leading the way onto a busy workshop floor cluttered with prototypes, pumps, plastic tubing and pressure gauges.

An electrical engineer by training, Zoshi teamed up with Sparrow, a former BC Hydro project manager with a secret passion for thermodynamics, back in 2005 while they were pursuing the Management of Technology MBA at Beedie. "Ben invented, basically in his spare time, a brand new way to desalinate water," Zoshi explains. "It was a definite game changer."

After completing their MBAs, the pair reunited to commercialize the idea. With \$180,000 in seed funding won in New Ventures BC, a province-wide technology competition, Zoshi and Sparrow launched Saltworks – a fully functioning desalination test plant along Vancouver's Burrard Inlet. Today, the company employs some 30 engineers and tradespeople and boasts 15,000 square feet of labs and R&D facilities.

"This is the heart of our technology," Zoshi says, pointing to a lab bench where plastic tubing snakes in and out of stacks of plastic membranes clamped together like pages in a book. The proprietary ion-exchange membranes

– at once elementary and revolutionary – enable salt to pass through but not water. The result: an eco-friendly way to desalinate using far less electricity than existing technologies requiring high-pressure pumps or heating.

“One-fifth of the world’s population doesn’t have access to fresh drinking water,” Zoshi says, “and that number is only going to grow.” The Middle East and Australia, as well as urban centers in China and India, all represent immediate markets for Saltworks’ new desalination technology, he explains. Indeed, by 2025, the UN estimates a full two-thirds of the global population could be under water stress conditions.

But Zoshi and Sparrow quickly discovered that water scarcity isn’t just an international matter. “We were surprised to find that there are huge water challenges right here at home in Canada,” he says. “Out in the oil sands, for instance, the amount of water used for natural resource extraction is just tremendous.”

Lately, the company has pivoted to meet these needs, applying its technologies to help recycle and reuse industrial wastewater. Saltworks already boasts dozens of clients in the oil, gas and mining sectors in North America and Australia. “Almost every commercial process – from resource extraction to food production – leaves behind water that can be cleaned and reused,” Zoshi says. “The demand for wastewater treatment is overwhelming.” In just the next five years, the market for treatment infrastructure is expected to exceed \$80 billion, according to industry analysts Global Water

Intelligence.

Zoshi leads the way from the busy workshop floor out to the cold Vancouver night. Freight trains rumble by, while massive container cranes offload ships huddled in port. “The understanding of the mechanics of innovation and being an entrepreneur that we got from Beedie was so crucial,” Zoshi says. “There’s a world of difference between having an idea and turning it into a viable business.”

Already, other uses for Saltworks technologies are emerging. Last year, the company received nearly \$1 million from B.C.’s Innovative Clean Energy Fund to explore applications in the province’s mining industry. And last March, Saltworks was awarded a contract by NASA to design a unique water recovery system for the International Space Station.

“The understanding of the mechanics of innovation and being an entrepreneur that we got from Beedie was so crucial,” Zoshi says. “There’s a world of difference between having an idea and turning it into a viable business.”

With entrepreneurial pride, he shows off the future of Saltworks: a full-scale version of the SaltMaker, housed in a 40-foot long shipping container and designed for deployment at industrial sites. “Our mandate is that every innovation we pursue bring both environmental benefits and be competitive in the marketplace,” he says. “There’s absolutely no reason that sustainability and profitability can’t coexist.”

PRINCIPLE 2: VALUES



We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Sustainability in the Undergraduate and Graduate Curriculum

Courses that focus or include sustainability issues in business remain an important part of the undergraduate and graduate curricula. These courses include practicums, independent study and special topics. BUS 303 - Ethics and Society, which was introduced in the last SIP report remains a core course requirement for all undergraduate students. As curricula evolves, so does the introduction of new courses on sustainability in business. These include BUS 475 - Sustainable Operations, BUS 660 - Special Topics: Strategies for Sustainability in Aboriginal Business, BUS 443 - New Product Development and Design, and BUS 689 - Special Topics: Managing Innovation and Change.

SUSTAINABILITY COURSES

Sustainability courses are courses in which the primary and explicit focus is on sustainability and/or on understanding or solving one or more major sustainability challenge.

Undergraduate

- BUS 449** - Ethical Issues in Marketing
- BUS 453** - Sustainable Innovation
- BUS 489** - Management Practices - Sustainability
- BUS 475** - Sustainable Operations

Graduate

- BUS 660** - Special Topics: Strategies for Sustainability in Aboriginal Business
- BUS 716** - Sustainability

COURSES THAT INCLUDE SUSTAINABILITY

Sustainability courses are courses in which the

primary and explicit focus is on sustainability and/or on understanding or solving one or more major sustainability challenge.

Undergraduate

- BUS 343** - Intro to Marketing
- BUS 361** - Project Management
- BUS 426** - Auditing and Assurance
- BUS 435** - Management of International Firms
- BUS 443** - New Product Development and Design
- BUS 447** - Global Marketing Management
- BUS 478** - Strategy

Graduate

- BUS 603** - Structure and Change in Organizations
- BUS 650** - Business Ethics and Social Responsibility
- BUS 707** - Ethical Decision Making
- BUS 753** - Ethics and CSR
- BUS 689** - Special Topics: Managing Innovation and Change (TECK)

LAUNCHED IN FALL 2013

The Beedie School of Business and the Faculty of Environment have cooperatively designed the Corporate Environment and Social Sustainability Certificate (CESS) to provide undergraduate Business Major, Business Joint Major and approved Faculty of Environment students with the opportunity to acquire training and understanding in the interconnected nature of the economy, environment and society.

Integrating global responsibility and sustainability with business education

The following article was first published by the Globe and Mail as a special information feature in the November 2012 issue of Report on Business Magazine.

Since launching Canada's first Executive MBA in 1968, Simon Fraser University's School of Business has gained a reputation for program development that meets the shifting demands of an increasingly global marketplace, as well as for its world-class research.

In 2011, the newly named Beedie School of Business built on that reputation by growing a number of initiatives aimed at integrating sustainability principles with education.

Those efforts have occurred at every level of the institution, and incorporate a broad sustainability mandate, says Dean Daniel Shapiro. "A sustainable society is one that does not do harm to its environment, but is also sustainable socially and economically."

For undergraduate students, the business school offers courses in social entrepreneurship and in sustainable innovation, which are augmented by a social venture accelerator. "We have many courses in our programs that cover sustainability and social innovation, but we've also tried to link those courses to higher levels of experiential learning," explains Shapiro.

At the MBA level, another group of students works on projects related to sustainability in a "living lab," launched in partnership with Ecotrust Canada, a non-profit conservation organization.

In keeping with its "social sustainability"

mandate, the school also introduced an Aboriginal Business and Leadership EMBA and an Americas EMBA.

Focus on the Americas

In the Americas EMBA, SFU partners with three other universities in the U.S., Mexico and Brazil.

For Americas EMBA student Yurij Duda, the opportunity to work with an international team has great appeal. Following a 20-year career with a global company, Duda now works as a self-employed consultant. The international nature of his studies has deeply affected his view of what is possible in business. A visit to an NGO that provided microfinancing in Santiago, Chile, for example, left an indelible impression, he says. "Listening to the way this business operates and sustains itself economically, and helps very marginalized people create livelihoods for themselves, with such limited resources, was a profound experience."

Addressing Aboriginal business

The Aboriginal EMBA is designed to equip Aboriginal and non-Aboriginal leaders with skills that will lead to sustainable opportunities for Aboriginal Peoples and create Aboriginal business opportunities for non-Aboriginal leaders.

"In terms of environmental sustainability, western business thinking might be described as struggling to catch up with the traditional way in which First Nations and other indigenous people view their place and responsibilities in the world," notes Mark Selman, director of the Aboriginal EMBA. "On the social side of sustainability, we live in a very unequal

society that is still wrestling with the effects of colonialism."

In one sense, he says, the program is an effort to address reconciliation and rebuild the relationship between Aboriginal and non-Aboriginal people in a respectful way. "Many First Nations are accessing more wealth and resources, so this is becoming increasingly urgent," he adds.

The program is also designed to create important networks for current and future leaders. "It can be difficult for leaders of First Nations to pick up the phone and ask other leaders how they are dealing with a particular issue," says Selman. "The EMBA program builds a different set of relationships between the various participants and therefore a different kind of network."

The links created by the students will become an important information exchange that allows First Nations leaders to build on each other's experience more effectively, he predicts.

Global engagement

The Beedie School has also launched many non-curricular sustainability initiatives. For example, in partnership with Teck, Canada's largest diversified mining company, the school has joined the Globally Responsible Leadership Initiative (GRLI), a worldwide network of companies and learning institutions that advances responsible leadership.

The SFU-Teck GRLI project aims to further define understanding of the way companies can develop sustainability cultures.

The findings will then be shared with other GRLI partner members, which include companies such as IBM, Daimler and Petrobras, the state-owned oil company of Brazil, as well as other leading business schools.

The recently established Responsible Minerals Sector Initiative (RMSI) fosters dialogue around effective leadership and responsible management within the extractive sector. The initiative brings representatives of communities, civil society, governments, academics and companies from all over the world together to discuss the primary issues that they confront.

Glenn Sigurdson, chair of RMSI, says, "To build successful enterprises and maintain access to an increasingly diminished global mineral supply and the long-term relationships that are fundamental to continued operations, organizations must engage with an extraordinary number of players and stakeholders."

The initiative endeavours to build a "knowledge engine" in which engagement "helps to shape better practices and more responsive research and the process of building better practices and more responsive research continues to engage and inform the conversation," he notes.

"Mining is an industry that is really important to our community, and through RMSI, we've engaged the global community in a dialogue on issues of sustainability in the sector," says Shapiro. In this and other initiatives, he adds, "Our aim is to be the connection between the global world of knowledge and our local community."

EMBA in Aboriginal Business and Leadership boosts First Nations postsecondary enrollment

The following article was published by The Georgia Straight on August 21, 2013.

When Eldon Yellowhorn attended Simon Fraser University in the early 1990s, he was one of two First Nations graduate students, and he says he was among fewer than a dozen indigenous people enrolled at the institution.

Now the chair of the department of First Nations studies at SFU, Yellowhorn notes that a lot has changed since then. The university now has more than 500 students who self-identify as aboriginal and is seeing a record intake of about 125 new aboriginal students for the fall semester.

Yellowhorn says that increasingly, those aboriginal students are coming to the university at a young age, rather than as mature students.

"This year for the first time, we're noticing that a majority of the students who are taking advantage of that [SFU's aboriginal undergraduate admission policy] are coming directly from high school," he told the Georgia Straight by phone. "So there's a real sea change taking place there."

According to Statistics Canada, the country's aboriginal population is much younger and growing faster than the nonaboriginal population, representing 4.3 percent of the total Canadian population in 2011.

The goal is to increase the number of aboriginal students at SFU to a comparable percentage, according to Yellowhorn. The university has an aboriginal strategic plan, and targeted recruitment efforts have expanded to particular



aboriginal communities and institutions.

The archaeology professor also wants to see an increase in the number of faculty members who are indigenous.

"If we were to apply that same metric of [between four and] five percent of the general population equivalent, that would mean we'd require about 30 faculty, spread across the campus at different departments and different faculties, and we're nowhere near that," he said. "We have a department of First Nations studies that has aboriginal faculty, and we have some in education...who have just started their careers in higher education as professors. So we're still kind of at the front end of that."

Shelly Johnson, a professor in the school of social work at the University of British Columbia, also wants to see an increase in the number of indigenous faculty members. Johnson was the principal investigator for an "indigenizing the academy" conference held at UBC this spring. She notes that as a result of the event, UBC president Stephen Toope agreed to meet with new indigenous faculty members twice a year to discuss issues including

curriculum and recruitment and retention of faculty and students.

Johnson says that this year, the social-work department will be holding the orientation day for all of its 181 students on the Musqueam reserve.

"It's our beginning steps to demonstrate our acknowledgment of the unceded territory and... help students understand what exactly that means," she said in a phone interview. "For a [department in a] mainstream university to hold its first day of orientation for all of its students in a First Nations community is pretty significant."

Johnson, who is Saulteaux from the Keesekoose First Nation in Saskatchewan, sees the move as particularly symbolic for the school of social work.

"Social workers have been implicated in the worst experiences that aboriginal people have had in this country," she said, "and that includes social workers being involved in removing children to residential schools, social workers removing children from their families under the child welfare system."

"And we have a lot to acknowledge and reconcile for the profession of social work and its impact on aboriginal communities. So this is a very, very small beginning step to humbly acknowledge that and to say we want to develop a different relationship with indigenous peoples."

According to Jenny Phelps, aboriginal coordinator and assistant dean in the faculty of graduate studies, UBC has seen an increasing number of aboriginal students enroll in graduate-

and doctoral-level programs, with 109 master's students and 47 Ph.D. students registered as of March 2012.

The total number of aboriginal students at the university's Vancouver campus is more than 750, reports Graeme Joseph, the coordinator of strategic aboriginal initiatives in the office of the vice-president, students. He notes that many students transfer to the university from other postsecondary institutions, and that a growing number are coming directly from secondary school.

"The colleges and the regional universities play a really significant role in aboriginal-student postsecondary education," he told the Straight by phone. "That being said, the number of high-school students is increasing, and we're seeing students come not only from British Columbia, but from right across Canada."

Randy Robinson is starting a degree in UBC's faculty of law this fall, after studying in Langara's aboriginal studies program from 2010 to 2012 and in the Program of Legal Studies for Native People at the University of Saskatchewan.

He believes that the increasing number of aboriginal students attending postsecondary school is closely linked to what he calls "a very active time" for reconciliation between indigenous and nonindigenous people.

Robinson, who is particularly interested in international law, says he was motivated to pursue postsecondary education by his mother and his siblings. He views the recruitment and retention of indigenous students in the postsecondary system as crucial to providing

EMBA in Aboriginal Business and Leadership boosts First Nations postsecondary enrollment (*cont*)

mentorship to the younger aboriginal generation.

"Not just the ones coming out of high school now, but the children that are being born now, and their children and their children," he said in a phone interview. "Those are the people that I feel are gaining from having us as sort of a pioneer generation of going into education."

"I know my grandparents on my indigenous side didn't have postsecondary education, and my mum was the first one to sort of go that direction, and she thrived in education, and she really instilled those values in us, and it's working out well."

Shirley Hardman, senior adviser on indigenous affairs at the University of the Fraser Valley, says that based on input from the aboriginal community, the school is making efforts to "indigenize" the education experience "from the doorway in to the doorway out".

"So that all students that come to the university are aware of the traditional territory of our Sto:lo people, where we're located, and the history of the Valley, and that aboriginal students see themselves reflected and included in everything we do at the university. So that's in our services, in our programs, in our faculty and staff makeup," she told the Straight by phone.

The university offers programs that focus on aboriginal subject matter, including one on the Halq'éméylem language, and student resources at the school include a gathering space modelled on a traditional longhouse.

Hardman noted that when she graduated from high school in 1980, there weren't aboriginal

role models in the universities. Like Yellowhorn, she has also seen an increase in the number of younger aboriginal students entering university.

"So it was kind of a lonely, overwhelming place to go," she said. "Now, working kind of in concert with the K to 12 system, we're seeing [an] increased number of graduates from the K to 12 system that are coming in university-ready.

"We're also experiencing what I call a collective boost in self-esteem, where the universities have become these inviting, reflective places where I can see myself included, and I can imagine myself at the university, and so it's far easier for me to take that step into the university and become a university student."

Increasing the number of indigenous students in postsecondary institutions isn't just about recruitment, according to Scott Clark, executive director of the Aboriginal Life in Vancouver Enhancement Society.

Clark's organization has been collaborating on a strategy aimed at improving high-school graduation rates among indigenous students by working with universities, colleges, and community organizations.

"Universities can't do this on their own," he told the Straight by phone. "Although we are beginning to get successes, you know when 70 percent of our kids aren't getting through the existing [Vancouver school] system, then we need to find better ways to support those children, those families, those youth, so they can actually make it into university and college."

Other aboriginal postsecondary programs

include the Indigenous Independent Digital Filmmaking program at Capilano University, which coordinator Doreen Manuel says focuses on aboriginal storytelling.

"Really, our history hasn't been told," she said in a phone interview. "There's just so little that has been told about our people from our perspective. And that's just starting to emerge in a really powerful way now."

At SFU, an executive MBA in aboriginal business and leadership was launched last year—the first of its kind in the country. While students don't have to be aboriginal to enroll in the program, most of the 25 current students have an indigenous background, and they come from across Canada, according to Ulrike Radermacher, the associate director of graduate programs at SFU's Beedie School of Business.

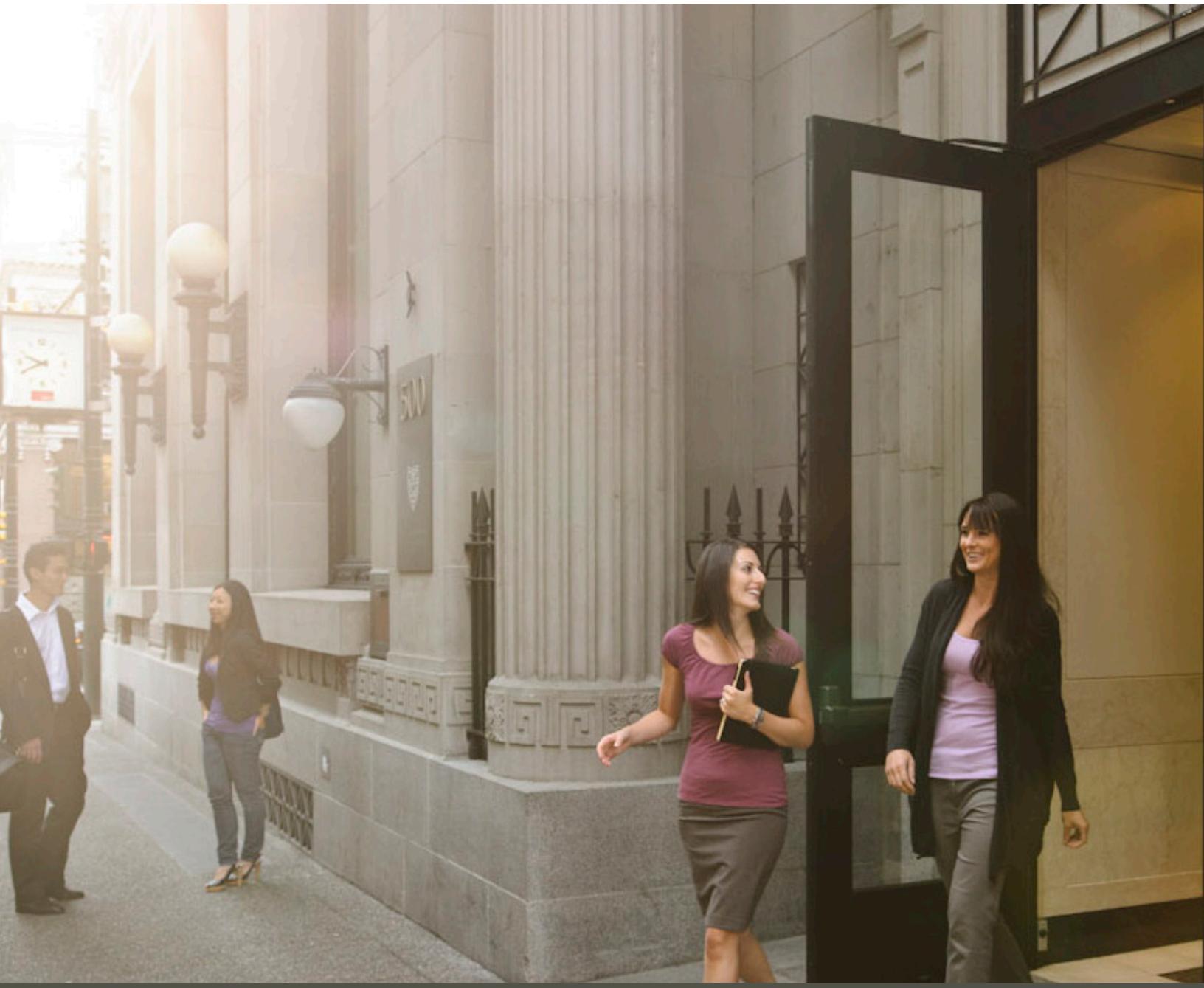
"If you have a class on business and government, you would for example discuss treaties, the specific legislations that aboriginal communities are subject to, and business has to know that," she told the Straight by phone.

Justin Wilson teaches several classes in Langara's aboriginal studies program, including a community development course that has seen students take part in projects such as a campus-wide indigenous gathering and an academic symposium on the proposed Northern Gateway pipeline.

He says the program is designed to prepare students for graduate-level work. Many go on to law school, or to study in fields including urban planning, social work, and education.

"It's good to see that," Wilson said in a phone interview. "We know that we're doing our job, and that's certainly not all of it. We also take pride in the fact that we're helping individuals become more involved in their communities, no matter what they're doing."

PRINCIPLE 3: METHOD



We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

RADIUS launches two new venture accelerator initiatives

Jun 23, 2013

RADIUS, the Beedie School of Business' social venture lab and venture incubator, has launched two new venture accelerator programs aimed at nurturing early stage social initiatives and providing social entrepreneurs with the tools required to bring their ventures to market.

The RADIUS Summer Accelerator is a ten-week intensive program designed to nurture social ventures from the early stages through to a validated business model in less than ten weeks. Participants will benefit from an assigned personal mentor for the duration of the program, and will learn key startup techniques and how to apply them to their ventures.

The program is designed to help aspiring social entrepreneurs who have startup ideas in the concept stage or who have small businesses launching a new product or service.

The application deadline for the Summer Accelerator is July 3. Classes will be held every Tuesday evening commencing on July 15, and will run for seven weeks.

RADIUS is also now accepting applications for its Fall Accelerator, a six-month cohort model venture program that partners with early stage social ventures in a rigorous acceleration and mentorship experience.

The Fall Accelerator will feature weekly workshops in a peer learning environment, combined with personal coaching sessions and mentoring services. Participants will have access to shared workspace, legal services and networking opportunities with mentors, Beedie School of Business faculty, and industry



professionals.

"These RADIUS accelerator initiatives provide invaluable opportunities for early-stage social ventures to take a huge step towards market under the watchful eye of experts," says Donovan Wppard, Director of RADIUS Ventures. "Previous iterations of our accelerator programs have produced some amazing results, and we look forward to seeing the exciting social ventures these new accelerators will nurture."

RADIUS launches first cohort of “Radical Ventures”

Dec 11, 2013

RADIUS, the Beedie School of Business' social innovation lab and venture incubator, has launched its first cohort of RADIUS Ventures.

Focused specifically on “Radical Ventures” with a strong mandate to create social and environmental wellbeing, RADIUS applies business innovation and entrepreneurship to address challenging social and environmental problems, and is partially funded by Vancity Credit Union.

The Radical Ventures in the first cohort focus on the local food distribution and sustainable transportation sectors, and include corporations, cooperatives, and a revenue-generating non-profit.

“Entrepreneurship can have a hugely positive impact on human and environmental well-being,” says Donovan Woppard, Director of RADIUS Ventures. “RADIUS Ventures demonstrates the leadership of the Beedie School and Vancity in cultivating a social venture ecosystem and actively supporting leading ventures within it.”

While some of the participating ventures are pre-revenue and others are in a rapid growth stage, all offer a product or service that directly promotes ecological health, societal wellbeing, and economic value.

The cohort is comprised of Localize, a local product rating and signage system for grocery store shelves; go2gether, a carpooling system that makes it easy, safe, and convenient for commuters to share trips; City Farms Co-op, a collection of small farmers in the

Lower Mainland using IT solutions and goods distribution to access mainstream markets; Shift Delivery, which is revolutionizing urban delivery with specialized human- and electric-powered tricycles; and PEDAL, a growing non-profit providing low cost bicycle repair and education services.

“Our venture is an example of the great support that SFU provides to entrepreneurs,” says go2gether CEO and co-founder Alice Park. “go2gether started as a class project, participated in the Social Entrepreneurship Accelerator, was incubated at SFU’s Venture Connection, and is now working with RADIUS Ventures to raise funds and serve our first corporate clients.”

RADIUS Ventures will work with the five ventures through a six-month accelerator program to refine their offerings, optimize their operations, and get them ready for growth and investment.

Through an immersion in design thinking, lean start-up methodology, and hands on mentorship and collaboration, RADIUS and its Radical Ventures will collaborate to achieve specific shared outcomes, including fundraising, new product launch, and positioning for rapid growth.

Axiom News: At RADIUS, Students are Launching Social Ventures

Jul 18, 2013

The following article was published by Axiom News on July 15, 2013.

Twenty-one-year-old Xinyan Chen took her first social entrepreneurship class at RADIUS (RADical Ideas Useful to Society) last spring. Now, she and four co-founders are launching EnableLife, an online community for people with disabilities and their support network to share tips and tricks to enable easier living.

It's this quick turnaround, from a useful idea to establishing a social venture, that a new Vancouver program at Simon Fraser University's (SFU) Beedie School of Business aims to advance. Working with students and the community, RADIUS was started in March by adjunct professor and social entrepreneur Shawn Smith and award-winning management educator and consultant David Dunne.

The two partnered to create RADIUS, which is one of the first university programs to offer the full spectrum of support for social innovation and venture incubation, from idea to start-up and accelerated growth.

As a result, young people don't just learn about the value of creating new types of businesses that achieve social or environmental goals, they act, skills Shawn says they'll carry with them for the rest of their careers, "Our ability to help students recognize their own agency and to change things is pretty inspiring."

The founders of EnableLife are a prime example of this nascent opportunity. The group of five are all in their early 20s, and met in class when they were tasked with creating a social

enterprise based on something they were passionate about.

Four people in the group wanted to do something related to the disability sector. The fifth student was a web developer, which led them to create an online community for people who have a disability and their support networks.

At the end of the introductory course, the group continued on with their idea, taking SFU's Social Venture Accelerator course where they put their ideas to the test, working with a mentor with experience in their field and conducting live market research with 25 different disability organizations to refine their model.

Two weeks ago, RADIUS held a community pitch night where EnableLife took the \$3,000 first prize. They also have several companies interested in advertising on the platform.

"It feels like the stuff that you learn in school is actually applicable. It's not like you're doing something that someone else is telling you to do. You're doing it from your own passions, and that's what makes it work so well," says Xinyan.

EnableLife is one of 16 ventures that have participated in the Social Venture Accelerator through RADIUS — which is already sharing its model with other universities. Shawn says they hope this will encourage new models of learning.

Aboriginal Business Champion distinction for SFU trailblazer in management education

Jul 26, 2013

Mark Selman, director of the Executive MBA in Aboriginal Business and Leadership at Simon Fraser University's Beedie School of Business, is the 2013 recipient of the Industry Council for Aboriginal Business (ICAB) award for Aboriginal Business Champion of the Year.

The Aboriginal Business Champion award is given to a non-Aboriginal individual who exemplifies leadership and best practices in Aboriginal engagement and business relationship development. The honour is a part of the ICAB Recognition Awards, which highlight individuals and corporations who have demonstrated leadership in developing Aboriginal/non-Aboriginal business relationships.

Selman is a longstanding business education innovator at Simon Fraser who led the university's effort to establish the EMBA in Aboriginal Business and Leadership – the first and only program of its kind in North America. The new EMBA meets a growing need for senior-level management education for Aboriginal managers and entrepreneurs, as well as individuals and organizations collaborating with Aboriginal communities. It provides executive-level education that reflects the growing role of business development for First Nations. The program has received widespread acclaim across the country from both Aboriginal and business communities — most recently receiving the “Most Innovative” distinction from BC Business Magazine.

With an extensive management education background, Selman has helped build customized degree programs with business,

both with First Nations and the natural resource sector. He has also worked with First Nations communities on social and economic development.

ICAB is a non-profit, member-focused organization guided by a volunteer Board of Directors. ICAB fosters successful working relationships between industry and Aboriginal business through effective programming and by promoting mutual respect and understanding. ICAB launched the BC Aboriginal Business Association in February 2012 to support British Columbia's Aboriginal business owners and entrepreneurs by initiating knowledge sharing and business skills development.

The ICAB Board of Director's Executive selects the recipients by evaluating the benefit of the business relationship to the Aboriginal community and the corporation; the qualities of leadership and potential for best practices in business development; and the development of the relationship that formed the foundation of the business undertaking.

SFU's EMBA in Aboriginal Business and Leadership captures BC Business Most Innovative award

Apr 11, 2013



**BEEDIE SCHOOL
OF BUSINESS
SIMON FRASER
UNIVERSITY**



The Executive MBA in Aboriginal Business and Leadership at Simon Fraser University's Beedie School of Business has been selected to BC Business Magazine's list of British Columbia's most innovative companies.

Launched in 2012, the EMBA program is the first graduate business degree of its kind in Canada.

"B.C.'s aboriginal business community has a big stake in the province's economic future," notes BC Business Magazine in its April 2013 issue in referring to SFU's newest EMBA cohort. "The program (has) attracted business leaders, administrators and senior officials as students, including Squamish Nation Chief Ian Campbell, and former mayor of West Vancouver, Pam Goldsmith-Jones.

BC Business Magazine's annual list recognizes the top 20 organizations in the province that have used an innovative idea to build a company and redefine an industry.

The EMBA in Aboriginal Business and Leadership program is the only selection from the higher education sector on the list, which also includes business ventures such as a transportable ground satellite station and field hospital military solution, and a pioneering micro-lofts development for affordable housing in downtown Vancouver.

SFU's Executive MBA in Aboriginal Business and Leadership meets a growing need for senior-level management education for Aboriginal managers and entrepreneurs, as well as individuals and organizations collaborating with Aboriginal communities.

"The Executive MBA in Aboriginal Business and Leadership is a reflection of SFU's commitment to using its education and research resources to support Aboriginal peoples and communities," said Andrew Petter, President of Simon Fraser University at the time of program's launch. "This program is particularly needed at a time when Aboriginal peoples are striving to overcome longstanding challenges and seeking to take advantage of new challenges."

RADIUS venture go2gether partners with SFU

Jan 31, 2014

A real-time carpooling app and a client of the Beedie School of Business' social innovation lab and venture incubator RADIUS, has signed an agreement to make Simon Fraser University its first customer.

go2gether is a social enterprise that utilizes a web application to provide an automated carpool matching service. As part of the inaugural cohort of RADIUS Ventures, go2gether has already been providing SFU students, staff and faculty with ride-sharing services on a trial basis for the past year.

The service offers SFU a solution to managing long-term parking and infrastructure costs, while providing transportation alternatives to a growing population. In doing so, it not only helps students, staff, and faculty save money and reduce their carbon impact, but also contributes to offsetting the need for future investments in transportation.

"After a year of piloting our service with SFU we are really excited about progressing to the next stage with this official service agreement," said Beedie School of Business alumna Alice Park, CEO and co-founder of go2gether. "Reaching this important milestone serves to validate the service model we have developed, and the support from all those involved at RADIUS has been instrumental in our achievements."

Users sign up with their university email and post their details and preferences to receive alerts about available carpools. Before meeting face-to-face, drivers and riders can view other users' profiles and reviews, ensuring safety and community trust.

go2gether has already received financial support from Vancity, and is now preparing for its first round of fund raising to expand to other universities and large organizations across Canada.

Park co-founded go2gether as a student after completing her Certificate in Corporate Social Responsibility (now called the Corporate Environment and Social Sustainability Certificate) and taking the BUS 453 Social Entrepreneurship and Innovation, and BUS 495 Social Entrepreneurship Accelerator classes offered at the Beedie School of Business.

"go2gether has an amazing team and a tremendous vision, and this agreement will serve to solve a key transportation challenge for SFU," said Donovan Woppard, Director of RADIUS Ventures. "Having started in a student venture course, been incubated at SFU's Venture Connection, and then been further developed through RADIUS Ventures, go2gether's success speaks volumes for the venture development services available at SFU."

Launched in spring 2013, RADIUS (RADical Ideas, Useful to Society) seeks to change business education and launch high-impact solutions to social challenges. RADIUS Ventures focuses specifically on "Radical Ventures" with a strong mandate to create social and environmental wellbeing, and is partially funded by Vancity.

SFU establishes academic partnership with Canadian entrepreneurship program The Next 36

Feb 07, 2013



Simon Fraser University has become an official academic partner of The Next 36, Canada's leading undergraduate entrepreneurship development program.

The partnership further solidifies SFU's reputation as a Canadian leader in fostering entrepreneurship and innovation, and for developing the next generation of founders and leaders of new ventures.

As academic partner of The Next 36, SFU will support the organization's vision of increasing Canadian prosperity through the creation of high impact entrepreneurs, and encourage its top student innovators to be part of The Next 36 program.

Each year, 36 of Canada's most promising undergraduate students are chosen from across the country to participate in The Next 36 program.

The program provides its entrepreneurs with mentorship from some of Canada's top business leaders, access to funding from Venture Capitalists, and academic instruction from some of the world's leading business experts.

"The partnership with The Next 36 reflects SFU's commitment to being an 'Engaged University,'" said Andrew Petter, President of Simon Fraser University. "

"SFU has a strong track record of engaging the entrepreneurial community, and this partnership will further enhance our ability to educate the next generation of Canada's business leaders."

Since the launch of The Next 36 in 2011, SFU has contributed two participants to the program. In addition to current Next 36 entrepreneur Michael Cheng, Beedie School of Business undergraduate Jessica Fan used The Next 36 program to develop her business venture Penyo Pal, an app that teaches children to speak Mandarin.

"The Next 36 is thrilled to welcome Simon Fraser University as our newest academic partner," said Claudia Hepburn, executive director & co-founder of The Next 36. "We have had strong SFU innovators in our program for two years running and expect this relationship to help us attract even more of British Columbia's most talented young entrepreneurs going forward."

BusOne program earns SFU Healthy Campus Community award

Dec 13, 2013

The Beedie School of Business BusOne program has been announced as winner of the SFU 2013 Champions for a Healthy Campus Community award. The award comes as recognition of the BusOne program's commitment to enhancing student wellbeing.

The SFU Champions for a Healthy Campus Community award is awarded annually to initiatives that make a substantial contribution to providing a healthy and supportive environment on SFU's three campuses. The award was presented to Jaclyn De Jong, BusOne program facilitator, at a special lunch reception on December 9.

Now in its fourth year of operation, the BusOne program is a collaboration between Beedie School of Business faculty, staff, and students. It combines the BUS 201 class, which serves as an introduction to business for students, and a weekly workshop where students learn to be a part of the Beedie community.

The program was created in order to build student relationships and foster a sense of belonging. It provides students with professional, academic and personal skills, and introduces them to the various opportunities available at the school, such as co-op placements, exchange programs and support services such as Venture Connection.

"The BusOne program serves to bring lot of little things together to make a huge impact on the experience of new students at the Beedie School of Business," says Jaclyn De Jong. "The students learn to build relationships and work as part of teams, and have found it



to be a rewarding and engaging program. We want what's best for our students, and the BusOne program creates a healthy and positive environment, building the framework for our students to succeed."

About BusOne (BUS 201)

BUS 201 will equip students with foundational business theories and principles through a holistic and integrated teaching environment.

BUS 201's complementary weekly seminars will emphasize applied business knowledge, incorporating academic support, co-curricular opportunities, and an applied business project that supports the local community.

MSc Finance students win three in a row at RISE investment competition

Apr 10, 2014

MSc in Finance students from Simon Fraser University's Beedie School of Business have brought home gold for the third year in a row at the prestigious RISE (Redefining Investment Strategy Education) competition.

The Beedie team captured first place at RISE, hosted at the University of Dayton in Ohio from March 27 to 29, in the Balanced Investment Style category. The annual competition, now in its 14th year, features 60 teams from top universities across North America that run programs allowing students to make investment decisions with real money.

The students were rewarded for their work on the Student Investment Advisory Service (SIAS) fund. As Canada's largest student-run investment fund, SIAS sees Beedie students managing \$10.8 million of the university's endowment portfolio.

"Our students' performance in the RISE investment competition attests to the quality of our students, the program, and to all our staff involved," said Jan Simon, Academic Chair of the MSc in Finance program at the Beedie School of Business. "Winning the Balanced Investment Style category for three consecutive years is evidence of the hard work that this cohort and their predecessors have invested in SIAS."

MSc in Finance students Cicy Bai, Puxia Yu, Anastasia Lavrik and Jason Wang, travelled to Ohio to represent the SIAS fund and present the entire SIAS team's work on the risk-adjusted return of the portfolio in the 2013 calendar year.

"The RISE competition provided a fantastic opportunity to learn from and network with celebrities in the financial sector," said Bai. "When preparing for the competition the previous cohort provided some suggestions for our presentation, which focused on the SIAS fund's excellent investment performance and rational investment strategy. We will strive to continue managing the fund successfully and leave in place a legacy for future cohorts to continue our success at RISE."

About SIAS

The SIAS fund is Canada's largest student-run investment fund, and one of the largest such funds in North America. The fund is managed by students from the Beedie School of Business Master of Science in Finance program, and provides them with invaluable real world investment, risk management and compliance experience.

About RISE

The RISE competition runs in conjunction with the RISE student investment conference, the largest conference of its kind in the world. Each year the RISE investment conference brings internationally known leaders in the finance industry together to share their perspectives on economic and market trends, forecasts and critical issues with students, faculty and professionals.

SFU student innovation and interdisciplinary collaboration highlighted at Opportunity Fest

Apr 11, 2014



Undergraduate student entrepreneurs from across Simon Fraser University gathered to celebrate innovation at the fourth annual Opportunity Fest, a marketplace-style showcase of student creativity, entrepreneurship and innovation.

This year the event, held on March 31 at SFU's Surrey campus, included innovators and opportunity-seizers from across the university. In addition to business, students also came from disciplines as varied as Communications, Interactive Arts and Technologies (IAT), International Studies, Mechatronics (MSE), and Psychology, and several working with cutting-edge SFU researchers in areas like 3D printing and realistic avatars.

The event underscored the Beedie School of Business' engagement with the wider business community, with a total of 30 guest judges from academia and industry on hand to give feedback on the student entrepreneurs' projects.

"Part of the importance of the event is student empowerment through innovation," says Eric Gedajlovic, Professor of Entrepreneurship and Strategy at the Beedie School of Business and

founder of Opportunity Fest. "The exhibits on display represent not only the fruits of the students' intellectual efforts – they also represent their interests and concerns, and relate to topics and issues that they feel passionate about."

The event featured a number of categories, including Most Innovative Technological Opportunity, Most Impactful Opportunity, Most Investable Opportunity, the Entrepreneur's Choice Award, and Mr. and Ms. Opportunity, awarded to the most engaging student presenters.

The Opportunity Fest grand prize, the Charles Chang Student Entrepreneurship Award, went to two teams: Noushin Emami, Anne Bedry & Anne Semeriai, for their designer shower head that changes colour to warn of excess water use; and to Amandine Subias, Mark Anthony Wijaya, Yann Chevalier & Noémie Frohn, who presented a hand-crafted chutney made with 'rescued' fruit and vegetables. The teams shared a prize of \$1000, donated by Beedie BBA alumnus Charles Chang, founder of nutrition company Vega.

The winner of both Most Innovative Technological Opportunity and the Entrepreneur's Choice award was EveryWare, a cloud-based software development platform that is the brainchild of Rizwan Qaiser, Karen Aflalo, Caroline Prax & Sarah Viala.

The award for Most Impactful Opportunity went to Aavis Bhindi, Raymond Kaila & Helen Shi for their work on Brain Shield, a safety patch developed in the MSE department for football athletes that can be applied to the outer shell of any helmet to reduce concussions and head trauma upon impact.

First prize for Most Investable Opportunity was a tie between Maxime Pautet, Morgane Auffret, Louis Vagogne & Carole Attia's venture, La Tartine, a food truck specializing in authentic French food, and Synergy Solutions, Tim Samarasinghe, Carmen Javier, Kevin Kumar & Noelia Brillante's car control system which provides smart phone users real time control and reports from their vehicle.

This year's event invited students from Surrey's Fraser Heights Secondary who excelled in their own innovation week, with an award category designed exclusively for them. The Junior Innovators award was presented to Jay Dhanju, Jayce Dinza and Shaan Sidhu for their interchangeable shoe soles venture, K-Sliders. Their prize package included SFU sweatshirts and a networking lunch with current SFU students.

"It is important that we make these students aware of all of the options available to them at SFU and that they can be innovators no matter which discipline they choose," said Sarah Lubik, Director of Technology Entrepreneurship@SFU. "The most impactful and revolutionary innovations often happen when disciplines collide."

Top two finish for Beedie team in PRMIA Risk Management Challenge

Mar 24, 2014



A team of undergraduate and graduate Beedie School of Business students captured the silver medal in the recent Professional Risk Managers' International Association (PRMIA) Risk Management Challenge.

The PRMIA Risk Management Challenge is an annual case competition that provides undergraduate and graduate students from multiple disciplines in the UK, US, Ireland and Canada with the opportunity to solve real-world risk management-focused business problems.

The Beedie team, consisting of MSc Finance students David Gontovnick and Peter Mak, along with BBA students Viacheslav Trefilin and Wing-Kan Chung, advanced to the finals from a pool of 91 teams. In the final competition they presented in front of a panel of industry judges from globally recognized organizations, earning second place overall for their case focusing on

the Royal Bank of Scotland's failure in 2008.

Coached by Jan Simon, Academic Chair of the MSc Finance program at the Beedie School of Business, the team's strategy identified two key issues at the bank: inadequate common equity capital, and an over-reliance on unsecured wholesale funding. They recommended the bank bolster their common equity capital ratio and adhere to comprehensive liquidity guidelines.

"In training for the competition, Jan Simon covered the collapse of Bear Stearns, which was similar to the RBS failure, as well as other significant risk management debacles," said Gontovnick. "The support provided by the coaches, in addition to the administrative support from Beedie Professor Mark Wexler, was instrumental in the team's success."

Beedie BBAs earn bronze at JDC West

Jan 30, 2014



The Beedie School of Business has achieved a top three finish in the Academic School of the Year category at the prestigious JDC West case competition, held from January 17 to 19 at the University of Regina, Saskatchewan.

The team achieved the third highest overall score in the competition's ten academic categories competing against eleven leading Canadian business schools.

JDC West is the largest student-run business case competition in Western Canada. This year's competition featured over 600 delegates competing across a range of disciplines, including academics, debate, sports and social competitions.

The Beedie team, which consisted of 48 BBA students, received support from 40 alumni coaches, and spent a combined total of 2,920 hours over a period of six months in training for the competition. In addition, it raised \$5,000 for local charities, and \$50,000 in external sponsorship.

Led by co-captains Natalie Botteselle and Simone Foreman, as well as head coaches and Beedie alumni Sean Peters and Maney Grewal, the team achieved a number of notable finishes in individual competitions, including first place in Entrepreneurship, second place in Finance, and third place in MIS and Tax in the ten academic categories.

"Representing the Beedie School of Business at JDC West has been an incredible privilege," said team co-captain Natalie Botteselle. "The team had an overwhelming amount of support from the school, alumni and team sponsors, and the countless hours the team coaches put in to help our students become successful was invaluable."

The team's success is made all the more remarkable considering the majority of those participating were third year BBA students, competing in a case competition for the first time.

BBAs capture gold at IIBD Case Competition

Nov 26, 2013



Beedie School of Business undergraduates took home the gold medal at the recent International Institute for Business Development (IIBD) Case Competition, one of Asia's most prestigious business case competitions.

The team, consisting of BBA students Madhav Goyal, Scott Hirsch, Edwin Hendrawan, and Qaid Jivan, and coached by Beedie School of Business alumnus Isaah Baldissera, was one of five teams selected to compete in the finals after emerging from an initial field of 29 entrants from 13 different countries.

This year's competition was hosted by Hong Kong Baptist University, and featured a theme of "The Sustainability of Social Enterprises: Managing the Double Bottom Line".

After qualifying by submitting an initial report in the preliminary round earlier this summer, the finalists were presented with a real world business case focusing on a local social enterprise that employs middle-aged women lacking in business skills.

The students were given six hours to prepare their cases before presenting to a panel of judges made up of academics and industry professionals. The judges were impressed by the Beedie team's strategy of a "Triple Bottom Line" which included not only financial and social considerations, but also environmental.

The team's attention to detail was the result of a rigorous training regime that began with ten days of twelve hour shifts to prepare the preliminary round report, followed by weekly practice meetings beginning at 7am involving mock presentations in front of guest judges.

The team's success is all the more impressive given that each team member was simultaneously training for two separate case competitions. Jivan recently took first place at the Eller Ethics Case Competition, while in January Goyal will compete in the HR category at the prestigious ICBC competition, and both Hirsch and Hendrawan will be involved in the 2014 JDC West competition.

Beedie named Academic School of the Year at JDC West

Jan 23, 2013



SFU's Beedie School of Business captured the Academic School of the Year award at the prestigious JDC West case competition, held from January 18 to 20 at the University of British Columbia, edging out stiff competition from 11 other leading Canadian business schools to claim the title. The Academic School of the Year award is presented to the team which achieves the highest overall finish in the JDC West competition's ten academic categories.

In addition, the Beedie School of Business placed third in the School of the Year category and enjoyed further significant success in the individual competition categories, taking first place in the International Business and Finance competitions; second place in the Management Information Systems, Business Strategy, Human Resources and Taxation categories; and third place in both Accounting and Debate.

"Competing with so many other top business schools and being named Academic School of the Year is a testament to the quality of education our students receive at the Beedie School of Business. The students, coaches and staff that supported this effort can be rightly proud of their success."

JDC West is the largest student-run business case competition in Western Canada, attracting the top business schools and students from across the nation. This year's competition featured teams representing 12 business schools with over 600 delegates competing across a range of disciplines, including academics, debate, sports and social competitions.

Under the guidance of team coaches and SFU alumni Sean Peters and Maney Grewal, the Beedie team placed more emphasis on early preparation for the 2013 competition than in previous years, beginning training for the competition in Spring of 2012.

"Choosing the team early was key in allowing ourselves time to prepare and we entered the competition with a clear strategy and goals in mind," said team co-captain Joel Thom. "The competition allowed us to showcase the academic talent at the Beedie School of Business and our excellent showing in the competition reflects that."

"The support system made available to us throughout the entire process was invaluable and a key to our success," said co-captain Amit Bhagat. "Every one of our team members has developed over the past six months of preparation, and I am very happy that the competition has facilitated the growth and development of some of Beedie's finest students."

Beedie MBAs take top prize at HEC Montréal sustainability case competition

Mar 18, 2013



A team of MBA students from Simon Fraser University's Beedie School of Business were awarded first place at the HEC Montréal MBA Sustainability Challenge case competition.

The team, consisting of MBA students Erin Lane, Geordan Hankinson, Colin Knudsen, and Andrew Lee, emerged victorious from a field of 12 competing universities from across Canada, the US and Denmark.

The competition, held at HEC Montréal in Québec on March 16, seeks to demonstrate the relevance of addressing corporate social responsibility issues in the management of successful enterprises, and featured a panel of guest judges from industry and academia.

Competing teams were presented with a question concerning a real life issue facing organizations one week prior to the competition. This year's question focused on biofuels in the aviation industry, and the team worked round the clock to prepare their case and presentation for the day of the competition.

The Beedie MBA team defeated three other finalists from the Rotman School of Management at the University of Toronto, Ted Rogers School of Management at Ryerson

University, and HEC Montréal to capture the top prize, and was presented with a trophy and a cheque for \$4000.

"I am very proud to have been able to win this competition for the Beedie School of Business," says Hankinson. "The competition provided an opportunity to apply all of the course material we have learned from our MBA program, such as finance, economics, statistics and strategy. The Beedie MBA program really equipped us to be successful."

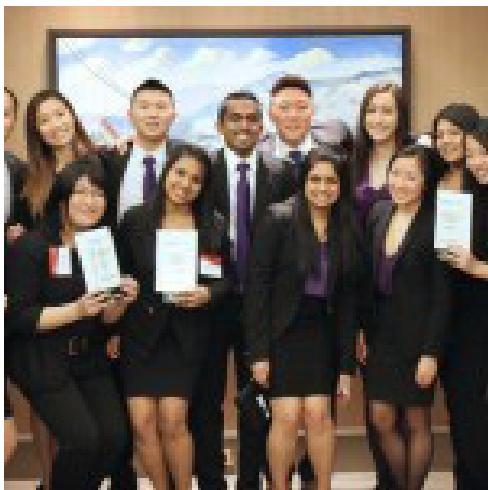
The students were coached by Beedie School of Business assistant professor Stephanie Bertels, who provided invaluable advice to the students on their case strategy and presentation skills, in addition to coaching them on the specifics of tackling a sustainability-related case competition.

"Each member of the group brought a very strong and diverse set of skills to the team, and it was fantastic to see them harness those skills," says Bertels. "In training we focused on understanding what were the core risks to the organization and how sustainability affected those risks, and it was very pleasing to see the team use that model to achieve success."

"The guidance provided to us by Stephanie during the practice rounds was the cornerstone of our winning presentation," says Lee. "As there are more variables to consider in a sustainability-focused case competition, the advice provided allowed us to focus our strategy in the right areas."

Enactus SFU earns triple gold at Regional Exposition

Mar 14, 2014



A trio of Enactus SFU teams has advanced to the national finals after taking home the gold in their respective categories at the Enactus Western Regional Competition.

The three teams all netted first place in the three competition categories: the TD Entrepreneurship Challenge, the Capital One Financial Education Challenge, and the Scotiabank EcoLiving Green Challenge.

This year's Regional Exposition was held in Calgary from February 27-28, where the SFU students bested 17 schools from Western Canada. The students will now advance to the National Exposition, to be held in Calgary from April 28-30, where they will compete against the top six teams from across the nation.

The competition featured two leagues in each category, with the winning team from each league advancing to the National Exposition. The competing teams were asked to present the impact they have had on local communities through their entrepreneurial initiatives in front of a panel of industry judges.

The winning program in the Entrepreneurship Challenge, Jumpstart, is a knowledge-based accelerator program for aspiring students entrepreneurs. It was presented by Beedie undergraduates Chris Pun and Jason Manoharan, assisted by designer Liah Castillo, from SFU's School of Interactive Arts and Technology, and coached by Beedie students Ben Hwang and Lara Ahmad.

Beedie students Vameesha Patel and Manhei Lee, along with SIAT student Wendy Huang, and coached by Beedie student Mark O'Connor, showcased Hunger Actions – a health and wellness program for low-income families that provides budget and meal planning guidelines – as their winning initiative in the Financial Education category.

Meanwhile Beedie undergraduates Hannah Lee and Laetitia Lim, along with SIAT student Helen Bayogos, and coach Winona Bhatti from the Beedie School of Business, presented Banner Bags in the EcoLiving Green Challenge category. Banner Bags is an environmental education program where members teach high school students to turn nylon banners into reusable shopping bags and other accessories.

The teams spent three months training for the competition, aided by a number of Enactus SFU alumni, and Beedie School of Business faculty, and staff.

"As a coach, it was truly rewarding to see months of hard work and late nights finally come to fruition," said Entrepreneurship Challenge coach Ben Hwang. "All three of our teams faced strong competition in their leagues,

BUS 468 student facilitates debate among Vancouver's top Chief Information Officers (CIOs)

Dec 12, 2013



A Beedie School of Business undergraduate drove debate at a recent gathering of Vancouver's top CIOs, as they discussed the controversial topic of reselling software licenses under copyright law.

The event, "Advocating the Legalization of Reselling Used Software Licenses in Canada", was hosted by the Program Committee of the CIO Association of Canada's Vancouver chapter, and held at the Sutton Place Hotel on November 19.

BBA student Ellaine Chan was asked to present her group research paper conducted as part of the course requirement for the BUS 468 Managing IT for Business Value class. During the summer semester the class was taught by Beedie School of Business executive-in-residence Dr. Catherine Boivie, who is also the founding President of the CIO Association of Canada.

For their class project, Chan's group researched the topic of reselling software licenses and prepared a possible submission to the Canadian government requesting a Canadian ruling on the issue. Boivie was so impressed by their proposal that she arranged for the group to present their findings at the event.

The audience was moved by the comprehensiveness and strong rationale of the group's research findings, with the presentation sparking some intriguing questions from the assembled industry professionals and committee members during the Q&A session that followed.

"Working with CIOs from companies like Mountain Equipment Co-op, Powerex, Habanero, Ainsworth and Sauder Industries, the students were finding solutions to real life business problems," said Boivie. "The quality of the paper presented was amazing and a number of students were hired by the organizations for which they did projects. Overall, the students produced excellent work on their class project."

Beedie MBAs win big at international business ethics case competition

May 17, 2013



A team of MBA students from the Beedie School of business has dominated the field at the prestigious Intercollegiate Business Ethics Case Competition (IBECC), taking first place in the 10-minute presentation and winning silver in the 30-minute presentation.

The team, consisting of SFU MBA students Sophie Collins, Negar Hadavi, Laura Anderson and Erin Lane, and Management of Technology MBA student Winnie So, emerged victorious from a strong field of 25 competing teams from across the globe, including such distinguished institutions as the University of Oxford, INSEAD, Dartmouth and Copenhagen Business School.

The IBECC, held this year at Loyola Marymount University in San Diego, California from May 8 to 10, is the oldest and most-recognized business ethics competition of its kind. In addition to the competition, it allows students to learn about organizational ethics through conference sessions and networking with the world's leading ethics and compliance officers.

"The Intercollegiate Business Ethics Case Competition was a fantastic learning experience and we are very proud to bring the title home

for the Beedie School of Business," said Collins. "The support we received from the school, in particular our coaches Stephanie and Kathleen was instrumental in our success. The competition was nerve-racking, but our decision to focus on a company close to home and approach the case from a business standpoint helped separate us from the other teams."

The team's success is made all the more impressive after being forced to overcome a number of obstacles in the build up to the competition, the most difficult of which involved four of the team embarking on a cross-cultural learning trip to South America as part of the MBA program in the weeks prior to the competition.

"The MBA cross-cultural trip was an amazing experience, allowing us to experience business in different cultures and gain valuable advice that helped us in the case competition from people in the local mining industry," said Collins. "Although the timing of the trip coincided with our preparation time for the competition, the team's dedication ensured we were able to work around this through a series of early-morning Skype sessions."

Beedie undergraduates net top prize at Eller Ethics Case Competition

Nov 07, 2013



A team of Beedie School of Business undergraduate students have captured first place at the 11th annual Eller Collegiate Ethics Case Competition – the first time in the competition's history that a team from outside of the US has won the competition.

The team, consisting of Qaid Jivan and Adrian Guemili, and coached by Beedie School of Business senior lecturer Kevin Stewart, earned top spot and a prize of \$1000 each after defeating 31 teams from across the US and Canada.

The competition, held at the Eller College of Management at the University of Arizona from October 24 to 26, exposed students to a thought provoking business ethics case relating to US wellness programs and Obamacare.

"We put a substantial amount of time into researching, as having the topic around the healthcare policy in the US did not benefit us compared to the American teams," said Guemili. "Good preparation was the key to winning, and the training we received in the Beedie case competition cohort was crucial to our result. It made us strong speakers, and enabled us to stay calm and confident at the final round in front of an audience of 300."

The competition contained three rounds, the first two of which saw teams grouped into four brackets. Teams were asked to provide recommendations during a 20-minute presentation followed by five minutes of questioning from the judges. The winning team from each group then presented for ten minutes in a final round, followed by further questioning from the judges.

"The Eller Ethics competition was an amazing experience, but the best part was the people involved in the competition," says Jivan. "The judges, competitors, organizers, my teammate, and my coach were what made this experience as memorable as it was."

When training for the competition, Guemili and Jivan would revise their presentation every week under Stewart's supervision, with guest judges from industry brought in to provide extra feedback. In preparation for the presentation, the team focused on anticipating as many questions as possible – a tactic that resulted in them having a backup slide prepared for every question the judges asked during the Q&A.

Both Guemili and Jivan recently participated in the Beedie School of Business Case Competition Cohort, an eight-week intensive case competition training program focusing on skills such as basic presentation, teamwork and case analysis.

Since launching in summer 2012, the cohort has produced some impressive results, including podium finishes at every single case competition entered in the 2013 spring semester.

SFU Entrepreneur of the Year Competition showcases Beedie innovation

Nov 27, 2013

Two teams of students from the Beedie School of Business took their place on the podium at the sixth Annual SFU Entrepreneur of the Year Competition.

This year's competition took place at the SFU Surrey Campus on November 16, and brought together SFU's finest entrepreneurs in a competition to compete for funding and resources to take their venture to the next level.

Second place at the competition went to Salvedge Bags, a social venture that employs women in Vancouver facing employment barriers to use textiles such as broken umbrellas, vinyl banners, street banners, and upholstery to produce unique bags and backpacks.

Beedie School of Business BBA students Cindy Cheng, Selena Bell and Shaan Thind founded Salvedge Bags in Beedie lecturer Lisa Papania's BUS 445 Product Development class. The venture's first incarnation, under the name "Second Chance" previously took first place in the sustainable category at Opportunity Fest 2012.

Bronze went to EnableLife, an online community for people living with disabilities to connect and share advice to enable easier living run by Beedie students Xinyan Chen, Aamir Sheriff, Samuel Chan, Ovid Durbalau, Chi Hsi, and Sahar Sayyadi.

The venture was initially conceived in the BUS 453 Sustainable Innovation class, taught by Beedie adjunct professor Shawn Smith. It was further developed through the Social Venture Accelerator, and continues to receive ongoing

mentorship from RADIUS, the Beedie School's interdisciplinary social innovation lab and venture incubator. EnableLife was also awarded the Entrepreneurs' Choice award in Opportunity Fest 2013.

The title of 2013 SFU Entrepreneur of the Year went to SFU Computing Science PhD graduate Maryam Sadeghi for her product, MoleScope, which offers a complete solution for early diagnosis of skin cancer from home by empowering users with professional microscopy devices and connecting them with specialists and hospitals through a smartphone app.

About SFU Entrepreneur of the Year:

The SFU Entrepreneur of the Year (SEY) program, which consists of the annual SEY Competition and venture accelerator program Jumpstart, is the signature entrepreneurship program for ENACTUS SFU, a student-run organization that creates self-sustaining social ventures to solve real world problems.

Previous winners of the SEY competition include Beedie students Milun Tesovic, founder of music lyrics database website Metrolyrics, which was later acquired by CBS Interactive Music, and Matias Marquez, founder of online gift-card retail platform Buyatab Online Inc.

PRINCIPLE 4: RESEARCH



We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

SFU President's Faculty Lecture series: How business can alleviate poverty

Feb 21, 2014



Sudheer Gupta, an associate professor at Simon Fraser University's Beedie School of Business, will share details of a study on how entrepreneurs in developing countries are finding innovative ways to solve some of society's "most wicked problems," as part of SFU President's Faculty Lecture series. The lecture will be held at SFU's Surrey campus on February 27 at 7 p.m.

Gupta collaborated with Infosys Ltd., a global IT services company based in India, to carry out interviews with dozens of "passionate" entrepreneurs in developing countries over a two-year period. In his lecture, he will share how they are finding innovative solutions and creating sustainable businesses without philanthropic support.

"With the majority of these populations lacking many of life's basic necessities, their examples provide powerful lessons on the interdependence of business and society, and the need to propagate businesses that foster inclusive growth, and shared prosperity," says Gupta, who is also director of the Jack Austin Centre for Asia Pacific Business Studies.

The Social Sciences and Humanities Research Council, along with the Jack Austin Centre and the Beedie School, provided support for the study.

Gupta's research focuses on innovation and development in emerging markets as well as social responsibility, as it relates to global value chains. He connects research to practice by engaging students in projects and collaborating with industry on joint research.

He also engages broadly with communities through regular public seminars and lectures at the Jack Austin Centre, collaborations with the Asia Pacific Centre—including a project focused on understanding foreign direct investment patterns from China to Canada, and as a board member of the Canada India Business Council, mandated to promote better relations and trade between Canada and India.

Gupta came to SFU in 2005 and has taught at the Surrey campus. He is a former faculty member at the University of Michigan, Ann Arbor, and a visiting scholar at the University of California, Berkeley, the University of Texas, Austin, and HEC Paris.

Beedie research explores the social benefits of Brazilian soccer

Sep 03, 2013



With the 2014 World Cup in Brazil less than a year away, reports of social unrest and mass protests among Brazilian citizens may suggest that soccer no longer holds the power to unite the nation to the extent that it once did. However new research from Beedie School of Business professors Jeremy Hall and Stelvia Matos suggests that the social inclusion benefits Brazilian soccer makes possible might provide a light at the end of the tunnel for the nation.

The pair have partnered with a soccer school in Brazilian city Campina Grande to explore the opportunities for social inclusion made available to poorer regions through participation in soccer. The school is owned by Brazilian soccer international Givanildo Vieira de Souza, more commonly known by his nickname Hulk, and run by former professional soccer player, and Hulk's former coach at youth level, Mano.

Through the partnership, the researchers aim to explore the social inclusion policies that have been implemented in Brazilian soccer,

in particular those that encourage Brazilians to participate in the sport, and in the process become better citizens

"From an academic perspective, soccer makes an effort to take on important social issues, such as anti-racism and social inclusion," says Hall. "FIFA (the international governing soccer body) are trying aggressively to encourage participation from poor countries, which is one of my main areas of research. The soccer school's business model is about identifying football talent, but at a deeper level they're encouraging good citizenship through discipline. Hulk is very keen on social inclusion, and is always eager to talk about the soccer school and the benefits it has for the community."

Hulk, who plays for Russian club Zenit St. Petersburg following a \$63 million move from Portuguese side Porto and is a starting member of the Brazilian national team, grew up in Campina Grande, a region often overlooked by soccer scouts seeking young talent. Having experienced poverty as a child, being unable to afford equipment and the fees for soccer school, Hulk was subsidized by Mano, an act of kindness that still resonates with him to this day.

"Today, I have a privileged social position, but I don't forget that I come from a poor background," Hulk responded, when asked about the recent protests in Brazil. "They are right to protest. What they say and what they hope for is in the right direction. We have to listen to what they say."

Hulk's soccer school continues to subsidize

underprivileged children, where he now hopes to “link the good with the useful,” by providing soccer training for impoverished youths and in the process provide them with fundamental skills to ensure they have a better future.

Hall and Matos have conducted numerous research studies in Brazil previously, and view the project as an extension of some of their previous research on entrepreneurship in poorer regions of developing countries. The pair are partly basing their research on a framework developed by William Baumol, which explores the idea of productive, unproductive and destructive entrepreneurs, and how these types of behavior are shaped by institutions.

Productive entrepreneurship – innovation – is when a cheaper and/or better quality product enters the market, resulting in a win for the seller and the buyer. Although some such as incumbent sellers lose, the end result is a net societal gain. Destructive entrepreneurship is when there are more losers than winners, for example, in organized crime, when intimidation is used to extort money for a net loss overall. Unproductive entrepreneurship, meanwhile, occurs when entrepreneurs exploit legal loopholes and engage in rent seeking, resulting in no net societal gain.

The researchers have suggested that many Brazilian entrepreneurs are engaged in unproductive and destructive activities, especially in poor communities. Hulk, however, may fit the criteria of a productive entrepreneur who has come from a deprived background and become a contributor towards society by creating value.

“Here is someone that was practically barefoot 15 years ago, who came from a very impoverished community,” says Hall. “Now he owns his own soccer school and operates it through his former coach Mano, and they are seeking out talent in this region that has for the most part been ignored by the rest of the country. We have to conduct more research to determine whether he fits the criteria of an entrepreneur who is generating something that benefits society, which is bigger than him. He may well be the elusive productive entrepreneur that came from a poor background.”

The research is in the early stages, but Hall believes it has potential to be put to use in social inclusion issues closer to home, with parallels to be drawn in encouraging people from inner cities and First Nations groups, who have a historically poor participation rate in Canadian soccer, to become more involved.

“In Canada, the majority of talented athletes get funneled into hockey or football, whereas in Brazil they are much better at finding talent in poorer communities,” says Hall. “If we were to start engaging with these other communities in the way that Brazil does, there is great potential for including people that would otherwise be overlooked.”

Jeremy Hall explores effect of sustainable development considerations in the Brazilian energy industry

Apr 16, 2013



A 2010 share listing which raised \$72.8 billion confirmed oil and gas giant Petrobras as the fourth largest company in the world. However, research from the Beedie School of Business argues that Petrobras' route to becoming the global giant it is today has not necessarily involved the organization following textbook management advice when it comes to sustainable supply chains.

The research argues that companies should include sustainable development considerations in supply chains as a means of improving social and environmental impacts of production systems, in addition to the financial impact. This may involve investment in areas which traditional thinking would suggest might not be profitable for the organization.

The study, "Understanding why firms should invest in sustainable supply chains: a complexity approach" was authored by Beedie School of Business professors Jeremy Hall, Stelvia Matos and Bruno Silvestre, and published in the International Journal of Production Research.

They argue that firms focusing on individual sustainable development elements are unlikely to find satisfactory solutions to their sustainable supply chain problems, and should be investing in multiple initiatives, even if it does not seem apparent that this investment would be of any benefit.

The study builds on past research undertaken by Hall, who has a long-standing interest in sustainable supply chains. In his previous research, he argued that sustainable development was not just about environmental impacts, but is about economic, environmental and social impacts, and how they interact.

"The logic behind sustainable supply chains is that you can't look at firms in isolation when it comes to sustainability," says Hall. "They can't just subcontract their dirty work – they're not really solving the problem if they just push it aside. You have to look at the situation from the entire supply chain, and look at the entire value being added or lost."

The researchers applied complexity theory to the study, based on the principle that with so many interactive variables at play, there is no optimal solution to the problem. As sustainable supply chains involve multiple dimensions of complexity – the coordination of supply chain members, and the interactions among financial, environmental and social elements – managers need to look for satisfactory solutions to their problems, rather than look for the optimal solution.

The study focused on the Brazilian energy industry, due to the country having recently

become self-sufficient through the discovery of offshore oil and gas and biofuels development, and also the recent introduction of several policies designed to advance social inclusion.

While Petrobras' success is further confirmation of the Brazilian energy industry establishing itself as a world leader, the research argues that much of Brazil's success in the industry comes as a result of it being willing to explore the complex interactions among financial, environmental and social elements.

The researchers argue that had the Brazilian energy industry only focused on financial performance, it is likely that it would not have enjoyed the rapid growth it has experienced. This demonstrates the opportunities and long-term benefits for organizations willing to incorporate sustainability within supply chains.

When multinational agricultural biotechnology corporation Monsanto introduced transgenic farming into Brazil, for example, the results were extremely rewarding from a financial sense, resulting in rapid expansion. However, as the organization bought up more farmland, it resulted in many small-scale farmers being pushed off their land.

As Monsanto had not adequately factored in social elements to their sustainable supply chain, they experienced a fierce backlash from locals to their expansion. The study found that companies therefore often find themselves under pressure to demonstrate social contributions, such as creating jobs in specific sectors, or ensuring that locals are not disadvantaged by new technologies.

In order for these companies to maintain their legitimacy, they can invest in areas that they may not have otherwise have done so, in order to spread their wealth around society.

In recent years Petrobras has invested in a governmental program to purchase castor beans, which can be used to create biodiesel, from local subsistence farmers. It would make more financial sense, however, for them to purchase from the highly efficient, large scale soybean agribusinesses common in the country, for example. In addition, many small-scale subsistence farmers distrust industry or government, and often fail to understand the benefits of long-term contracts over short term but unstable spot markets.

Yet despite all these drawbacks, Petrobras has continued to develop more sustainable energy supplies due to the attention paid to all elements of the supply chain.

"Petrobras' history is rife with examples of where people said their schemes wouldn't work, yet today they are considered one of the most sustainable companies in the world and, they remain a major industry player," says Hall.

"Traditional management research would say they are mad to be involved in many of their deals. Petrobras is often faced with difficult situations, but it is able to maintain the legitimacy it has as a social provider by investing in various sustainable elements of the supply chain which are not purely for financial reasons."

Stephanie Bertels assembles working group to tackle environmental awareness, outcomes

Apr 09, 2013



Organizations in a number of business sectors are still struggling to embed sustainability into their culture. While this is not a challenge that will be accomplished overnight, it is one that Beedie School of Business assistant professor Stephanie Bertels is attempting to unravel.

Bertels has a long-standing interest in sustainability, specifically how organizations can develop and implement innovative strategies for a sustainable future. Her latest research has resulted in tangible outcomes that are already helping organizations achieve their goals. What makes this even more impressive is that the research is still in its early stages.

In partnership with the Network for Business Sustainability (NBS), Bertels has assembled a new working group of companies to collaborate on a three-year project on embedding sustainability into organizational cultures. According to Bertels, “not only is the research novel, but the process being used to undertake the research is extremely novel.”

Each year, NBS identifies a list of sustainability challenges that organizations are struggling to cope with, one of which concerned embedding sustainability into organizations. Bertels first became involved with NBS when she successfully answered a call for researchers to conduct a systematic review on the topic.

The systematic review resulted in the development of a framework for embedding sustainability into operations and culture. In addition, it also created an assessment tool, that allowed companies to see where their sustainability initiatives stood, what areas they were performing well in, and where they could improve. The tool proved to be the starting point for the next step in her research.

“After we released the systematic review we started to get companies approaching us saying that they had used the assessment tool, but wanted to know how their efforts compared to others and where they could go next,” says Bertels. “This became an intriguing question for me: how do we develop a system to compare what organizations are doing, and also get a sense of what practices are important along the different stages of the journey?”

Bertels decided to assemble a working group in order to build upon the systematic review, examining what companies are doing to embed sustainability throughout their organizations and how this work evolves as they make progress.

Each member of the group, which comprises Teck, Suncor, Bentall Kennedy, Sustainalytics, ConocoPhillips Canada, Lanxess Canada, Cenovus, TD Bank, and Farm Credit Canada, has

committed significant financial resources to the project. Bertels stresses, however, that it is the group members' dedication to the partnership and sharing of best practices that are the real contributions.

"Our goal is to ultimately move beyond an academic paper or report to an interactive tool that will support these organizations in completing the work they need to do," says Bertels. "This is the most exciting and innovative piece of this research – it's very different to what you would normally think about academic researchers doing."

The working group will meet this spring in order to compare their results so far across organizations in a cross-sectional standpoint, before going on to develop action plans that will support each other as they progress. Already, many of the organizations involved have held informal discussions to share insights on different initiatives they have implemented.

The inter-disciplinary sharing does not end with the working group. After obtaining a SSHRC grant, Bertels partnered with faculty in SFU's School of Interactive Art and Technology to develop a visualization tool to assess how well organizations are embedding environmental and social sustainability into their organizational cultures.

"Nothing existed to measure collective efficacy related to sustainability, and we wanted companies to be able to build a picture over time of where they were strong," says Bertels. "The model is built on the experience of larger companies, but the idea is that small to medium

sized companies will eventually be able to use it, resulting in a large repository of systematic data for comparison."

Although the project is in its infancy, much of the feedback so far has been enthusiastic. Bertels has presented the results to the Chemistry Industry Association of Canada, and the United Nations Financial Initiative's North American environmental working group, as well as to 800 of Walmart's suppliers and vendors.

Many of those involved in the working group have articulated that they view it as more than just traditional academic research, with the framework and visualization tool already implemented in many organizations. One such organization is Suncor, with Gord Lambert, vice-president of sustainability, commenting, "This practical diagnostic tool has helped us assess the strengths and weaknesses of our internal culture."

"Our members have told me that they use the tool as a visual means of demonstrating all the initiatives going on across their organization," says Bertels. "It allows them to illustrate that sustainability isn't just the job of their sustainability group, but rather that it needs to be embedded across the entire organization. That is exactly the sort of visible value we were aiming for when we created this tool."

Information and fit key to understanding outsourcing opportunities: Beedie research

Mar 07, 2013



While politicians and economic leaders continue to speak to the virtues or pitfalls of outsourcing by companies and countries, the resulting benefit or lack thereof, accrue to organizations on a case by case basis – hinging on information, resources and skills – according to new SFU research.

Entitled “Understanding outsourcing contexts through information asymmetry and capability fit”, the research article was authored by Beedie professors Ian McCarthy and Jan Kietzmann, and University of Winnipeg professor Bruno Silvestre.

The article – published as the lead paper in a special issue on outsourcing in the journal Production Planning and Control – comes at a

time when outsourcing has emerged as a global economic and political issue. US President Barack Obama spoke to it recently in his second inauguration address, while the Financial Times in a recent headline maintained that the “outsourcing tide is not likely to turn.”

Outsourcing, defined as “an agreement in which one company contracts out a part of their existing internal activity to another company”, has become a growing business practice over the past two decades, and a growing theme for business research.

“No longer do business leaders obsess with creating large organizations that try to undertake all value adding activities and own as much of the supply chain as possible,” said McCarthy.

McCarthy and his colleagues explain how two outsourcing challenges impact the design, control and measurement of outsourcing practices: (I) information symmetry, which is defined as the lack of perfect information about others’ needs and offerings; and (II) capability fit, which is the extent to which suppliers can satisfy buyers needs in terms of resources and skills.

In order to clarify the interplay between these two outsourcing challenges and the resulting implications for firms, the researchers proposed the concept of “outsourcing context” – a way to describe how variations in information asymmetry and capability fit combine to affect outsourcing.

Of four outcomes described in their framework, an optimal scenario for firms who outsource is

having high capability fit and low information asymmetry – a combination where “outsourcing will be operationally fit with good performance that is enhanced by enlightening and developing behaviours due to high levels of trust, transparency and collaboration between both parties.”

All of the articles in the recent special issue of the journal Production Planning and Control break new ground in that they further advance understanding of the challenges and responses needed for attaining improved outcomes for outsourcing.

“As outsourcing will continue to be important to both managers and researchers, it is our hope that the research in this special issue and the identified research avenues inform teaching and practice and help guide and motivate future research on the challenges of designing, controlling and measuring outsourcing practices,” said McCarthy.

Entrepreneurship competition pays dividends for BC economy: Beedie study

Mar 04, 2013



A new study by the Beedie School of Business at Simon Fraser University makes the case for mentored entrepreneurial competition as a means to contributing to the British Columbia economy. The research report, entitled “New Ventures BC Economic Impact and Entrepreneurial Research Impact”, was co-authored by Beedie Professors Elicia Maine and Pek-Hooi Soh, and Beedie MBA alumnus Lee O’Donnell.

To date, more than 1,400 aspiring B.C. entrepreneurs have entered the competition, with 36 winning major prize packages. Most winners have continued on to form viable companies and to create jobs for British

Columbians. The prizes issued by NVBC are intended to grow the most promising early-stage ideas into successful companies. Most importantly, new technology entrepreneurs are created through the educational, mentoring, and entrepreneurship bootcamp stages of the competition: these budding entrepreneurs are expected to facilitate innovation in the province for decades to come.

“This study shows that NVBC makes a strong contribution to the BC regional system of innovation,” said Maine. “Past participants have strongly endorsed the NVBC competition, and NVBC is found to have had a substantive economic impact.”

During the first phase of the economic impact research study, the research team created an enhanced company database of 295 companies that proceeded to the third round of the competition from 2001 to 2011. Of those companies, 56 percent of them are still viable in some form – responsible for an estimated 3,170 jobs, 854 patents, \$194 million in revenue and 1294 unique product offerings. A phase two of the study involved both quantitative and qualitative follow-up with third round participants. The qualitative feedback demonstrated the value of the mentoring portion of the entrepreneurship competition, and provided feedback to improve the competition for future years. 85% of respondents indicated that they had significantly benefited from the competition and would highly recommend the NVBC competition to other entrepreneurs.

More than 1,100 aspiring B.C. entrepreneurs have entered the competition since its inception. These include the likes of 2008 winner Saltworks Technologies – founded by two SFU Management of Technology MBA graduates, Ben Sparrow and Joshua Zoshi. Saltworks is delivering to the desalination industry a revolutionary, affordable and energy-efficient method for producing fresh water. According to Zoshi, the New Ventures BC competition forced the duo to think about crystallizing their business plan to accompany their breakthrough technology – an idea that The Economist magazine has referred to as “an ingenious way of using the heat of the sun to drive the (desalination) process.”

Other past participants from the Beedie School

of Business have included Hirtheworld.com (NVBC winner, 2010), founded by BBA alumnus and instructor Terry Beech; and Layerboom, founded by EMBA student Howie Wu. SFU Engineering Science students Vincent Yen, Frederick Ghahramani & Bryce Pasechnik, winners of the inaugural NVBC competition in 2001, have grown their venture AirG — headquartered in Vancouver — into the world’s leading mobile social entertainment provider, with more than 55 million unique users in 40 countries.

PRINCIPLE 5: PARTNERSHIP



We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

RADIUS and Ashoka Canada bring Changemaker Showcase to SFU

Feb 20, 2014



The Beedie School of Business' interdisciplinary social innovation lab and venture incubator, RADIUS, in conjunction with Ashoka Canada, will host the second annual SFU Changemaker Showcase, a celebration of the brightest ideas and social innovators at Simon Fraser University.

The SFU Changemaker Showcase will provide an opportunity to celebrate some of the brightest ideas and innovators at SFU who are working to foment positive change in the community and beyond. It will feature three TED-style talks from social entrepreneurs, as well as a lightning round of social venture pitches and networking opportunities for aspiring social innovators.

The event, to be held from 5.30 to 8.30pm on March 6 at the Lost + Found Café in downtown Vancouver, will feature a keynote speech from renowned social enterprise leader Jonathan C. Lewis. Lewis is an accomplished social entrepreneur and a compelling public speaker on economic development issues and social change, as well as the founder of several leading social ventures.

It will also feature presentations from Alice Park, Beedie School of Business alumna and CEO and co-founder of real-time carpooling app go2gether, and Denise Taschereau, CEO and co-founder of Fairware, a Vancouver-based company that creates and distributes custom-branded sustainable products.

"RADIUS is very excited to bring together a room full of inspiring social innovators to share their brightest ideas," says Shawn Smith, Director of RADIUS. "Vancouver continues to punch well above its weight in the global social innovation movement, and we are particularly happy to have an international leader like Jonathan Lewis to share his perspective."

Launched in spring 2013, RADIUS (RADical Ideas, Useful to Society) seeks to change business education and launch high-impact solutions to social challenges. It works to strengthen the ecosystem that supports impact focused businesses, develop and test new ideas for an economy that prioritizes people and planet, and build a pipeline of emerging social economy leaders with real world experience.

Ashoka Canada is the global association of the world's leading social entrepreneurs. It aims to redefine the global citizen sector by creating a system of collaborative entrepreneurship.

"With the Changemaker Showcase, we hope to inspire change and help build the community of changemakers at SFU," said Charles Tsai, Director of Learning Networks at Ashoka Canada.

New institute promotes sustainable mining in developing countries

The following article was published in the Vancouver Sun on January 30, 2014.

By Derrick Penner, Vancouver Sun

Academics in a new \$25-million resource-sector research institute can see how training artisanal miners in Ecuador to use more sustainable practices can lead to better government policies and a more prosperous mining sector.

A pilot project to train small-scale miners in better techniques is one of the initial efforts of the just-launched Canadian International Institute for Resource Extraction and Development, but it is already gaining traction, and in a nutshell sums up what the institute's job will be.

"Trying to formalize artisanal mining hasn't worked well," said Bern Klein, acting executive director of the institute. "You just give someone a piece of paper to do what they've always done. But education is transformational."

Klein said the pilot project capitalizes on research done in the mining school at the University of B.C., which is one of three academic partners in the institute along with Simon Fraser University and Ecole Polytechnique de Montreal.

The institute's mission, Klein added, is to help national, regional and local governments to leverage mining and resource extraction into long-term, sustainable livelihoods.

In Ecuador, Klein said, the pilot project gets at that mission by teaching miners to use technology that avoids the dangerous use of substances such as mercury and cyanide, substituting healthier and environmentally cleaner methods.

"It helps them be more efficient in the way they operate and that will reflect in policies at the national level in how these countries best manage artisanal mining," Klein added.

The federal government's Department of Foreign Affairs, Trade and Development initiated the institute in 2012, calling for proposals to run the centre that would help developing countries create the legal and regulatory frameworks they need to capitalize on their own resource development.

UBC, SFU and Ecole Polytechnique put in the winning proposal and, in November 2012, were awarded \$25 million to begin work on the institute, which is headquartered at UBC. The academic partners formally launched the centre Wednesday in downtown Vancouver, in conjunction with the Association of Mineral Exploration B.C.'s Mineral Exploration Roundup 2014 conference.

"The resource sector is a necessity," said John Hepburn, UBC's vice-president of research. "So, unless you're willing to give up your toys like (the iPhone), we do need the ores and minerals that we extract and that are in demand for all of our products."

Hepburn called the institute the collective effort of the three universities to "start an open, transparent and honest dialogue about a sector that covers the globe." He said the concept of sustainable resource use permeates all aspects of mining education at UBC's Norman B. Keevil Institute of Mining Engineering and UBC has a strong track record of working with aboriginal communities and governments, which

is expected to be an important aspect of the Extractive Industries and Development Institute.

Beyond mining, Hepburn said, UBC's interests include using its expertise in law, international relations and environmental protection to help governments and indigenous communities in developing countries.

All three universities have specific initiatives that they are bringing to the institute. At SFU, university president Andrew Petter said the Beedie School of Business has had considerable success with its responsible minerals sector initiative, which involves staging dialogue events around resource development. Petter added that the Beedie school plans to extend its dialogues with the hope of working with other governments to "develop policies that measurably reduce poverty."

Ecole Polytechnique, among its international efforts over the last 40 years, helped create a school of mining in the African nation of Mauritania, which is one reason its academics were interested in the proposal, according to CEO Christophe Guy. "UBC and SFU were not our only choice (for a proposal)," Guy said, "but our initial contact made it clear it was good chemistry and (the other universities) would complement well our expertise."

Vancouver is very much the world's centre for mining exploration, with more than 900 companies headquartered in the city, which makes it a natural home for such an institute.

However, it is not starting up without its share of controversy related to Canada's sometimes controversial reputation in the mining industry

in places such as Honduras and Colombia.

Jennifer Moore, Latin America program director for Mining Watch Canada, said she is skeptical that the institute will have much independence given its source of funding from DFAIT. The concern, she added, is that it will be more about creating conditions that are supportive of Canadian foreign investment abroad than of international development.

Moore said that previously Honduras, which she characterized as the most violent country in Latin America following a military coup in 2009, used Canadian financial support to rewrite mining laws passed in 2013 that didn't adequately consult communities and aggravated conflicts in its mining regions.

"I would rather see those (DFAIT) resources used to institute new legislation in Canada that would hold Canadian companies to account (for their actions abroad)," Moore said.

Klein countered Mining Watch's concerns by pointing to the long history that the institutions involved have with sustainable development and social responsibility.

"You can't question the goals and values of the people involved," Klein said.

To date, Klein said, the institute has conducted initial outreach work for programs in Colombia, Peru and Ecuador, where he sees potential for co-operation between countries.

And the institute has had a specific request from Tanzania for guidance in developing that country's oil and gas industry.

Goldcorp boss on gold driving economies: CEO Series

Nov 05, 2013



The fall 2013 series of “The Chief Executives” concluded with Charles Jeannes, President & CEO of Goldcorp, discussing the significant impact the extractive sector has on the Canadian economy, which has resulted in gold becoming Canada’s number one export – totaling some \$14.5 billion a year.

Jeannes was speaking with Bill Good as part of an ongoing partnership between the Beedie School of Business at Simon Fraser University and prominent Vancouver radio station CKNW News Talk 980 to bring advice and strategy insight from some of the province’s top executives to the Segal Graduate School.

After starting out as a lawyer, Jeannes always

envisioned his career path taking him into the extractive sector, having grown up in a mining community in Nevada. After ten years of practicing law, in which time he facilitated a number of deals for mining corporations, he grew tired of only working as the mechanic in the transactions, and accepted an offer with Placer Dome that started his career in mining.

“I had a great law practice, but took a 50 percent pay cut in order to get into general management and business development,” he said. “My family thought I was crazy, but I thought it would work out for us and it did. Sometimes you have to take a risk and be willing to jump a bit. I’d recommend to anyone that you have to be willing to take risks in your

career.”

With mines across both North and South America, Jeannes spends a lot of his time examining new opportunities. While Goldcorp has not purchased any new assets in some three years now, he explained that both he and the board are in no rush to do so, and are simply biding their time waiting for the right investment opportunity.

One new venture that has yet to bear fruit for the organization, however, is the new mine in Argentina. Now set to open in summer 2014, some six months behind schedule, it has been beset by a number of problems delaying the launch, such as foreign exchange and labour issues.

Jeannes revealed that Goldcorp’s capital costs for the last quarter were several hundred million dollars higher than normal, something he attributed to “Keeping the lights on in Argentina.” He did, however, stress the importance of looking at the big picture in business, not just in terms of mining, but also in the entire organizational culture.

“If you don’t need that immediate gratification you will prosper,” he said. “Developing a new HR or communications policy for example – these things take time. It has to be a long-term investment. The theory is that gold withstands inflation, but you can have off periods in long term cycles. You need to be in it for the long haul with mines, so that you see a return on your investment eventually.”

As the largest mining company in the world measured by market capital, and with over

16000 employees under his watch, recruiting the right staff is understandably a priority for Jeannes.

“People are the most important thing we have to do right in order for the company to be successful,” he said. “We have a fairly decentralized and autonomous structure where offices around the world are empowered to make decisions, but that can be a little messy at times. You have to hire the right people who are comfortable with uncertainty, who can be left on their own to manage their business.”

Questioned about Goldcorp’s increasing emphasis on corporate social responsibility, Jeannes revealed that it is a core value of the company, and that they actually allocate one percent of their pre tax earnings to philanthropic efforts each year.

“We have made a real effort in the downtown eastside in recent years, and right now are focused on the core issues of mental health and addiction,” he said. “I sit on a board that deals with specific issues with respect to addiction. I just think it is the right thing to do. Vancouver is a great place, and we want to make it better.”

MEC CEO talks importance of corporate-social responsibility: CEO Series

Oct 09, 2013



Companies and the CEO's who helm them often follow similar paths, and that could well be said of Mountain Equipment Co-op (MEC) and its CEO-leader, David Labistour.

From a simple start – providing mountain climbing equipment via a \$5 co-op membership with \$65 in operating capital – MEC now has 3.9 million shareholders, 1,500 employees in 210 offices, and annual sales exceeding \$260 million. Today, MEC's products and logo are known around the world. How did MEC get from there to here?

CKNW's Bill Good asked exactly that in SFU's Beedie School of Business weekly "Chief Executive Series", aired on the The Bill Good

Show.

Raised in South Africa, David Labistour brought a unique mix of experience and talents to his current role. He was (and is) a self-described surfer dude, majored in theatre – and of course, has always been a passionate outdoorsman. His belief in the joy and value of outdoor activity is MEC's mission, permeating the Co-op and its entire team, who encourage and equip its members for a variety of outdoor recreation.

Just as important to MEC: corporate-social responsibility. The Co-op has provided hundreds of thousands of dollars to create parks and preserve countless areas of wilderness. In 2007, MEC joined 1% For The Planet, a group

of businesses donating 1% of gross sales to environmental causes.

Despite all of MEC's success and brand equity, though, David says the Co-op doesn't rest on its laurels in today's competitive retail environment.

"We don't assume our members are more engaged simply because they're members; we know that many would buy from other companies offering better products at better prices. It keeps us sharp, ensuring that MEC always provides our best products at our best prices all the time."

And like any other corporate retail giant, the company carefully examines and employs market research.

"We're always looking at our customers, and the future of our customers. We look at Canadian demographic changes: increasingly "citified" Canadians, and the large metropolitan areas with populations of 40% who are visible minorities. We look at the increasing balance of female university graduates – and correspondingly know that MEC's future will be more female-driven."

"We keep ourselves relevant to our customers' wants: their activities, the changing assortment of items we can offer them – and looking at all of the new, more niche activities that are gateways to the outdoors."

David attributes MEC's day-to-day success to the 1,500 people who are the Co-op's touchpoints to the brand. "We want people who share our passion; who are curious; energetic; who want to learn and grow. And without a doubt, they

have to be great communicators. Business is so complex today, and so collaborative, that great team members have to excel in communication at every level.

David's personal life – the much-discussed work-life balance – contradicts the usual image of a hard-driving CEO. "I call myself 'a disciplined hedonist'. My day starts at 7:00am; I get eight hours of sleep; I exercise at lunch. We wrap up pretty early in the evening – unless there's a party going on."

What's in the future for MEC? "While we're always looking to embrace new fringe outdoor activities, I often think of our growth and capabilities as a rope. If we stretch that rope too far, it'll snap. We'll always need to expand our offerings and our brand as far as we can, but we always need to do it well."

David Labistour's personal philosophy is as simple and pure as MEC's mission. "You have one kick at life, and you have to make the best of who you are, because that's all you have. I just love life – and love making the best of every minute of it."

Aritzia CEO Brian Hill on the family business of fashion

May 03, 2013



The spring series of CKNW 980's "The Chief Executives" concluded with Brian Hill, CEO and co-founder of fashion retailer Aritzia, discussing his hands-on approach to the fashion retail industry with CKNW host Bill Good in front of a live audience at the Segal Graduate School.

The event was part of an ongoing partnership between the Beedie School of Business and prominent Vancouver radio station CKNW News Talk 980 to bring leadership and business insights from some of Canada's top executives to SFU's downtown Vancouver campus.

As a third generation fashion retailer, Hill grew up working in the family business, which Good assumed negated the need for him to ask what his first job was. Hill revealed however, that one summer he worked in a role that to this day remains his favourite job – a garbage man.

"I came home from school one summer and told my dad that I wouldn't be working for him, and would instead be working as a garbage man," said Hill. "He thought I was out of my mind, but the job was great. I got a suntan and became really fit from lifting all those garbage cans. Back then you were able to ride on the back

of the garbage truck, so I would be hanging on while it drove at 40 miles per hour down Granville street."

Hill moved on to discuss more traditional aspects of business, beginning with the secrets of Aritzia's success during what have been tough economic times for retailers. He explained that it would be difficult for Aritzia to have successfully expanded without manufacturing their own products, and that while some of their success has been based on luck, many of their strategic decisions have paid off.

He recounted the example of their decision to integrate SAP software into their company early as a strategic decision that has reaped dividends for them. Although SAP is used by the majority of Fortune 500 companies, Aritzia was a small company when they opted to go down this route. Hill said that while the integration process had been difficult and costly at the time, it had paid off for the company in the long term.

Good then inquired about Aritzia's manufacturing process, and whether Hill monitors the working conditions of the people making their clothing. "Our manufacturing is primarily conducted in Asia, and China specifically, but we have a code of conduct and social environmental policies that we follow," Hill replied. "We have a full time auditor who flies round the world to visit our factories and ensure standards are met. So we have the wherewithal in our own company, but we also back it up by employing a third party too. It is an integrated part of our decision process."

Fining CEO Mike Waites on environmental responsibility

Apr 03, 2013



The head of the world's largest Caterpillar dealer and a global provider of industrial equipment took centre-stage at the CKNW CEO Series held on March 27 at Simon Fraser University's Segal Graduate School in downtown Vancouver.

Mike Waites, who was appointed President and Chief Executive Officer of Fining International in May of 2008, engaged in a wide-ranging discussion about international business and Canada's economic prospects with CKNW host Bill Good in front a large audience of Beedie students, alumni and faculty as well as business leaders.

For over 80 years, Fining has provided parts and service for equipment and engines to customers in mining, construction, power systems, forestry and other industrial markets. The Vancouver-based company employs over 15,000 people world-wide with operations in Europe, South America and North America.

Waites, who was born in the UK, notes that his company continues to look to leverage the skills, talents and technologies across its international markets.

"One of the opportunities we have is can we take one-plus-one-plus-one and make it more than three," he said. Ultimately, he notes, "it's a benefit – we have diversity."

Waites, who helped see his company through the global financial crisis during 2008, pointed to some lessons from a business book by author Nassim Nicholas Taleb, entitled "Antifragile: Things that gain from disorder."

"(Taleb) does a good job of putting things in perspective," said Waites, who went on to refer to one of the ways that Fining was anti-fragile itself – by focusing on servicing existing parts and engines instead of selling new product to its industrial customers.

"When we had that meltdown, people stopped purchasing," he said. "But the mines kept running, and we were rebuilding the machines. We were confident in the business model – we knew we could survive on that."

The central premise of Anti-fragile, Waites explained, is inoculation – in this case through the challenges of the recession and how companies respond. "It makes you stronger," he maintains.

The CEO of the heavy duty equipment dealer also aspires to bridge the gap between environmental and economic progress for Canada.

"Why can't we have environmental responsibility and responsible energy development? I think we shift the game when we ask either/or. We should ask for both."

Beedie School of Business and SHARE welcome UN Principles for Responsible Investing (PRI) meeting

Mar 19, 2013



The CIBC Centre for Corporate Governance and Risk Management at Simon Fraser University's Beedie School of Business in partnership with the Shareholder Association for Research and Education (SHARE) hosted a meeting on February 28 welcoming delegates from the United Nation's Principles for Responsible Investing (PRI) committee. On the agenda was the role of responsible investing in ensuring risk management and building healthy, sustainable capital markets.

Daniel Shapiro, Dean of the Beedie School of Business, introduced keynote speaker Dr. Wolfgang Engshuber, chair of the UN's PRI committee. In his opening remarks, Shapiro said that the Beedie School of Business was proud to have committed itself to upholding many of the same values that define the PRI as a signatory to the Principles of Management Education (PRME). Both initiatives adhere closely to the UN Global Compact on long-term ethical

sustainability.

Founded in April 2006, as a vision of former UN secretary Kofi Annan, the number of signatories to the PRI has grown from less than 200 to over 1500, managing combined global assets of 35 trillion US dollars. Annan's goal was to minimise global instability by encouraging financial organizations into thinking long term about their risk management strategies in addition to addressing environmental, social and governance (ESG) issues.

Reflecting on the time elapsed since the creation of PRI, Engshuber remarked that while preparing for this auspicious meeting he had read a paper on fiduciary responsibility from the SHARE website. Though well written, he was puzzled; why had certain key sources not been referenced? His question was answered on the front page – “The document had been written in 2005 and the problems are already addressed. Now there isn’t a conflict; fiduciary responsibility is an actual responsibility,” said Engshuber.

Until now all the PRI’s objectives have been aspirational but, as Engshuber noted, there is mounting evidence and a certain amount of regulatory pressure encouraging organizations to comply.

“Responsible investing and the PRI are growing strongly globally,” he said. “Investors recognize the need to respond to significant trends. And the evidence is that [addressing] ESG [issues] and responsible investing enhance returns and reduce risk is becoming stronger.”

Engshuber highlighted the positive correlation between ESG-awareness embedded in corporate culture and performance by referencing research that companies with high ESG scores are the ones with the best stock performance. Those which focus on ESG issues, especially their environmental responsibilities, have better credit ratings.

Factors such as ESG and PRI compliance are also taken into consideration by investment industry regulators and may be considered before stock exchange listing. Furthermore, under pressure from consumers and government, pension funds, for example, may look for ESG compliance as evidence of socially responsible investing.

Many of these points were further elaborated in a panel discussion following the keynote, moderated by Michael Parent, Director, CIBC Centre for Corporate Governance and Risk Management. The panel of experts comprised Robert Adamson, executive director of CIBC Centre for Corporate Governance and Risk Management; Bob Walker, Vice President, ESG Services and Ethical Funds at NEI Investments; Dermot Foley, Manager ESG Analysis at Vancity; Bryan Thomson, Vice President, Equity Investment at BcIMC; and Laura O'Neill, Director of Law and Policy for SHARE.

Panelists spoke on issues of stewardship codes, and educating investors on non-financial externalities that should be considered when making investment decisions. They also covered topics such as the impact of executive compensation and emerging markets on ESG issues within an organization. These points were

echoed further in questions from an extremely engaged and knowledgeable audience.

With this growing emphasis on embedding ESG issues within organizational governance, Engshuber was pleased to announce the launch of a robust recording framework for the PRI this October. “Reporting is a very important part of the principles and signatories must publish their progress,” explained Engshuber.

“If they don’t, then they are excluded from the initiative,” he added.

Although recording initially seems like a threat, it is also a good tool to manage strategy, giving feedback to an organization and information on how its peers are progressing. This transparency also avoids green washing, upholding many of the principles inherent to responsible investing and enhancing engagement with consumers.

Dr. Engshuber closed his address reiterating the need to develop long-term strategies, rather than just focusing on profits.

“Imagine going home tonight, and your spouse or your child asks, ‘So what did you do today?’” he speculated, “and you could answer them, ‘Well today I created something of real value’ – wouldn’t that be great?”

PRINCIPLE 6: DIALOGUE



We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Academy of International Business: Local Contexts in Global Business

Jun 24, 2014



As the host school of the Academy of International Business (AIB) 2014 Annual Meeting, the Beedie School of Business has partnered with the Globe and Mail to publish a special business report highlighting a small selection of the research papers that will be presented at the event.

The theme of the AIB 2014 Annual Meeting, which brings some 1,000 leading academics to Vancouver, is “Local Contexts in Business”, and explores the unique opportunities globalization brings for businesses to use the diversity of the world economy to their advantage.

The special report, published in the 24 June edition of the Globe and Mail’s Report on Business section, features comment from Daniel Shapiro, Dean of the Beedie School of Business, and Rosalie Tung, professor at the Beedie School of Business and incoming president elect of the AIB.

Both Shapiro and Tung comment on the relevance of the research presented at the event, which according to Shapiro, “will have a direct impact on business practices of government policy, while others will indirectly influence the business world when the knowledge is passed on to the MBA or undergraduate students, who’ll be able to later apply what they have learned.”

The report also includes comment from Linda Seymour, executive vice president and national head of commercial banking at HSBC Canada, the exclusive title sponsor of the AIB 2014 Annual Meeting.

In addition, it features summaries of six of the research papers presented at the event, including studies on Sovereign Wealth Funds, the effects of litigation proceedings between smartphone tech giants Samsung and Apple, and the challenges that language barriers offer multi-national corporations.

AIB 2014 Annual Meeting: McKinsey chief on B.C.'s place in the global economy

Jun 26, 2014



The 21st century is going to see an unprecedented pace of growth in Asian countries, resulting in some 1.7 billion new middle class consumers being created in Asia alone. And while many organizations are unprepared for the change that is coming, B.C. is well positioned to play a significant role in the "Asian century".

That was the message delivered by Dominic Barton, Global Managing Director of world-renowned consulting firm McKinsey & Co., in the keynote speech at a special Vancouver Board of Trade luncheon to close the Academy of International Business (AIB) 2014 Annual Meeting.

Barton was in Vancouver to receive the 2014 AIB Fellows' International Executive of the Year Award, which recognizes a business leader who has significantly improved the stature and role of international business at home and abroad.

In his keynote speech he discussed B.C.'s place in the global economy – how the local identity

affects its international competitiveness, and where it fits in the duality of being local yet global at the same time.

Since 1950, the centre of the global economy has been shifting towards Asia, a stunning rate of progress considering that it had taken some 1950 years to shift from Asia to the West previously.

This startling shift in economic power has resulted in significant change that B.C. must be aware of if it is to capitalize. Some 120 of the Fortune 500 companies are now headquartered in emerging markets, for example, and are investing at double the rate of their western counterparts. Barton noted that it is necessary for B.C. to react to this scale and speed: "Our metabolic rate has to go up."

The growth in Asia will create new markets that B.C. has the potential to take advantage of, not only in natural resources, but also in water, food and energy.

"There will be a 40 percent excess of demand vs. supply for water, given the 1.7 billion extra consumers that will be here in the next ten to fifteen years," he said. "As a result, we will see tensions. We are already witnessing tension over water disputes between China and Vietnam."

Barton explained that it is important not to look at Asia as one big region, but rather as a series of cities. "There are 313 cities in Asia that will account for 33 percent of global growth in the next ten years, many of which currently have economies larger than Switzerland," Barton said. "So the question for B.C. is: are we positioned to play in those cities? The world is going to be Asia-dominated and it's going to happen very quickly. We need to get granular about the business opportunities."

Moving on to the specific opportunities for B.C., Barton noted that it has a strong starting point, but can do far more. "I would assert that we are currently punching way below our weight – there is a big opportunity being presented to us here."

He revealed seven ideas for B.C. to capitalize on the opportunity presented by the rise of Asia, identifying sectors such as tourism, liquefied natural gas (LNG), agriculture, and education as significant export opportunities.

He also suggested initiatives such as the creation of an international advisory board for B.C. – a concept that is already widely used in Asian cities – and an increased openness to foreign direct investment, including proactively seeking out investment rather than waiting for it to arrive.

He expressed the need for haste in moving on these ideas, with LNG one example of a sector that is fast moving and has the potential for B.C. to miss out on if it does not act quickly.

"My sense is that we have less than five years to get our LNG business up and running – there are a lot of other countries that are moving quickly and have a lot of product that they can supply," he said. "These people are going for 25 year contracts. If we pop up on the scene after a few years then it will be too late. I think we underestimate the amount of activity that's going on in different parts of the world."

Barton concluded that ultimately B.C.'s success will depend largely on the actions of businesses engaging with Asia, but stressed that the potential exists to turn B.C. into an economic superpower if it capitalizes on the opportunity that Asia's rise to power has presented.

"In 1969 the World Bank told South Korea that they have no business getting into the steel industry – but they built a steel company, and it is now the most successful steel company in the world," he said. "It comes from ambition. And I wonder what our Korean friends would say if they had the chance to live in B.C. We have the talent, and the resources, and I think that ambition is a talent that we deserve."

AIB 2014 Annual Meeting: The war for talent

Jun 25, 2014

Attracting and retaining talent has forever been an issue for organizations, yet new research suggests the competition to attract talent will reach unprecedented levels in the near future. Indeed, a 2012 study by global consulting firm McKinsey, found that that one of the biggest employment trends in coming decades will be a shortage of high-skill, college-educated workers for all advanced economies.

Mila Lazarova, associate professor, international business at the Beedie School of Business, chaired a fascinating session on this subject on the third day of the Academy of International Business (AIB) 2014 Annual Meeting.

The discussion was part of the Scholars Meet Practice track sessions at the event, and featured a panel of experts from both industry and academia sharing knowledge and research on the topic of how to attract and retain talent in the global business market today.

The panel consisted of academics Pawan Budhwar, Aston University, Paula Caligiuri, Northeastern University, and Rosalie Tung, Beedie School of Business and incoming President-Elect of the AIB. Meanwhile, the practitioners' perspective was represented by Jeff Zhu, of Chinese multinational software engineering provider Neusoft.

As a rapidly expanding organization, Neusoft has utilized some innovative recruitment strategies over the last 15 years, Zhu explained. When he joined the organization in 2005 it employed 6,000 people, but by 2011 this had increased to over 21,000.

"The challenge is that the world is looking at us," said Zhu. "Globalization brings massive amounts of opportunity to the Chinese IT market, but also creates intensive demand for IT talents."

Neusoft boasts an annual attrition rate of only four per cent in their workforce – less than half of the national average in China. In order to retain their employees, and to attract the right kind of new talent, Neusoft employs some unusual techniques, Zhu revealed.

The company has owned its own private university in China for nearly fifteen years now, from which it employs between 1,000-2,000 graduates each year; approximately 20-30 percent of the graduating class. It then puts these fresh graduates through intensive training programs after they begin employment, with innovative management structures in place to ensure that employees remain engaged, and that the best talent is recognized and rewarded.

Although Neusoft is not as competitive with its compensation package as its competitors, it prides itself on its employee engagement initiatives, which include recreational facilities on campus and a wide range of staff clubs and initiatives. Zhu believes that these, in addition to the training and close personal attention from management – who are referred to as "teachers" rather than managers –are the reasons that employees rate the organization so highly in employee satisfaction.

The revelations about Neusoft's employment strategy clearly stimulated the audience, resulting in numerous questions, including

whether purchasing a university was a strategic move and how expensive it was to run – to which Zhu replied that the university is a foundation for the business, and although it is not core business, it does turn a marginal profit, accounting for approximately two percent of Neusoft's revenue.

Budwar followed with a reflection of the war for talent in India. He explained that the extremely complex business context in the country – its very diverse nature, and the lack of one distinct Indian culture – provides unique challenges for foreign organizations entering the country.

As well, there are unique challenges for employers – the country has a very young population, and although it has many graduates, almost 80 percent of them are unemployable after finishing university, and require further training to bring them up to a level where they can contribute.

He noted that many companies are pursuing new initiatives to improve their recruitment in the country, and that there is great potential for research to be conducted on the subject, but that at present there was little research underway.

Finally, Caligiuri presented the findings of her research on the war for talent in the BRIC (Brazil, Russia, India and China) countries. The study, conducted in participation with Ernst and Young, revealed that a talent shortage was a leading risk for organizations in the BRIC countries – with one third of CEOs of organizations having to cancel planned initiatives due to lack of talent.

The study, which surveyed 1109 skilled professionals whose talents were in demand in the four nations, revealed that these employees viewed their careers as very important to them – but that they cared far less about which organizations their careers took them to.

"Across all four countries, we found that an organization's reputation was the main driver for skilled employees when choosing where to work," said Caligiuri. "But when it came to job satisfaction, organizational reputation was the least important factor – meaning that an organization's reputation has little effect on an employee's job satisfaction."

AIB 2014 Annual Meeting: How do MNEs overcome distrust and build legitimacy in host countries?

Jun 24, 2014

Foreign direct investment (FDI), particularly that from emerging markets such as China, has rocketed in recent years. Almost ten years ago Chinese outward investment was negligible, yet last year over \$100 billion was invested. Yet with much distrust existing in the countries that are the beneficiaries of the investment, MNEs are increasingly looking to take action in order to get stakeholders onside.

Daniel Shapiro, Dean of the Beedie School of Business, chaired an engaging opening session at the Academy of International Business (AIB) 2014 Annual Meeting between a panel of experts from both academia and industry on the topic of how multi-national enterprises can overcome distrust and build legitimacy in their host countries.

The panel consisted of distinguished academics Marshall Meyer, University of Pennsylvania, Steve Globerman, Western Washington University, and Karl Savant, Columbia University. Meanwhile, the practitioner point of view in the discussion was represented by Wei Shao, National Practice Group Co-Leader for China at global law firm Dentons Canada.

Shao opened the session with an overview of Chinese investment in Canada since 2005, noting that China has invested some \$42 billion in that period, the majority of which is concentrated in the energy sector, covering all ten provinces and two territories.

He revealed that in discussions with Chinese clients, they generally view Canada as being under strong influence from the USA, but that Canada is considered a safe country to invest

in, particularly in the energy sector, with liquid natural gas likely to prove popular in the future.

Savant then offered his opinion on the issue, noting that though the panel discussion is supposed to concern MNEs from all countries, the reaction to Chinese outward investment has generated intense interest around the world and means that much of the focus on the issue concerns China.

State-owned enterprises (SOEs) and Chinese government policy dictate much of China's outward investment, he commented, and in turn generate concerns in host countries, in particular, fear of unfair competition and the concern that Chinese SOEs pursue objectives that are not commercial, under instruction from their government.

In order to deal with these challenges, he noted that China has already taken steps by negotiating bilateral investment treaties with the US and Canada, and is in the process of doing so with the EU.

Meyer followed by discussing some of the difficulties Chinese firms have in operating within their own borders, citing the example of Chinese trucks hauling goods costing more than trucks in the US do for similar distances, despite wages in the US being far higher.

Problems such as this, caused by poor infrastructure, he said have caused domestic Chinese firms to develop their own domestic logistics platform, wherein they push manufacturing to the periphery and focus on design, logistics and distribution. By doing so

they open up their business to investment, a phenomenon he labeled, “going out by going in”.

He cited an example of a Chinese company that assembled a database of the quality of water in Chinese homes, but instead of monetizing it for themselves, made it publicly available in order to create a market domestically. He then compared this with the hypothetical example of a Chinese organization going into another country and creating a database of water supplies, concluding that there would be a public outcry if this occurred.

Finally, Globerman posed the question as to why state control of outward investment is a big deal, claiming that he had yet to hear a good reason for this common conception. He said that SOEs attempting to enter a country merely provides the government with an excuse to delay or discourage that investment, and that SOEs often have to jump through more hoops than a domestic investor would.

Indeed, he pointed out that state-owned FDI often inflates the selling price of assets, which benefits the host country and can provide benefits for social issues in the host country. The only loser in that scenario is the foreign investor, which has to pay a price above market value for the investment.

In closing, Shapiro commented that the contextual issues suggest that more thought is required as to whether treaties or formal negotiations are sufficient to solve the issue of building legitimacy.

He also noted the specific issues that arise when investing in the natural resource industries, and the future of the Chinese economy. “As time goes on, and the Chinese economy matures and becomes driven by innovative products – which many people will see globally are designed to solve social problems – will any of these legitimacy issues simply disappear as we move to commercially viable products?” he concluded.

President's Dream Colloquium: Robert Miller on indigenous economic development

Apr 10, 2014



Taking steps towards economic development in indigenous communities would appear to be solely beneficial to all concerned. Yet often when the subject is raised, many of those concerned have reservations. Why would something with implicit positive connotations raise such doubts?

Robert Miller, Professor of Law at Sandra Day O'Connor College of Law, Arizona State University, discussed this conundrum in the final installment of the President's Dream Colloquium on Entrepreneurship, a series of free public lectures intended to create an interdisciplinary forum for dialogue between faculty members, students and diverse community groups.

In addition to his lecture as part of the President's Dream Colloquium on Entrepreneurship, Miller held a similar session exclusively for Beedie faculty and staff at the Segal Graduate School, which involved a dialogue and breakout sessions that resulted in lively discussion on the topic.

An expert in civil procedure, federal Indian law, American Indians and international law, American Indian economic development and Native American natural resources, Miller is also an enrolled citizen of the Eastern Shawnee Tribe of Oklahoma, and a member of the Oregon Native American Business and Entrepreneurial Network (ONABEN).

Opening the lecture, "The Role of Entrepreneurship in Achieving Sovereignty for Indigenous Peoples", Miller explained that although he was an expert in US Indigenous peoples, rather than Canadian, much of his knowledge was directly transferrable.

It is nigh on impossible to talk about Indigenous economic development in the US without someone arguing that such a thing is anti-Indian culture. In order to win the doubters over, Miller explained that you must address their concerns head on.

"Of course economic activities have impacts – but if we can no longer afford to live on our reservations because we are too poor, have no housing, and no access to quality education, then what does that do to the native culture," he asked. "If your middle class families cannot live on your reservation, they are going to live in Vancouver, or Phoenix, for example. How does that help the tribal community improve itself and perpetuate itself?"

Citing the statistic that 86% of Indian reservations have no bank facilities within 100 miles – meaning many are unable to open even a basic chequing account – Miller stressed that work is needed to ensure Indigenous peoples

have the platform to develop their economies.

"I think doing nothing is literally worse than working towards creating economies on our reservations," he said. That is not selling out, but not doing so is injuring your own economy by making it not possible to live on your own reservation."

To this end, Miller went on to examine recent developments surrounding Indigenous entrepreneurship and explored potential benefits and impacts of Indigenous entrepreneurship on Indigenous communities and cultures.

About the President's Dream Colloquium

The President's Dream Colloquium brings leading thinkers to SFU in a series of free public lectures that create an interdisciplinary forum for dialogue between faculty members, students and diverse community groups.

President's Dream Colloquium: Jonathan Lewis defines Social Entrepreneurship

Mar 14, 2014



Social entrepreneurship is undoubtedly a hot topic in business circles these days – indeed, the Beedie School of Business has a social innovation laboratory and venture incubator, RADIUS, dedicated to the subject. So what exactly is social entrepreneurship?

Social entrepreneur Jonathan Lewis, founder of entrepreneurship leadership development video tutorial website Cafe Impact, attempted to answer this very question in the latest of a series of lectures at SFU's President's Dream Colloquium.

Opening with his motivation for practicing social entrepreneurship, Lewis related it to his time spent in the Bolivian Andes in 2005, where he was developing a micro-finance program. The local women had been invited to talk about their own micro businesses that had been made possible due to the project – with one in particular leaving a lasting impression.

“Across the language, culture and economic divide, I was able to pick up her pride, her self esteem, and her sense of worth that emerged from her being able to feed her children three meals a day for the first time in her adult life,” he explained. “She is why I am here today – she is my motivation for fighting poverty, creating economic opportunity, and moving closer to a world of economic justice.”

Lewis defines the social part of social entrepreneurship as listening. He stressed the importance for social entrepreneurs to listen to the community and – more importantly – listening to themselves to hear their own commitment and passion for a better world. “Listening is the industrial spine of social change,” he said.

Listing the benefits of social entrepreneurship, he advised that it is an excellent field in which to become involved, with numerous rewards on offer, including a guaranteed return on personal investment.

He cautioned, however, that it is not a career for anyone who can feel dwarfed by the enormity of the world’s problems. Nor is it one for those unwilling to challenge the status quo. “If you’re going to be a social entrepreneur, prepare yourself to make a few enemies,” he warned.

Citing some startling statistics, Lewis revealed his anger that one out of seven people in the world are chronically hungry, with 300 million of that number comprised of children unable to get the minimum daily calories required to live.

“I can’t give you the formal definition of

economic justice, but every poor person knows that money is power – for that reason alone, social entrepreneurs need to be in the economic justice business,” he said. “A Bolivian mother’s every day life reminds us that work is tough, and you don’t get to quit. Giving up is a form of arrogance, and one that is the luxury of the well-off.”

In addition to his lecture at the President’s Dream Colloquium, Lewis also presented the keynote speech at RADIUS’ second annual SFU Changemaker Showcase, a celebration of the brightest ideas and social innovators at Simon Fraser University.

About the President’s Dream Colloquium

The President’s Dream Colloquium brings leading thinkers to SFU in a series of free public lectures that create an interdisciplinary forum for dialogue between faculty members, students and diverse community groups.

President's Dream Colloquium: Entrepreneurial advice for early stage financing

Mar 06, 2014

The prize for successfully starting a business can be exceptional, and tremendously rewarding – yet 75% of startups fail within the first year, as a result of failing to think their finance requirements through. So what is the secret to raising the capital required for businesses to make it past the hazardous early stages?

Andrew Harries, co-founder of Sierra Wireless, a NASDAQ-listed wireless devices and applications vendor, and a member of the Dean's External Advisory Board at the Beedie School of Business, continued the SFU President's Dream Colloquium on Entrepreneurship by offering advice designed to boost the chances of success for entrepreneurs in today's competitive markets.

With vast experience in raising capital for startups – he estimates that he has raised over \$150 million through early stage investment over his career – Harries advises entrepreneurs to ask themselves three questions before even thinking about going into business: how good is my idea; am I ready to do what it takes to launch this business; and what can I do to avoid failure?

“Sometimes companies will build a machine and then discover that nobody cares,” said Harries. “The best recent example of this is the Segway, which was supposed to change the way people lived in cities. It had a much-hyped launch but it turned out nobody cared.”

The old fashioned model of launching a business involved an idea; building a business plan; raising money through investors; hiring a team to build the product; developing it in

secret; and then finally employing sales people to sell it. This model, Harries explained, was flawed, in that if the product did not sell, then the entrepreneur had most likely been guilty of not thinking things through at an early stage – but by this time it would be too late to rectify the situation.

Harries therefore preached the merits of the lean startup model, a recent method that allows startups to shorten their product development cycles, instead investing time into iteratively building products or services to meet the needs of early customers. Through this, they reduce market risks and avoid the need for large amounts of initial project funding and expensive product launches that can result in failure.

Much of the lecture focused on Harries' framework for the sources of financing at each phase of a startup's lifecycle: ideas-hypothesis; customer validation; customer creation; and finally company building. He offered the audience advice for each stage, but cautioned that the stages differ greatly and become more sophisticated as the capital needs of the startup increase.

He also commented on the expectation that venture capitalists will ultimately become interested in providing finance for a startup, citing Whatsapp's purchase by Facebook as a recent example of a tech startup that had little in the way of revenue generation, but had such a significant customer base that it was attractive to investors. “You have to demonstrate significant customer traction for venture capitalists to invest,” he cautioned.

Throughout the public lecture, Harries fielded questions from a captivated audience filled with aspiring entrepreneurs. Among the topics covered were whether there is any combination of investors he would advise startups avoid; whether there were any red flags in early business plans that would cause him to back away immediately; and his tactics for protecting an idea.

About the President's Dream Colloquium

The President's Dream Colloquium brings leading thinkers to SFU in a series of free public lectures that create an interdisciplinary forum for dialogue between faculty members, students and diverse community groups.

President's Dream Colloquium: MIT's Scott Stern talks entrepreneurial strategy

Feb 07, 2014



For many startup businesses, overcoming a lack of resources often proves to be an insurmountable hurdle, resulting in failure. Entrepreneurs would do well to examine innovative methods of commercializing their ideas and taking the time to understand the role strategy plays in order to accelerate their ventures – thereby creating and capturing value in a competitive environment.

Dr. Scott Stern, David Sarnoff Professor of Management of Technology and Chair of the Technological Innovation, Entrepreneurship, and Strategic Management Group at the MIT Sloan School of Management explored this topic recently in a public lecture at SFU as part of the President's Dream Colloquium on Entrepreneurship.

"Ideas are, in some sense, easy to find, but what's really hard is turning those ideas into strategy that captures value," said Stern. "The challenge is less about coming up with ideas, but rather, commercializing it in a way that creates unique value for an end user while allowing the entrepreneur to capture value on an ongoing basis."

Stern's objective is to provide a novel framework that allows entrepreneurs to choose how their company evolves, and helps to align the disparate decisions made during the earliest stages of a venture.

He emphasized the importance for an entrepreneur in choosing an entrepreneurial strategy, choosing their competition, and putting the framework into practice. He also discussed a number of potential dangers for entrepreneurs who did not have a coherent strategy in place, such as suppliers stealing the entrepreneur's idea when approached about a potential partnership.

"The power of entrepreneurship is the ability to not only identify and implement exciting opportunities but to make choices that allow you to create real value for the world and capture value for your stakeholders," said Stern. "The more exciting and disruptive the innovation, the more important those choices are for your ability to commercialize and build a new company with competitive advantage."

In addition to the public lecture, Beedie faculty were invited to hear Stern present his latest research paper, *Control Versus Execution: Endogenous Appropriability and Entrepreneurial*

Strategy – the first time the paper had been presented to an external audience for feedback.

Throughout the public lecture Stern utilized much of the research he covered in his research paper, comparing the benefits of control strategies – where the entrepreneur holds the product back from market until such time as it can be thoroughly tested – against those of execution strategies – where the entrepreneur brings the product to market immediately and then refines the product based on consumer feedback.

He also touched on the benefits for an entrepreneur in experimentation and learning, suggesting that bringing a product to a smaller market in order to generate initial revenue and study the product's performance, before launching it to the intended larger market is a viable strategy under the right circumstances.

“The process of choosing an entrepreneurial strategy requires a venture to come to terms with the core value that it will create, and the logic of how it will capture value on a sustainable basis,” Stern concluded.

About the President’s Dream Colloquium

The President’s Dream Colloquium brings leading thinkers to SFU in a series of free public lectures that create an interdisciplinary forum for dialogue between faculty members, students and diverse community groups.

International Institute for resources and development launched

Jan 29, 2014



A new Canadian institute that will assist developing countries with resource driven economies benefit from their resources in environmentally and socially responsible ways has been officially launched.

The Canadian International Institute for Extractive Industries and Development (CIIED) is a coalition between the University of British Columbia (UBC), Simon Fraser University (SFU), and École Polytechnique de Montréal (EPM). Institute Interim Executive Director, Bern Klein is joined at the launch by UBC's Vice President Research & International John Hepburn, SFU President Andrew Petter, and EPM CEO Christophe Guy.

"Nations want to develop their mineral, oil and gas resources," says Klein, also a professor of mining engineering at UBC. "But many lack the

regulatory frameworks and policy to make the most of their resources while also considering the needs of affected communities. We want them to have the capacity to use their resources to enhance livelihoods, improve dialogue and mitigate environmental harm."

In November 2012 the Department of Foreign Affairs, Trade and Development (then CIDA) announced the award of \$25 million to a coalition of the three academic institutions to form the Institute. Since then, the Institute has set up operations and is connecting with partner nongovernmental organizations, governments, professional associations, and industry. It is now beginning program development.

Programming will put the Institute and its partners' knowledge and resources at the service of foreign governments and local communities.

Its work will focus on four main areas: applied research, community engagement, education, and governance of natural resources.

For more information about the Institute, visit the website at: <http://ciieid.org>

BACKGROUND / QUOTES:

The Hon. Christian Paradis, Minister for International Development and La Francophonie

“Our Government is proud to have founded this new world-class centre of expertise. Canadians have a great depth of knowledge when it comes to improving and strengthening resource governance. The advice and guidance provided by Canada through the new institute will help reduce poverty, leverage private sector investment and create jobs.”

John Hepburn, Vice President Research & International, University of British Columbia

“Universities are uniquely positioned to generate and share new knowledge. UBC has a strong track record in the field of sustainable, socially-responsible mining and we are delighted to join hands with our colleagues at Simon Fraser University and École Polytechnique de Montréal to effect lasting change.”

Andrew Petter, President, Simon Fraser University

“Our goal is to build partnerships in developing countries and regions where we will be working to support their hopes and efforts for a brighter future by using their resources as a more effective engine of development to improve the lives and livelihoods of their people and

communities.”

Christophe Guy, Chief Executive Officer, École Polytechnique de Montréal

“Over the last forty years, Polytechnique Montréal has been involved in a significant number of development programs and projects across all continents. Polytechnique is committed to the values that guide the Institute, including sensitivity to gender equity, alignment with priority needs of developing countries, and sustainability.”

Beedie School of Business
Simon Fraser University
8888 University Drive
Burnaby, BC V5A 1S6
CANADA

beedie.sfu.ca

