

Smith

MAGAZINE

WINTER 2018



Catalyst for Change

Tanya van Biesen takes on
gender diversity in the workplace
as head of Catalyst Canada

OLYMPIC
ATHLETES AT
SMITH

CHEFS PLATE
FOUNDERS
MAKE DINNER

SCORING WITH
ANALYTICS AT
MAPLE LEAF SPORTS



DEAN'S MESSAGE

By the time this magazine hits your mailbox, the PyeongChang 2018 Olympic and Paralympic Winter Games will have just begun. We'll be cheering on Team Canada at events for students, staff, faculty and alumni in Goodes Hall in Kingston and at SmithToronto, our newly expanded Toronto centre.

I always enjoy watching the Olympics but these Games will have extra-special meaning for me and the Smith community. Through our partnership with the Canadian Olympic Committee (COC), we now offer full scholarships to Game Plan athletes. A new initiative from the COC, the Game Plan program helps athletes plan for their career and life after competitive sport. Over the course of our eight-year partnership, 1,200 Game Plan athletes will be eligible for full scholarships for a range of Smith programs including our suite of MBA programs, the Master of Finance, Master of Management Analytics and others.

In this issue of *Smith Magazine*, you'll read profiles of just a few of the stellar Canadian athletes who have studied at Smith this past year — from bobsleigh great Jayson Krause, who completed a Queen's Executive Education program, to canoe-kayak sprinter Gabriel Beauchesne-Sévigny, who will graduate from Queen's MBA this spring, to heptathlete Jessica Zelinka, who is exploring her next steps through our Master of Management Innovation & Entrepreneurship.

Some athletes who are still competing are taking advantage of the flexible new online format of our Certificate in Business program, such as hockey goalie Emerance Maschmeyer. Sitting volleyball player Anne Fergusson completed our four-month Graduate Diploma in Business last summer while continuing with her sport. When Anne decides to retire from volleyball, she, like her other GDB classmates, can ladder up and apply credits earned in the diploma program to a Queen's MBA.

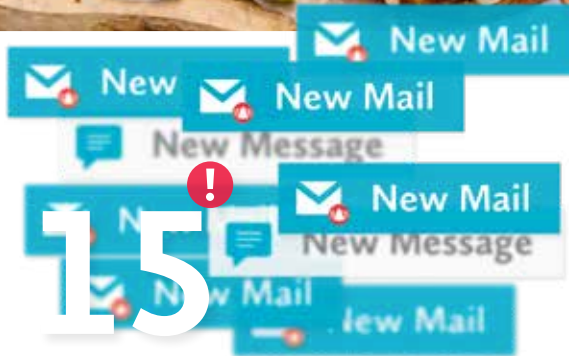
We are thrilled to be able to support Canadian athletes through business education. As an official Team Canada partner, please join me in saying, "Go Team Canada!"

David M. Saunders, PhD
Dean, Smith School of Business
david.saunders@queensu.ca



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PARTENAIRE NATIONAL OFFICIEL, FORMATION EN AFFAIRES

Contents



Departments

- 3 **INSIDE SMITH**
- 34 **ALUMNI NOTES**
- 44 **HOMECOMING 2017**
- 46 **ALUMNI NEWS**

Features

- 10 **CANADIAN OLYMPIC COMMITTEE ATHLETES**
Meet seven athletes who've come to study at Smith
- 15 **YOU'VE GOT MAIL**
Shamel Addas researches the pain (and joy) of email interruptions at work
- 17 **START-UPS SNAPSHOT**
Check out three great alumni-led new ventures
- 24 **SMITH IN CALGARY**
Smith celebrates more than 20 years in Alberta

Profiles

- 20 **DINNER IS SERVED**
Patrick Meyer and Jamie Shea, both BCom'11, look to transform the food industry with their company, Chefs Plate
- 26 **CATALYST FOR CHANGE**
Tanya van Biesen, BCom'91, of Catalyst Canada, aims to increase gender diversity among the country's businesses
- 30 **SPORTS CENTRS**
Sean O'Brien, MMA'14, Artsci'09, dives into analytics to drive business for Maple Leaf Sports & Entertainment

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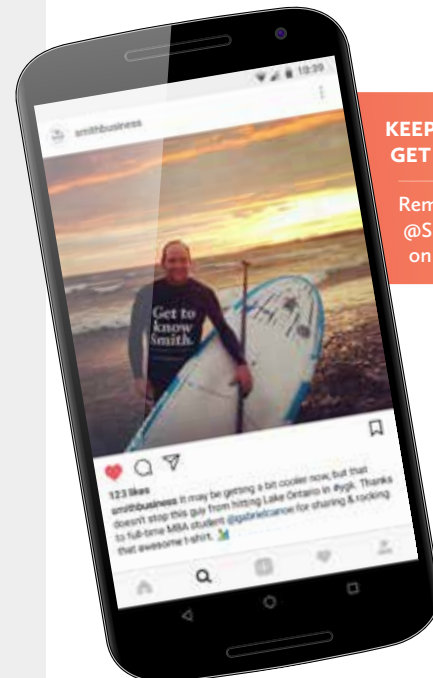
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Inside Smith

Two professors receive Research Excellence Awards

Anton Ovchinnikov and Yu Hou recognized with annual honours



Anton Ovchinnikov
Distinguished Professor
of Management Science and
Operations Management
Research Achievement Award

Anton Ovchinnikov's research focuses on management science and operations management, particularly where they intersect with marketing and economics. One of his current projects looks at how well loyalty programs maximize a firm's profits and create customer value. Anton has been with Smith for three years and especially enjoys writing the research story. "I have a chance to step back and think about what the work is really saying about a particular problem, and that's exciting!"



Yu Hou
Assistant Professor of Accounting
New Researcher
Achievement Award

Arriving at Smith in 2013, Yu Hou dove into accounting research. Whether it's earnings management, fraud or behavioural studies, accounting provides an important window on capital markets, he says. Yu has successfully applied for two SSHRC Insight Development grants, and in accepting this award gave a shout-out to his colleagues and Smith's research environment. "Compared to other schools, the support we receive here is tremendous."

Smith pins on a new Homecoming tradition

Alumni who attended the Smith Homecoming Alumni Brunch last October found something special pinned to their name tags at the registration desk. The Development and Alumni Engagement team at Smith have launched a line of reunion lapel pins to be given to alumni at Homecoming.

The initiative aims to facilitate alumni connections, enhance the school's alumni community and spread the Smith brand around the globe. "Our hope is that it will become



a tradition, that alumni will come back for them each year, and wear the pins with pride beyond Homecoming weekend and into the business world," says Tyler Forkes, Director of Alumni Engagement and Reunion Giving.

Exclusive to Smith Homecoming, the pins come in four colours: pewter for alumni of any graduating year; bronze for ten-year alumni; silver for 25-year; and gold for those in the Tricolour Guard (50-year alumni and up).

Annual UPstart challenge “detects” a winner

Emerging Queen’s startups pitched their businesses to a jury of angel investors during the third annual UPstart Venture Challenge, held in Toronto in December.

The winning team — and winner of the \$30,000 prize — was Spectra Plasmonics, co-founded by Tyler Whitney, BCom’17 and ArtSci’18; Yusuf Ahmed, Sc’18; Malcolm Eade, ArtSci’18; Christian Baldwin, Sc’18; and Ryan Picard, Sc’17.

Launched as part of the 2017 Queen’s Innovation Centre Summer Initiative, Spectra Plasmonics created a technology that can detect trace amounts of substances faster and more effectively than current methods.

“The judges liked Spectra because the technology has many applications — from accurately detecting trace amounts of fentanyl to peanuts. Ultimately, the technology can make a big difference in everything from law enforcement to food safety,” said Elspeth Murray, Associate Dean and Director of the Centre for Business Venturing.



Left to right: Tyler Whitney and Malcolm Eade of Spectra Plasmonics with JP Shearer, Associate Director of the Centre for Business Venturing.

Meet the Associate Deans

Two long-serving faculty have new roles



Yolande Chan

I’m now: Associate Dean, Research & PhD-MSc Programs and E. Marie Shantz Professor of IT Management
Before this, I was: From 2013-16, Associate Vice-Principal (Research) and E. Marie Shantz Professor of IT Management.
Years at Smith: Almost 27 years
Best part of my job: Making a positive difference in the lives of Smith faculty, graduate students and staff.
What I’m working on now: On the research side, we created an Assistant Director role to further promote faculty accomplishments. On the graduate programs side, we instituted two new awards: one for excellence in teaching and another for excellence in graduate supervision. Our focus is excellence!
My motto is: Carpe diem — seize the day!



Jay Handelman

I’m now: Associate Dean, Faculty
Before this, I was: Associate Dean, Research and MSc-PhD Programs
Years at Smith: 15 years
Best part of my job: I have an opportunity to interact with all faculty members, gaining a wonderful perspective on the breadth and depth of talent we have at Smith.
What I’m working on now is a research project on how consumer activism and social movements have contributed to the reshaping of the fast-food industry.
My favourite all-time business book is: *The Living Company* by Arie de Geus

A program for innovation

Last fall, Smith's program for entrepreneurs and intrapreneurs got a new name and model. Formerly the Master of Entrepreneurship & Innovation, it's now the Master of Management Innovation & Entrepreneurship (MMIE), which Program Director Shari Hughson says "better reflects the leadership and management capabilities of graduates in the areas of corporate innovation, social impact and entrepreneurial ventures from startup to scale up."

One of the most personalized master's programs around, the 12-month MMIE offers the same support as an incubator, with the added bonus of a master's education. It can be completed as full immersion on campus in Kingston, ON, or virtually from anywhere in Canada. Here are some of the different paths our students and alumni have taken through the program:



Eric Farquharson
MMIE'17

Eric completed an internship with RBC in Toronto as part of his MMIE programming. In September, he was hired full time as a Business Intelligence Lead at RBC, working with a team to develop innovative consumer-based products and services. Prior to this, he was a Program Development Analyst with Canadian Heritage.



Rizma Butt and Hakeem Subair
MMIE'17

Rizma and Hakeem launched 1 Million Teachers (1MT) in the MMIE program. A reward-based teacher development program, 1MT aims to transform teachers into life-long learners and attract new people to the profession, thus decreasing the global shortage of qualified teachers reported by UNESCO.



Marija Janjos
MMIE'17

Marija entered the MMIE program looking for a way to combine her BSc from Queen's with a business degree. Through the program she completed an internship with the startup 7Potato, focusing on idea vetting and development. Currently, Marija is working with Ritual, a startup based in Toronto.



Simon Lee
MMIE'18

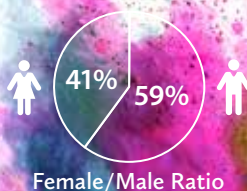
Manager of IT Innovation at LCBO, Simon is modernizing the company's product ordering system through artificial intelligence and augmented reality. He is leveraging the support of students, alumni, faculty and staff at Smith to make LCBO|next a top corporate innovation lab in Ontario.



Emily Lowe
MMIE'18

Emily turned her love of shipping containers into a business. She is CEO and founder of Lowegistics International Inc., a global supply chain data analysis company offering solutions to clients in the oil and gas industry. She is looking to expand into the agricultural and intermodal housing markets.

MMIE 2018 by the Numbers



Female/Male Ratio



28
Average Age

Youngest: 21
Eldest: 59



74% From within
Canada
26% International

Program masters

Two familiar faces, and two new ones to Smith, have taken on directorial positions.

PATRICK McLARTY

Title: Associate Director, Master of Management Analytics
Previous post: Manager, Recruitment and Admissions, Professional Graduate Programs at Smith
The best part of my job: Returning to work directly with students. Their excitement, dedication and creativity is the reason I entered education.
What I'm working on now: Conducting a curriculum review to continue to deliver a world-class analytics program.

EMILY SAUNDERS

Title: Associate Director, Master of Finance
Previous post: I led a client delivery team at an IT and HR research and consulting firm, Info-Tech Research Group, in Toronto.
The best part of my job: Having the opportunity to work with and impact students from different backgrounds.
What I'm working on now: We're offering a new elective, MFin 842: Artificial Intelligence & Finance.
My motto is: Throw kindness around like confetti.

KERRI REGAN

Title: Director, Queen's Master of International Business
Previous post: Associate Director, Centre for International Management at Smith
The best part of my job: Enabling and supporting student success.
What I'm working on now: Having just celebrated MIB's 10th year, we are focused on what is next in the curriculum, corporate engagement and recruitment.
My motto: Respect yourself and others.

CHARLES MOORE

Title: Director, Executive MBA Americas
Previous post: I was Senior Vice President for a post-secondary education company, EduCo Global.
The best part of my job: Working with great people. I have never worked with such a great collection of individuals.
What I'm working on now: Recruiting the class of 2020, starting in June 2019.
My motto: We can do it!



Ten years of Forté Fellowships at Smith

A few years ago, Rebecca To, a Californian working in Silicon Valley, turned her attention to a dream she'd had since gaining her undergraduate degree in 2007: attaining an MBA. Visiting business-school fairs, Rebecca began to hear about "Forté Fellows", a scholarship program for women seeking a master's in business.

"I've always thought more women should get their MBA. I found it inspiring that this kind of program even existed...I wanted to be part of it."

She was further delighted to learn that a school at the top of her list — Smith School of Business — was a Forté partner. "It was more than a happy coincidence," Rebecca, MBA'14, recalls.

WOMEN IN BUSINESS

Based in Austin, TX, the Forté Foundation aims to bolster women's ranks in business schools and C-suites. Its launch, in 2001, was spurred by the study "Women and the MBA: Gateway to Opportunity", which found that the percentage of women in business schools lagged other professions, such as law and medicine.

Smith was the first Canadian school to join with Forté, and this past year marked the partnership's 10th anniversary. Each year, the school provides up to four women in the full-time MBA program with \$40,000 Forté scholarships.

Teresa Pires, Associate Director of Recruitment and Admissions for the full-time MBA program, says Forté is an important way to drive women's interest in a business career. "You can't be what you don't see," she says. "The more successful stories we have of women in business, the more women will see themselves in those stories."

Teresa notes the steady growth in the proportion of women in the full-time MBA program: 34 per cent of the most recent class are women, up from 20 per cent a decade ago.

"The more successful stories we have of women in business, the more women will see themselves in those stories."

A GROWING FELLOWSHIP

Forté recipients get more than just tuition help. They can avail themselves of Forté-hosted webinars and events on topics such as personal branding and career advancement, and there are mentoring and networking opportunities. More than 6,200 women around the world are Forté Fellows, and 130 business schools, universities and corporations, such as Deloitte, IBM, Goldman Sachs and McKinsey & Company, are members of the foundation.

Twenty-nine alumni of Smith's full-time MBA program are Forté Fellows, including two grads this year: Aditi Nayak and Samantha Cochrane (both MBA'18).

Aditi grew up in India and worked on a startup venture in the U.S. before coming to Smith. Samantha, from Toronto, had managed a community-investment program for the Canadian Women's Foundation. Both have experience mentoring girls and were immediately drawn to Forté. "It really showcases [Smith's] commitment to elevate women in leadership," Samantha says.

Last June, the Forté Foundation held its annual conference in Seattle, drawing business leaders, Forté alumni and speakers from such companies as Starbucks and Amazon. "It was a great chance to meet other women and see what their journeys have been like," says Aditi. Both she and Samantha attended the conference.

Meanwhile, three years after earning her MBA at Smith, Rebecca To is back in Silicon Valley. After working at Deloitte in Toronto, she's now in marketing at the semiconductor maker Xilinx.

"I'm still proud of the fact that I'm a Forté Fellow," she says. "It's helped me in my career. It's given me that little edge."



At the Forté Conference in Seattle last June (from left): Aditi Nayak, Teresa Pires and Samantha Cochrane.

Students show winning ways

Case Competition Union scores big at international events

As students, Walter Pang, BCom'14, and Jacob Trenholm, BCom'13 and Artsci'14, enjoyed the pressure and thrill of business case competitions. But they often encountered teams from abroad that were better prepared and won more competitions. Such teams tended to belong to organized programs that trained heavily. "We did some training too, but not nearly as much," Jacob says.

To even the odds, Jacob, Walter and other students formed the Queen's Case Competition Union in 2013. QCCU aimed to be something like a varsity squad. "Our idea was to train together a lot and practice cases to get better," says Walter. With Walter and Jacob as co-captains, QCCU entered five competitions in its first academic year (2013-14) and scored three second-place finishes.

Results have improved each year since, but in the last academic year (2016-17) QCCU really hit its stride: seven Top 3 finishes (three of them first place) out of 10 entered competitions. Equally impressive: from May to October 2017, QCCU teams won four competitions in a row, in Thailand, Singapore, Norway and Hong Kong.

Strong finishes are the result of ongoing improvements to QCCU, say current co-captains Dustin Zhang and Charmaine Arellano-Chua (both Comm'18). A fall boot camp to help students prepare was introduced. More thought has also gone into assembling each four-person squad, ensuring students whose abilities complement one another are on the same team.

Students spend around 100 hours training per school year, says Charmaine. Preparations are designed to mimic the real-life



Queen's Case Competition Union teams have clinched four consecutive wins, including in Norway (left) and Singapore (below).



of competition. "And we have an inflow of talent from new students who have new ideas, which helps us get better," Dustin says. For this academic year QCCU added six Commerce students to its roster of 19, from 116 who applied to join.

The school is also lending a hand. Smith has upped funding for case competitions, while faculty and senior staff contribute their time. They lead workshops, coach teams, provide feedback at practice sessions and travel with teams as faculty advisors, says Leigh-Ann Finland, Smith's Director of Operations, Commerce Program, who works closely with QCCU members.

Walter and Jacob, meanwhile, are delighted to see the organization they helped found succeeding. Both work in Toronto — Walter with the CPP Investment Board and Jacob with Oliver Wyman — and say case competition experience is useful for later careers. "You learn to diagnose the component parts of a problem quickly and think it through objectively," says Jacob. "That's definitely a handy skill to have."



Master of Finance students from Beijing travel to Kingston for convocation

Eleven students from Queen's Master of Finance (MFin) — Beijing program made the trip to Kingston in November to celebrate alongside fellow graduates of Smith's professional masters and graduate research programs during fall convocation. "All your hard work has paid off. We are confident that you will continue with even more successes in China and Canada," Professor Wei Wang, Academic Director of the MFin — Beijing program, told the graduates, shown in the photo here with Wei, Dean David Saunders and Assistant Director Aileen Dong.



Best place to spot Edge walkers on the CN Tower!



- Master of Management Analytics
- Master of Finance
- Executive MBA Americas
- Executive MBA
- Accelerated MBA

SmithToronto's Executive Education programs range from strategy and leadership to resilience and design thinking.

What a view!

SmithToronto has the best 360-degree view of Toronto, with the Toronto Islands and Lake Ontario to the south and Roy Thomson Hall to the north.

20

STAFF

including the Career Advancement Centre's corporate relations team

400

CURRENT STUDENTS

Get to know SmithToronto

In 1994, Smith School of Business began delivering its EMBA program in Toronto. Twenty-four years later we've launched SmithToronto, a state-of-the-art teaching centre that takes up the entire 30th floor (25,000 sq. ft.) of Simcoe Place on Front Street, in the heart of downtown Toronto. ■

Playing to Win

By Rob Gersbeck



Jessica Zelinka competes in the high jump during the heptathlon at the Canadian Track and Field Championships in 2012.



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Queen's University

In November 2016, Smith and the Canadian Olympic Committee struck a partnership to provide scholarships for Canada's Olympic and Paralympic athletes. Over eight years, some 1,200 athletes will be eligible to enroll in various Smith programs — from certificate courses to a full MBA — through Game Plan, which helps athletes succeed beyond sports. Many have already enrolled at Smith, including the seven profiled on the following pages.



Jessica Zelinka

Hometown: London, ON

Sport: Heptathlon, 100m hurdles

At Smith: MMIE'18

Jessica Zelinka, two-time Olympian, says she enrolled in Queen's Master of Management Innovation & Entrepreneurship program in part because she finds the team environment similar to athletics. "The faculty, students and network are my new support team that will enable me to 'go for it' knowing failure is a part of the journey, just like in track, and it's about resilience."

Jessica, 36, aims to launch her own business following a long and impressive track-and-field career. A former Canadian record holder in the heptathlon, Jessica competed at both the 2008 and 2012 Olympics, finishing 5th in

the heptathlon in Beijing, and 7th in the heptathlon and 6th in the 100m hurdles in London. She also won gold in the heptathlon at the 2007 Pan Am Games and twice earned silver at the Commonwealth Games.

The heptathlon — seven events, from javelin throwing to hurdles — is described as among the most gruelling of Olympic events. Physically it's a grind, yes, Jessica says, but mentally and emotionally it's even tougher. "It's a roller coaster. You might have had a bad hurdle run but you have to put your head down and clear your mind for the next event. You have to be able to compartmentalize, switch roles and leave the bad behind." Sounds like the skills every great business leader needs, too.



Gabriel Beauchesne-Sévigny

Hometown: Trois-Rivières, QC

Sport: Canoe-kayak sprint

At Smith: MBA'18

As a youngster, Gabriel Beauchesne-Sévigny dreamed of going to the Olympics. He just didn't know which sport. Then, at 12, he went to canoe camp, got hooked, and took up the canoe sprint. In canoe sprint, athletes paddle on one knee, balancing the raw power required to outdistance competitors with the finesse of keeping the canoe upright and on course. "Anyone who's gone to the cottage and tried to paddle more than a kilometre, fast, in a straight line, without stopping can appreciate what's involved," Gabriel, 33, says.

In 2008, Gabriel realized his dream, going to the Beijing Olympics. In both the two-man 500m and 1,000m events, he and teammate Andrew Russell earned a trip to the finals. A few years later, partnered with Andrew's brother, Ben, he won a World Cup gold medal and, in 2015, they won gold at the Pan Am Games in Toronto.

Ben and Gabriel's camaraderie has continued at Smith, where both enrolled in the full-time MBA program. "We always have each other's back, which is nice," says Gabriel, who is now an assistant brand manager at Johnson & Johnson.



THE CANADIAN PRESS/AARON LYNETT

Gabriel (left) with teammate and Smith classmate Ben Russell.



Anne Fergusson

Hometown: Carleton Place, ON
Sport: Sitting volleyball
At Smith: GDB'17

Ask Anne Fergusson to explain how sitting volleyball differs from regular volleyball and she'll first point out the obvious: players sit rather than stand. Next, because the net is lower, the ball travels a shorter distance between opposing teams, and so the game is faster.

Anne played all types of sports growing up: basketball, soccer, badminton, track. Then in high school her volleyball coach told her about sitting volleyball. Anne, who was born with no left hand, had never heard of the sport. "I YouTubed it and decided it was the coolest thing ever."

Today, at 22, Anne is on Canada's national team. She was there in 2015 when the team won bronze at

Toronto's Parapan Am Games and she hopes to compete in the upcoming World Championships in the Netherlands.

Last year she graduated from Queen's with a degree in mechanical engineering, then got her Graduate Diploma in Business at Smith. One thing Anne especially liked about the GDB program was its teamwork approach. That's also her favourite part of volleyball. "Many of my teammates have faced a lot of adversity in their lives," she says, noting that several have had limbs amputated. "So, for me, the exceptional people I play with is what's special."



CANADIAN PARALYMPIC COMMITTEE

Above: Anne Fergusson (at net, far left) at the Parapan Am Games.

Below: Nathaniel Miller (right) in a match between Canada and Romania at the World Swimming Championships in 2008.



AP PHOTO/STEVE HOLLAND



Jayson Krause

Hometown: Okotoks, AB
Sport: Bobsleigh
At Smith: Executive Education



Ever watch bobsledders hurtle down an icy track and wonder why on earth someone would do that? Jayson Krause, four-time Canadian bobsleigh champ, has. “In the pilot seat you’re so focused, you don’t feel the speed. Then you stand by the track and see how fast other bobsleds are going and you think, God, how do I do this?”

Jayson didn’t intend to be a bobsledder. At 20, playing junior football, he heard that bobsleigh training was a superb way to get stronger for the gridiron. Soon he found himself pushing a sled and competing for Canada. The real trick to bobsleigh, he says,

is to relax despite the speed (in excess of 150 km/h) and crushing G-force in the turns. “The natural tendency is to tense up. But when you panic, that’s when you get in trouble.”

After a stellar eight-year career piloting four-man and two-man teams, Krause retired in 2006. Today, at 41, he’s managing director at Kraukman Inc., a Calgary-based coaching firm that blends high-performance athletics, applied neuroscience and modern management techniques. Jayson says he teaches businesspeople how to be better leaders by employing similar principles athletes use in training: warm-up, exercise and cool-down, “so we can engage in the daily practice of leadership, which accelerates development and impact.”



Nathaniel Miller

Hometown: Kirkland, QC
Sport: Water polo
At Smith: EMBA’19



One of Canada’s most decorated water polo players, Nathaniel Miller traces his roots in the sport back to, of all things, a blip in government infrastructure spending. For Canada’s centennial, in 1967, a bevy of pools was built on Montreal’s West Island. Swim clubs popped up all over, and by the time a young Nathaniel joined his local club many years later, Montreal had become an aquatic hot spot. “My first coaches were two national team players, so I had great mentors. I fell in love with the idea of competing against the best.”

Over an 11-year career on Canada’s senior men’s national team, Nathaniel won three bronze medals at the Pan Am Games, a Commonwealth Water Polo Championship (he was named MVP), and his team qualified for the Olympics in 2008 — a first for men’s water polo in Canada. More hardware came during

a pro career, including elite division championships with the Olympic Nice Natation club in France and Fluminense in Brazil.

Now in Calgary, Nathaniel, 38, develops sports programs for InjaNation Fun & Fitness, an indoor trampoline park and obstacle course for families, while he works toward his EMBA at Smith. “The opportunity to go to one of the best business schools in the world is something I couldn’t pass up.” He’s still involved in water polo, too, coaching at a local club in Calgary — and mentoring, perhaps, Canada’s next generation of water polo greats.



Emerance Maschmeyer

Hometown: Bruderheim, AB
Sport: Hockey
At Smith: CIB



THE CANADIAN PRESS/RYAN REMIORZ

Emerance Maschmeyer makes a save for Team Canada.

Emerance Maschmeyer isn't kidding when she says her family is *really, really* big on hockey. She was just three when she first played; her sister went to university in the U.S. on a hockey scholarship; two of her brothers play pro in Germany. At seven, Emerance tried goal for the first time and was soon between the pipes for good. "The thing I love about goal is you can be the difference maker. You can steal a game for your team."

Among her career highlights: gold with Canada's U18 team at the World Championships in 2012; she played for Harvard at university; and she won three silver World Championship medals with Canada's

senior women's team. Now in her second year as a pro in the Canadian Women's Hockey League, playing for Les Canadiennes in Montreal, Emerance, 23, hopes to eventually start a family business. That's one reason she enrolled in the Certificate in Business program at Smith.

Her favourite hockey moment so far? The gold medal game against the U.S. at the World Championships in Kamloops, BC two years ago. "The arena was packed, the crowd was cheering. We ended up losing 1-0 in overtime, but it was a real goalie battle. After the game, I got a standing ovation. I remember tearing up when that happened."



Lee Parkhill

Hometown: Oakville, ON
Sport: Sailing
At Smith: AMBA'18

On the day in November 2016 that Smith and the Canadian Olympic Committee announced their partnership, Lee Parkhill called his alma mater, the University of Guelph, to get his transcripts. He wanted to apply to Smith right away. "The timing was perfect," he recalls. Three months earlier, Lee had sailed at the Rio Olympics. Afterward, at 27, he retired and looked forward to whatever came next. "One thing I knew, I wanted to go back to school."

When Lee was nine months old, his parents bought a sailboat. He practically grew up on the water, sailing most weekdays as a teen and racing on weekends. Athletically, he says, he has many of the skills businesses desire: teamwork, a willingness to be coached and an ability to adapt quickly. Oh, and resiliency. Lee

knows quite something about that.

Competing in the Olympic trials Laser event in 2011, he became a late favourite to make Team Canada. Then, a false start disqualified him in a key race — all but ending hopes of going to the London Olympics. Yet Lee was undeterred. Four years later, he won bronze at the Pan Am Games in Toronto, before heading to Rio. "Getting a medal on home soil, putting that past disappointment behind me," he says, "that was a high point for sure." ■



Monday

Alan Morantz

Endless Emails... 02/12/18

We can't go five minutes without getting waylaid by emails. But not all tech interruptions are bad, says Smith Assistant Professor Shamel Addas. Some can even make us better at work.

Chances are, you won't get to the end of this story without being interrupted by a text message or urgent email that you just *have* to open. And I'm okay with that; I just checked my email in the middle of writing this paragraph.

According to some studies, we enjoy a measly five minutes of uninterrupted time; once interrupted, half of us won't get back to what we were doing. Yet it's hard to resist the urge to check emails or text messages — pressing tasks be damned.

Most of us harbour some shame at our inability to ignore interruptions. Shamel Addas understands your pain but says not all interruptions are necessarily bad. They can even be productive.

"I know from personal experience that some interruptions are actually good," says Shamel, Assistant Professor of Information Systems at Smith School of Business.

Shamel joined Smith two years ago from the IÉSEG School of Management in Lille, France. His research looks at the consequences — intended and not — of information systems. He's particularly fascinated by the "dark side" of IS and the effects on job performance.

Shamel says our understanding of how email interruptions influence work is limited. What we do know is based on lab studies of discrete events that last seconds — which is not how interruptions occur. "What happens in real life is more like a continuous stream of interruptions," he says. "Sometimes each interruption in and of itself is not that bad. But the effect can accumulate over time and lead to fatigue and stress."

INSIDE THE BLACK BOX

Shamel has conducted several studies to pry open “the black box of the relationship between interruptions and performance.” In one study, he gleaned data from a survey of 365 business-to-business salespeople and a web-based diary in which 212 B2B salespeople recorded interruptions over several days. He was particularly interested in understanding the impact of interruptions not only on the task at hand but on related core tasks, such as prospecting customers, preparing for sales calls, making presentations and closing a sale.

What he found was that interruptions not related to primary activities directly undermined a worker’s performance; such interruptions led to increased error rates, poor memory and decreased output quality. Returning to their main jobs and completing their tasks took workers longer when interruptions were unrelated to their work than when interruptions were directly related to it.

Furthermore, interruptions not related to primary work had an indirect effect on performance; they increased stress by making people feel their workload was unmanageable. While interruptions related to workers’ primary activities increased stress levels, too, they actually boosted salespeople’s effectiveness.

OUT OF SIGHT, OUT OF MIND

Shamel also discovered that people who engaged in several email conversations at the same time, or those who let messages pile up in their inbox, experienced higher stress and lower performance than those who did neither. This piling up of messages “creates a constant reminder of all the stuff that needs to be done,” says Shamel. “On the other hand, for those who just deleted emails or filed them into other folders, it was out of sight, out of mind.”

Shamel adds that an overflow of email interruptions can affect group performance as well. Stress that individuals feel, for example, can spill over to colleagues. In a group, if one person is constantly interrupted, others must pick up the slack.

A LITTLE QUIET TIME, PLEASE

What does Shamel’s research mean for managers? For one thing, just recognizing there are different types of interruptions, each with its own trade-off, can help mitigate stress and negative impact on performance.

Shamel suggests managers develop email-management programs and interventions, such as specifying a time-response window for email messages based on their urgency. Managers could also establish periods of quiet time for uninterrupted work. And they could encourage groups to develop co-

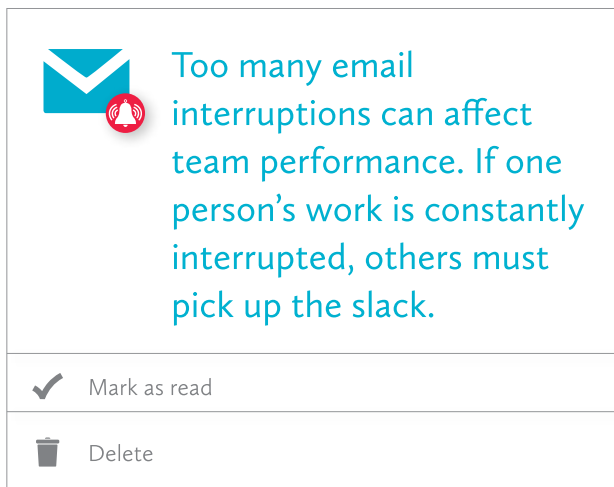
ordination strategies to ensure one person’s interruptions do not hinder colleagues.

On the individual level, workers could handle interruptions in batches, rather than in real time, in order to reduce time switching back and forth between tasks and interruptions. Workers could also delete, or organize in folders, messages that are of limited use to their core work.

Shamel sees design implications, too, particularly for context-aware systems and

email clients. Context-aware systems know what kinds of tasks people are working on and can detect high- and low-workload periods. Email clients can be programmed to screen messages for those that are relevant to a person’s current job and for those to be dealt with in the future, he says.

After all, even the most disciplined of us need a little help to resist temptation. ■



Smith Insight

For more articles on research by Smith faculty, visit Smith Business Insight at ssb.ca/insight



Start-Ups Snapshot

By Kristen Sears

Three 2017 Smith grads tell us about their start-ups on the following pages. Learn about other new ventures from Smith alumni at ssb.ca/startups.

TAYLOR CLARK PHOTOGRAPHY

Kyla Carmody (far left), launched her clothing brand, Carmody, in September 2016.

KYLA CARMODY, MMIE'17

Founder, Carmody

shopcarmody.com

My company, Carmody, is a Canadian luxury statement knitwear brand for women. Proudly designed and hand-finished in Canada, and crafted in the U.S., our pieces are created with time and care using high-quality alpaca fibre sourced from Peru. Women should never have to sacrifice beauty for durability. Carmody pieces are designed to be both functional and fashionable. They're made to be passed down from generation to generation.

Why I started the company: Growing up in Canada, I faced a regular challenge every fall: finding Canadian brands that sold stylish knitwear that was versatile enough to wear both in an office setting and out on weekends. I wanted a sweater that was cosy yet fashionable, and also high quality and unique. Carmody aims to fill that void by designing statement pieces that are easy to wear.

What business problem does your company solve?

Canadian consumers value products of high quality and are conscious of where these items come from. At Carmody, we strive to be transparent about our materials and are adamant about maintaining production in North America. With these ideals in mind, I created Carmody to have a classic and heritage feel, exemplified by the incorporation of hand knitting characteristics.

The most fun I've had so far was when I got to hand deliver a Carmody knit to a customer and see the reaction upon unpacking the box. We invest a lot of time and effort into making each order an excellent experience for the customer. All of our knits are packaged in our signature Carmody box, which includes additional surprises for the customer.

CARMODY



Colin Harding (left) and Conor Ross are looking at expanding the team at Iris Technologies.



COLIN HARDING, BCom'17 CEO & Co-founder, Iris Technologies iristechnologies.ca

My company, Iris Technologies, is a Canadian health-care technology company that sells a clinically validated, patent-pending accessibility device for patients with “computer intolerance” caused by concussion, migraine syndrome or digital eye strain. The device enables such patients to use a computer by significantly reducing the number of symptoms triggered while using a screen. I co-founded the company with Conor Ross, Sc'16, at Queen's University in 2015. Iris Technologies has since moved to the Biomedical Zone, a physician-led, hospital-based, health technology incubator in downtown Toronto.

Why I started the company: Conor and I set out to solve a problem we have first-hand experience with: computer use triggering concussion-related symptoms during recovery. In Canada and the U.S., there are roughly four million new concussions each year. Computer intolerance is a large issue in today's computer-driven society, as it can often force students to take time off school or employees to go on short-term disability.

What business problem does your company solve?

Severe concussion reduces an individual's cognitive ability as well as his or her sensory capacity to process light, noise and motion. These symptoms prevent the use of LCD screens during recovery, as certain features can trigger concussion symptoms. Our product, a 13.3-inch secondary computer monitor that uses e-paper technology, does not have the backlighting and pixel refresh rate found in its LCD counterparts, which allows users to stay connected and maintain productivity during their recovery.

Something we tried that didn't work: We tried to sell the device to professional athletes. We originally thought that due to the high probability of an athlete sustaining a concussion, it would be a great market for Iris. After a few conversations with sports teams, we soon realized that while there is no shortage of concussions in the professional sports world, pro athletes do not have as much need to use a computer during their recovery as a student or employee.



ALTAIR IOFFE, MBA'17
CEO, Ioffe Biotechnologies Inc.
getindezone.com

My company, Ioffe Biotechnologies, was created to optimize human health and performance. Our first product to market is an over-the-counter pill called Indezone, which has been approved by Health Canada with the health claim, "Helps to enhance cognitive performance". For boosting brain function, it's more effective than coffee and energy drinks, but safer than prescription stimulants.

Why I started the company: During my undergraduate studies in genetics, I had some ideas for a new technology to treat disease in humans — one that didn't involve drugs or vaccines. I incorporated Ioffe Biotechnologies as a means to gain access to rentable lab space to develop a new treatment for an auto-immune disease. At that time, I was also diagnosed with narcolepsy, excessive daytime sleepiness. It was not my original intention to bring Indezone to market. I was looking for a way to boost my own performance while juggling my undergrad and a biotech startup. But the product fell in line with my overall vision and strategy for the company of optimizing human performance. It made sense to commercialize Indezone.

What business problem does your company solve?

Up to 29 per cent of students have turned to prescription stimulants, like Ritalin or Adderall, to keep up with their academics. Evidently, coffee and energy drinks aren't enough for today's fast-paced lifestyle. Indezone offers a new way to improve brain function; one that's more effective than coffee or energy drinks, but still regulated and accessible without a prescription. (Indezone's ingredients include L-Tyrosine, a naturally occurring amino acid, caffeine and vitamin B6.)

The most fun I've had so far was when I had the opportunity to pitch Indezone on the CBC show *Dragons' Den*. I wasn't able to strike a deal, but the media exposure and professional advice I received was extremely valuable.

A Smith School of Business connection: I integrated this company into my MBA curriculum for the Independent Project and have been fortunate enough to be surrounded by mentors and experts from Smith and Queen's. Sharan Raghbir, EMBA'13, was my appointed advisor for the Independent Project and did a great job with guidance and mentorship throughout the program. JP Shearer has been a big help with extracurricular opportunities. All of the faculty and my classmates at Smith have been supportive. ■



Altair Ioffe appeared on the CBC show *Dragons' Den* in October.



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you'd like profiled?**

Visit ssb.ca/newventures and tell us about your company. Your story will appear in Smith Magazine online and could be included in a future edition of the print magazine.



What's for Dinner?

Every day, people wonder what to eat tonight. Providing the answer has turned Chefs Plate – co-founded by Patrick Meyer and Jamie Shea, both BCom'11 – into a multimillion-dollar business.

By Rob Gersbeck



Starting a new company is always a fraught affair. Starting a new company whose service no one has heard of — let alone thinks they need — can be downright crazy... or brilliant. At the outset, it's impossible to know which for certain. That was the situation Jamie Shea and Patrick Meyer were in on a November day in 2014 when they launched Chefs Plate.

Chefs Plate aimed to deliver something new, called “meal kits”, to downtown Toronto professionals who were too busy to cook dinner but who probably couldn't stomach another night of takeout either. Chefs Plate would make dinner easy: fresh, raw, pre-portioned ingredients delivered right to doorsteps. All you had to do was follow the recipe inside and — *voilà!* — a delicious, home-cooked meal in under 30 minutes.

For months that summer and fall, Jamie and Patrick had sweated every detail of their venture. They'd quit their corporate jobs and were living off savings and credit cards. From the first floor of the townhome they shared in Toronto, the two slowly brought Chefs Plate to life. One problem persisted, however: How to gain customers? Meal kits was a new category in Canada. Few had heard of them. With no money for a splashy ad awareness campaign,

Jamie and Patrick had to rely on old-fashioned word of mouth. So they reached out on social media to friends, family, co-workers and classmates, suggesting they give the service a try, then waited...

“We thought maybe we'd get 100 orders in our first week,” recalls Jamie. But even that proved too optimistic. Just 17 orders came in. And for the next several months, no more than 20 arrived per week. “It was,” says Jamie, “a pretty humbling experience.”

Today, however, it's a different story. Chefs Plate delivers nearly half a million meals a month across Canada. The company operates two distribution centres, in Toronto and Vancouver, and employs 350. With annual revenues of more than \$50 million, Chefs Plate says it has the largest share of Canada's estimated \$120-million meal-kit market.

So how did two guys a few years out of business school manage that? And what are they going to do next? Canada's meal-kit industry is still new, but Jamie and Patrick are bullish, and even see potential to challenge the big grocery chains for customers. “We're creating a brand here,” says Patrick. “We think we're in a pretty neat position to grow.”

Before they knew each other, Patrick Meyer and Jamie Shea, both now 28, had at least one thing in common as teenagers: both wanted to attend business school.

For Patrick, raised in the small town of Elmira, in southwestern Ontario, business was a family affair. His grandfather and father ran an import company that sold garden tools and lawn décor to such retailers as hardware stores. After school on many days a young Patrick packed boxes in the warehouse. By high school, he was in the office. “The finance side was what I was interested in.”

Jamie, who grew up in Ottawa, had an older cousin who graduated from Smith. Jamie once visited him in downtown Toronto, where his cousin had landed a job. “He had a nice apartment, a nice car. I loved the idea of business school and the opportunities it opened up.”

At Smith, Jamie and Patrick became fast friends. Eventually they shared a house with four fellow Commerce students. Upon graduation, in 2011, they became roommates again, in Toronto. Patrick had gotten a job at Credit Suisse and Jamie at Cara Foods. But starting a business was never far from their thoughts. Sometimes on lazy Sundays in their apartment, they’d toss around startup ideas. “We had some crazy ones for sure,” laughs Patrick.

It was Jamie who came up with Chefs Plate. At Cara, he worked on the Harvey’s restaurant business and was learning all about the food industry and food trends. One thing he noticed: the food business, especially grocery, had yet to be disrupted by ecommerce. People still shopped for food the way their grandparents did: via a trip to the supermarket.

Yet, by 2014, cracks in the old model were showing. Startups like UberEats and JustEat were linking hungry consumers with a cornucopia of restaurants. In England, major supermarket chains, such as Tesco and Sainsbury’s, were developing sophisticated ecommerce operations for home delivery. Everywhere, it seemed, people were getting used to the idea of having food brought to them, rather than going to get it.

But it was a Swedish company, Linas Matkasse, that really got Jamie’s attention. Founded in 2008 by brother-sister duo, Niklas Aronsson and Lina Gebäck, Linas Matkasse was among the world’s first meal-kit companies. By around 2012, it was grossing US\$45 million a year in a country of fewer than ten million people, according to *Forbes*.

Jamie figured that if Linas Matkasse were in Canada, he’d be a customer. He was tired of restaurants and takeout. Cooking at home was cheaper and healthier, to be sure, but trips to the grocery store didn’t appeal either. Package sizes were often too large, so food spoiled and got tossed. Then there was the hassle of figuring out what to cook.

Meal kits seemed like a business idea worth pursuing. And Jamie’s background in food and Patrick’s experience in technology with Credit Suisse made them the perfect team. The timing seemed right, too. Patrick had earlier quit Credit Suisse to travel with his girlfriend. By the summer of 2014 he was back in Toronto and looking for his next job. Jamie convinced him to start Chefs Plate instead.

At first, the two friends did everything themselves. Dishes were developed in their kitchen at home and photos for recipe cards were taken on their iPhones. Every Friday, Jamie would pick up ingredients at the supermarket and over the weekend they’d assemble the kits.

“It was very grassroots,” says Patrick, noting that they were funding the entire venture themselves. Their first big purchase was a vacuum-packing machine to seal meat. Not wanting to pay the \$100-delivery fee, Jamie decided to pick up the machine himself using his little VW Jetta. “When I got there, they opened up the back of the warehouse, and there was this huge thing on a forklift. There was no way it was going to fit in my car.”

But slowly business picked up and staff were brought aboard. (The first hire, a part-time web developer named Thomas Stevens, is now Chief Technology Officer.) Jamie and Patrick also began to better understand what customers liked and how to gain more of them. They noticed, for instance, that people who subscribed tended to become loyal fans; so they launched a customer-referral program.

By summer 2015, the meal-kit market was bubbling up. In the U.S., another startup, Blue Apron, was attracting attention. Jamie and Patrick secured their first round of financing (they’ve gotten \$20 million in four rounds of financing to date) and a partnership with FedEx provided cost-effective shipping. In 2016, Chefs Plate expanded its delivery area from Ontario to Western Canada; last year it moved into Quebec and the Maritimes, too.



Chefs Plate develops 11 recipes a week for its customers. “We basically write a cookbook a month,” says Jamie Shea.





Chefs Plate co-founders Jamie Shea (left) and Patrick Meyer with their Senior Culinary Manager, Cassandra Brown.



Why do Canadians order meal kits? Mostly to save time with dinner ideas, cooking and grocery shopping, according to Nielsen research. Another reason: meal kits are a chance to try new dishes.

To maintain variety in its menu, Chefs Plate has a kitchen in the middle of its headquarters in downtown Toronto in which chefs constantly come up with creations, such as Peruvian Chicken (with crispy potatoes, avocado green sauce and arugula salad) and Ginger Miso Stir-fry (with pearl couscous, mushrooms and lime bok choy). Eleven new recipes are introduced to customers a week, says Jamie. “We basically write a cookbook a month.” Dishes are specifically created with “the home cook in mind,” he adds. “We do five stages of testing. We only use home-grade appliances, so we’re using the same equipment here as our customers would typically at home.”

Customers can subscribe to two-person or family (four-person) plans. The cost: about \$10 a serving. Kits with ingredients for up to four dinners are delivered once a week, with ice packs and insulated liners to keep perishables cold. Because ingredients are pre-portioned, Chefs Plate says it’s able to reduce food waste.

Another reason for meal kits’ popularity may have to do with people’s desire to be better cooks. Most of us are no Martha Stewart or Jamie Oliver, but the easy, step-by-step instructions in meal kits give people “a little more confidence in the kitchen,” says Joel Gregoire, food and beverage analyst at research firm Mintel in Toronto.

When Chefs Plate first opened, there was no meal-kit industry in Canada to speak of. Competitors have since popped up. For example, Montreal-based Goodfood, in 2015, and Hello Fresh, a German company, arrived the following year.



Technomic, a U.S. research firm, says the global market for meal kits will reach US\$10 billion by 2020, up from \$1 billion in 2015. That is perhaps a reason grocery chains are eyeing the market. Last year, Canada’s third-largest grocer, Metro Inc., purchased Miss Fresh, a Montreal meal-kit company.

In Canada, the meal-kit industry remains in its infancy. Only four per cent of Canadian consumers have subscribed to a meal kit, says Nielsen research. But of those, 80 per cent keep ordering. As of the third quarter of 2017, Chefs Plate delivered 450,000 meals a month to 76,000 active subscribers. That was up significantly from a year earlier (150,000 meals a month and 25,000 subscribers).

Jamie and Patrick see potential for Chefs Plate to go beyond its core dinner category by expanding into other meal occasions and adding a greater variety of items to its meal kits. Patrick, for instance, points out that in the U.S., some food delivery companies ship snack boxes and ingredients to make smoothies, soups and sundaes.

Chefs Plate has its eye on the supermarket industry, too. Canadian grocers have yet to make a dent online. Only about half a per cent of Canada’s \$100-billion-plus grocery trade is through ecommerce, compared to nearly six per cent in the U.K., says research firm IGD. “Ecommerce in Canada isn’t small because consumers aren’t demanding it. It’s because Canadian companies haven’t been innovative in offering it,” says Patrick. Chefs Plate aims to do just that.

Inside company headquarters, Patrick and Jamie’s vision for Chefs Plate is written in big type along an office wall: “To be the leading online food brand in Canada.” Given the speed at which Chefs Plate has grown, that goal hardly seems crazy. Maybe brilliant. ■

Celebrating 20+ years of Smith in Calgary



Smith alumni got together at the Trolley5 Brewpub in Calgary to reconnect with classmates, make new friends and meet Stephen Smith (centre in photo left).





Smith School of Business has been in Alberta for more than 20 years now. To celebrate, we hosted #SmithYYC, Oct. 21-23 in Calgary, bringing together alumni, students, parents and the local business community to network, learn and celebrate.

A highlight was the Calgary chapter launch of the Queen's Venture Network. QVN started in Toronto in 2015, connecting small business, innovators and investors to take ideas from startup to success. QVN Calgary will do the same in Alberta.

"As a former Calgarian, I very much appreciate the entrepreneurial and can-do attitude of the West," Dean David Saunders said. He added that, as the Alberta economy roars back, QVN will "provide alumni, students and passionate entrepreneurs with an opportunity to connect and network with one another to support the growth of new businesses and lay the groundwork for future success." With more than 200 people attending the launch, QVN Calgary seems off to a flying start. See more from #SmithYYC on these pages. ■

PHOTOS: CHRIS WEDMAN; ROTH AND RAMBERG



Photo above: In Calgary, Elspeth Murray, Associate Dean and Director of the Queen's Centre for Business Venturing, hosted a fireside chat with Canadian Olympian Jessica Zelinka (right).

Photo right: A day of Executive Education included a panel on thriving in an age of disruption with (from left): Elspeth Murray; Phil Klassen, global tourism consultant; Rob Bennett, EMBA'18, EVP of Retail Financial Services, ATB Financial; and Dino DeLuca, COO, TriWest, BSc(Eng)'84, LLB'87.



Change Agent

By Kristen Sears

As head of Catalyst Canada, Tanya van Biesen, BCom'91, is on a mission to put more women into senior leadership roles in businesses throughout the country.



For Tanya van Biesen, it was kinda, sorta déjà vu. Two summers ago she left her two-decade-long career as a recruiter to become Executive Director of Catalyst Canada, a not-for-profit organization that advocates for women in the workplace. But even before her first day at Catalyst, the job felt familiar. And for good reason.

A decade earlier, in 2006, Tanya had been a partner in the executive-search firm Spencer Stuart. There, she'd been put in charge of finding... you guessed it...an executive director for Catalyst Canada. Tanya was impressed with Catalyst, but it never occurred to her that she'd one day hold the job for which she was recruiting.

But in 2016, when Catalyst head Alex Johnston left for the CBC, the executive director position was open again. Tanya seemed the right person for the job. At Spencer Stuart, she led the company's diversity practice and was keenly aware that there was a vast pool of talented women out there to fill leadership roles in corporate Canada.

Catalyst's core mission is to accelerate progress for women through workplace inclusion. One way it does so is to work with corporations directly, bolstering their inclusion policies and helping them advance the careers of their female employees. Another way is through research that shows the benefits of workplace diversity. One of Catalyst's chief goals is to see more women reach leadership and director roles within companies.

Tanya has her work cut out for her. Although it's true women now occupy more top posts than they once did, men still dominate the nation's C-suites. "My biggest priority," she says, "is to change the conversation around gender equality in Canada from 'why?' to 'how?' Rather than *why* should we do it, *how* do we get there?"



Tanya's decision to leave one of the world's top search firms for a non-profit was a big move. But it wasn't her first unexpected career turn.

Upon graduation from Queen's Commerce in 1991, many in Tanya's class sought banking and marketing careers. Tanya, though, was interested in strategy consulting and consumer goods. She accepted a job in sales with Procter & Gamble. "I joined P&G and thought for sure I was going to run the company."

For the next several years, she ascended P&G's ranks, holding sales management roles in Toronto and Calgary and a national post with the maker of Tide, Crest, Pampers and other big household brands. But four and a half years in, she thought, "if I never see another tube of toothpaste again, it won't be too soon."

She began to contemplate her next step. She debated pursuing a master's degree and a doctorate in French. Interestingly, Tanya, who holds two business degrees — her bachelor's degree from Smith and an MBA from Rotman — originally wanted to be a French professor.



PHOTO: DAVID WILE

Tanya at Catalyst's downtown Toronto office, with her colleague and mentee, Alicia Sullivan.

Born in England, one of three children to Dutch parents, Tanya speaks three languages: English, Dutch and French. She spent her first five years in the Netherlands before her father's job in the oil and gas industry brought the family to Canada, where they lived in Montreal, Sarnia, ON, and Calgary. "I always loved French, loved languages, and thought I would move to Paris, study there and live there. That was sort of my dream." It was Tanya's father who convinced her to take a more "practical" path and enroll in business school.

Tanya's family also inspired her to explore a career in executive search after she left P&G. "My parents had a small search firm based in Calgary that was oil-patch focused. I knew about the business really from the kitchen table, and I thought, I really like people more than I like inanimate objects like toothpaste and diapers. So why don't I go into this people business?" she explains. So began her 21-year career in search, the last 11 with Spencer Stuart.

Spencer Stuart is where Tanya took an interest in gender diversity. In addition to a role in the firm's financial services practice, she handled diversity. She specialized in the placement of chief diversity officers and in presenting inclusive candidate slates. She especially wanted to place more women in C-suites and on boards. And she was curious to discover what so often prevented women from reaching these top posts.

One can see how the executive director opening at Catalyst piqued Tanya's interest. Still, leaving Spencer Stuart was a tough decision. The move meant a substantial pay cut, and Tanya worried that starting a new career after so long in search might be too difficult.

"I thought, is this going to be the rebound boyfriend after a long marriage?" But the transition turned out to be smoother than expected,

she says. Better yet, in her job at Catalyst, Tanya has been able to leverage many of the relationships she made during her executive search days.



Catalyst was founded by Felice N. Schwartz, an American social activist, in 1962. It was the height of the *Mad Men* era, when women's careers usually started in the secretarial pool and ended with marriage. Schwartz left work to raise a family, too, but was then frustrated that companies would not hire women like herself when they tried to rejoin the workforce. Educated women, she thought, were bursting with capabilities that companies sorely needed.

Businessmen of the day (and they were men) did not see things Schwartz's way, of course. But times were changing. A year earlier, a new President, John F. Kennedy, had created a commission on the status of women — the first time a U.S. president had done so. Schwartz asked one of the commission's architects, Esther Peterson, head of the U.S. Department of Labor's Women's Bureau, to join her board. Peterson eventually did, and slowly over the next few decades, Schwartz began to pull business leaders to Catalyst's side.

Today, Catalyst operates around the world and is supported by more than 800 companies. Its own board of directors comprises executives from a who's who of blue chip corporations: McDonald's, Coca-Cola, Morgan Stanley and many more.

Women have come a long way since Felice Schwartz's day. But in the upper echelons of business, it's still a man's world. Canadian companies are no exception. Thirty-nine per cent of TSX-listed companies have no women directors and 38 per cent have no women executive officers. Only 26 per cent of open board positions are filled by females.

Yet evidence shows that gender diversity is good for the bottom line. A recent report by CIBC World Markets found that over an eight-year period to 2016, companies on the S&P/TSX Composite with one or more women on their boards saw average annual returns of 11.1 per cent, compared to 7.4 per cent for companies with no women board members.

Tanya says her priorities are to "amplify Catalyst's voice" and cut down on "very cluttered noise that exists in the gender space" by working closer with groups that share Catalyst's message. Two recent



Tanya van Biesen
MY OTHER CV

What was your first job?

Delivering newspapers door-to-door on my bike.

What are you reading now?

I just finished *Hillbilly Elegy* by J.D. Vance.

Your all-time favourite book?

Right up there is *A Fine Balance* by Rohinton Mistry.

What do you do when not working?

I run, and I do love to read and travel.

Where's your favourite travel spot? While I don't like to go back to anywhere I've been, my parents live in the south of Spain, so we go there to visit the grandparents, generally once every two years.

What's on your playlist right now?

My 15-year-old son is the lead singer in a band, Invisible Generation. That's what I'm listening to.

My idea of perfect happiness is:

Friday night, a glass of red wine, my husband, pizza and Netflix.

Why Diversity and Inclusion Matters

UPCOMING EVENT

Smith School of Business has partnered with Catalyst Canada to present "Why Diversity and Inclusion Matters."

This important session will provide steps to begin conversations and influence diversity action within your organization. Leveraging Catalyst's 50-plus years of experience, you'll discover: how workforce demographics are shifting; the importance of senior-level buy-in; and how to build a pipeline of inclusive leaders.

Tanya van Biesen will lead the session, April 24, 5:30 to 7 p.m., at SmithToronto (200 Front St. W., 30th floor). Visit ssb.ca/catalyst to register or for more info.

examples of this approach are the Catalyst Accord 2022 and the Canadian Gender and Good Governance Alliance, both of which were launched last November.

The Catalyst Accord calls on Canadian businesses to pledge to have 30 per cent of executive and board positions, on average, filled by women by 2022. As of 2016, women held just 15 per cent of executive officer positions on S&P/TSX Composite Index companies and 19 per cent of board seats. Catalyst has offered its services to companies that make the 30 per cent pledge.

The Canadian Gender and Good Governance Alliance, meanwhile, is sort of a supergroup of non-profits. Members include the Business Council of Canada, the 30% Club, the Institute of Corporate Directors, the Clarkson Centre for Business Ethics and Board Effectiveness, Women in Capital Markets, the Canadian Coalition for Good Governance and, of course, Catalyst.

One of the alliance's first initiatives was to develop the "Director's Playbook", an online resource to help companies incorporate gender diversity into their boardroom appointment decisions. The playbook has practical suggestions, such as adopting non-zero targets and formal renewal mechanisms (such as term and age limits) for corporate boards, to ensure more fresh faces around the table. Another idea: broaden board-member qualifications. Board-member searches often now favour qualifications such as CEO experience, which are more typically found on men's resumés than on women's.

All this activity comes at a historic point in time for women. The #MeToo movement has laid bare widespread sexual harassment in Hollywood and beyond by men in power. In December, *Time* named the women of #MeToo its Person of the Year. And while Prime Minister Justin Trudeau's decision to make half his cabinet female may be a positive precedent for others to follow, U.S. President Donald Trump's often vulgar comments about women seems a depressing step back in time.

Tanya notes that at least 25 per cent of women still face sexual harassment at work. "In order to achieve a balance of power and participation, we need men to be fully involved in the dialogue and the change." That's why Catalyst's work is directed not just at the women inside companies, but also at the men.

While some of Canada's largest companies — banks and firms like Deloitte and Intact Insurance — have made significant strides in female representation at the executive and board levels, Tanya says progress is slower at small- and medium-sized companies. Perceptions in business can be hard to change quickly, she admits.

"Society's view of what leadership looks like has a very specific set of characteristics. It's male, it's white, it's someone probably over 60 who has greying hair...It sounds crazy, but these are still cultural norms that we all grew up with and still identify with, even if we're trying to push ourselves not to identify with them," she says. "There's still a lot of work to be done to move from the 'why' to the 'how' conversation."

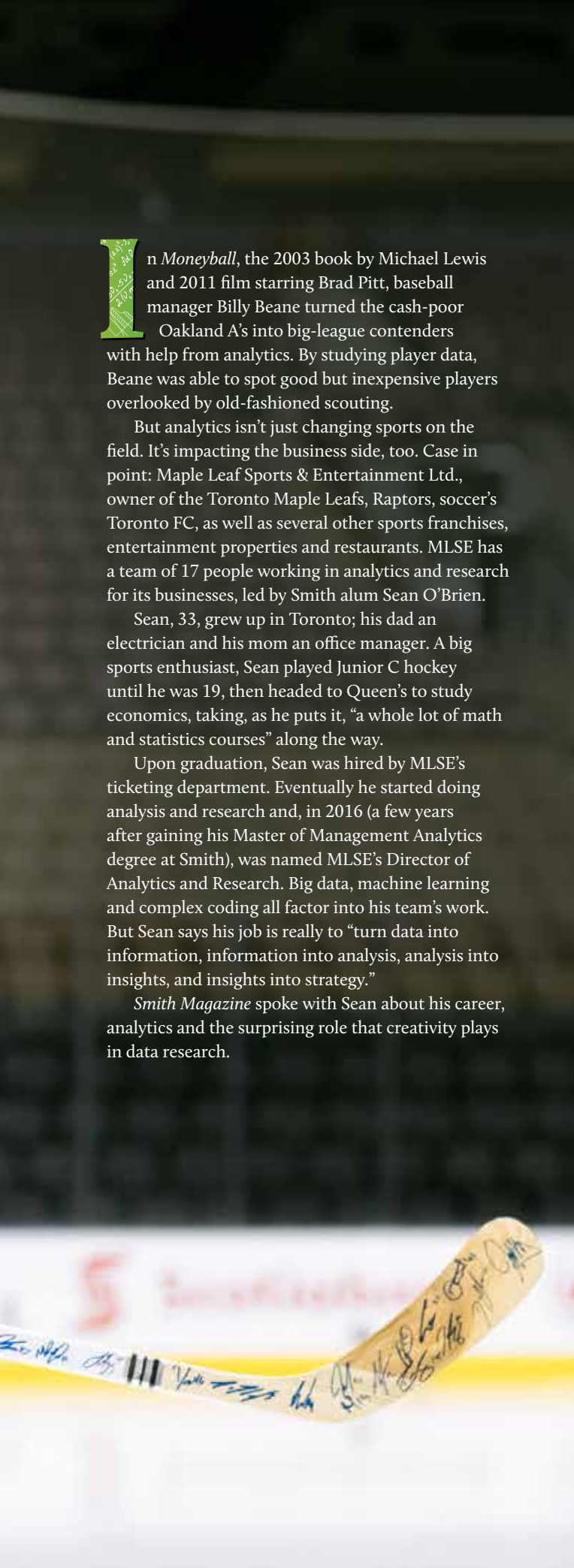
But Tanya remains optimistic, and she hopes to see the day when Catalyst's efforts truly pay off and the balance of power and participation she's working toward is finally achieved. "I hope that I'm not dead and gone before that happens." ■

He Analyzes, He Scores

Sean O'Brien, MMA'14, Artsci'09, goes deep into analytics and big data to help Maple Leaf Sports & Entertainment win.

By Rob Gersbeck





In *Moneyball*, the 2003 book by Michael Lewis and 2011 film starring Brad Pitt, baseball manager Billy Beane turned the cash-poor Oakland A's into big-league contenders with help from analytics. By studying player data, Beane was able to spot good but inexpensive players overlooked by old-fashioned scouting.

But analytics isn't just changing sports on the field. It's impacting the business side, too. Case in point: Maple Leaf Sports & Entertainment Ltd., owner of the Toronto Maple Leafs, Raptors, soccer's Toronto FC, as well as several other sports franchises, entertainment properties and restaurants. MLSE has a team of 17 people working in analytics and research for its businesses, led by Smith alum Sean O'Brien.

Sean, 33, grew up in Toronto; his dad an electrician and his mom an office manager. A big sports enthusiast, Sean played Junior C hockey until he was 19, then headed to Queen's to study economics, taking, as he puts it, "a whole lot of math and statistics courses" along the way.

Upon graduation, Sean was hired by MLSE's ticketing department. Eventually he started doing analysis and research and, in 2016 (a few years after gaining his Master of Management Analytics degree at Smith), was named MLSE's Director of Analytics and Research. Big data, machine learning and complex coding all factor into his team's work. But Sean says his job is really to "turn data into information, information into analysis, analysis into insights, and insights into strategy."

Smith Magazine spoke with Sean about his career, analytics and the surprising role that creativity plays in data research.

How did you start working for Maple Leaf Sports & Entertainment?

My goal, after I got my undergrad in 2009, was to work in finance. But the financial crisis hit and there weren't a lot of finance jobs. Every day I'd go onto the Queen's career service board to see what was out there. One day this financial reporting position with MLSE came up. I thought, that's really cool, I could do that. I printed a hard copy of my resumé right away and drove it down to reception at MLSE in Toronto. So the day the job was posted, they already had a hard copy of my application in their hands.

So what did your first job entail, and how did you go from there into analytics?

I started in ticketing. It wasn't a high-level position, but it allowed me to understand the ticketing business and the underlying databases involved. It was also a very manual job, so I figured a way to automate it and, from there, I began doing trend and price analysis in terms of understanding season ticket holders, mini-pack holders, single-game buyers and so on. Our analysis work on the ticketing side became the basis for MLSE's investment in an analytics team to look at retail, marketing and other areas of the business. We started with four people, and now we've grown to 17.

How did you come to get your Master of Management Analytics degree?

I'd always planned to get my MBA. I figured I'd go away to the U.S. and do it. But then I learned about the MMA program at Queen's. I called and spoke with [Smith analytics Professor] Yuri Levin. He asked me what I did, and I told him I do dynamic pricing for the Toronto Raptors. I asked him what he does, and he said he studies dynamic pricing. We really hit it off. The program was a great experience and ended up being a catalyst for what I'm doing now.

What areas of MLSE's business do you concentrate on?

We work with every single business unit here. We work with the marketing department to decide which marketing channels are working and which aren't. On the sponsorship side we do a ton of research to validate and measure the effectiveness of sponsor agreements. We also look at how to optimize ecommerce and understand the customer journey and fan experience. We even examine weather. Weather provides a lot of insight into human behaviour, like whether people decide to go out and see a game.

What other types of analysis do you do?

One area we're focused heavily on is content personalization on our website, apps and social. So on our app, based on the preferences a person has chosen and the way they interact with the app, we use machine learning and deep learning techniques to analyze user behaviour to provide content that's most relevant to them.

If you're a basketball junkie, and you've shown you like to get the in-depth Raptors interviews, we'll prioritize that content for you. For us, we're not competing against the Cleveland Cavaliers or Pittsburgh Penguins. We're competing for share of personal disposable time. If we offer you a more relevant app, you're more likely to use it.

What about the fan experience at games?

What kind of impact does your work have there?

I'll give you an example: A while ago we wanted to minimize wait times in the food and beverage lines at our sports venues. We looked at the menus, which items were popular and which weren't. We found that, as we cut away poor performing items, it improved the customer experience.

We also simplified the menu board with pictures for our most popular items, so people understood, for instance, what the burger they were ordering looked like, whether it would come with one patty or two. If we can help people figure out their menu options faster, they'll have an easier time ordering, the line will move faster, we can prepare food faster. Then the fans can get back to the action quicker.

Is everyone on your team an analytics expert or are there other professions involved?

Our team has incredibly diverse backgrounds. We have someone with a PhD in astrophysics, a psychologist, a social scientist, someone with a master in computer science working in artificial intelligence. We focus heavily on diversity of thought and finding people who are bright but don't necessarily think the same way, because creativity is important in what we do as well.

"Creativity" isn't a word that comes to mind when I think of analytics. Why is that an important skill in your business?

It's easy to create this dichotomy of math versus art, creative versus quantitative; someone who understands math can't possibly be creative. And that's just not true. We ask a lot of questions on our team and there's a lot of discovery that goes on in what we do. Sometimes you have to be creative and entrepreneurial in how you arrive at decisions. A significant amount of our time is dedicated to finding solutions to things that perhaps we didn't even realize were problems.



Sean O'Brien
MY OTHER CV

Hometown: Toronto

Your all-time favourite book? *Wherever You Go, There You Are* by Jon Kabat-Zinn

Your favourite movie? *Good Will Hunting*

What's on your playlist right now? I'm going through a jazz phase right now.

Where's your favourite travel spot? Southern Italy

Your motto or favourite saying? "There are those that look at things the way they are, and ask why? I dream of things that never were, and ask why not?"

You've spoken about communications as a necessary skill for people working in analytics, too. Why is that important?

Most people who work in analytics are extremely passionate about the math, the coding. We love to talk about that stuff. We're like car enthusiasts who get excited talking about carburetors and camshafts. But most car buyers just want to know the car is an Audi, it's black, it has eight cylinders.

So, in our case, when we communicate about what our team is doing internally to executives and others, we really try to bridge the gap between analytics and strategy. We don't focus on how complicated our machine learning algorithm is. We focus on the drivers of the business and make it actionable — this is how many staff you should have at the gate, these are the optimal marketing dollars to spend. Our job is to translate data into insights. Being able to communicate what the numbers mean is important.

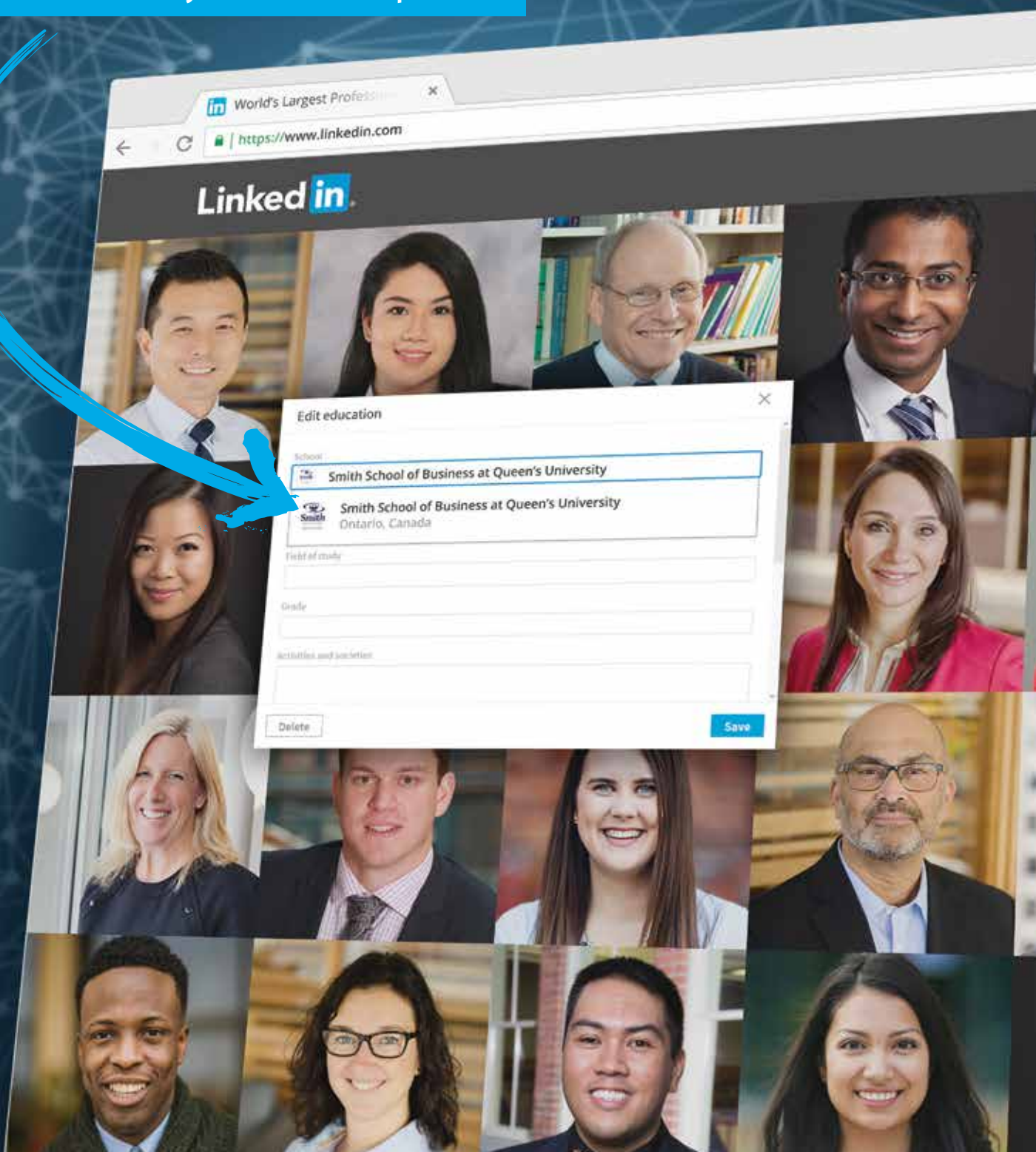
Any advice for MMA students graduating in the future?

Yes. Start a company. My wife is an entrepreneur and watching her build a company is really exciting. It's never been cheaper or more effective to start your own business. So the best advice I have is to start a company in an area you're passionate about. This technology revolution we are going through is completely changing the possibilities for businesses of the future. ■

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Alumni Notes

1940s

1943

Ralph Irving Bishop, BCom, died on Aug. 30, 2017 in Barrie, ON. He was 98. Ralph was the father of Cheryl, Brett (Pam), Donna Pfundt (Bela) and Stephen (Janis); grandfather of six and great-grandfather of 11; and sibling of John and Frances (deceased). Ralph became a chartered accountant in 1948 and held various positions within the automotive sector and, later, in hospital administration.

1950s

1951

Marian Carson Allin, BCom, died on June 15, 2017 in Toronto. She is survived by her husband Drew; children Jeff (Lola), Meds'79, Heather, ArtSci'80, and Margot (Zoli); five grandchildren; and sisters Nancy Pearce, ArtSci'57, and Gail Fosbrooke, ArtSci'58.

1954

Carolyn (Curtis) Lundell, BCom, died in hospital in Toronto on May 31, 2017 at age 84. She was predeceased by her husband O. Robert "Bob" Lundell, ArtSci'54, and siblings Robert, ArtSci'65, and Katharine. She had three children: Liz (Guy Burry), Jen and David (Katty), and five grandchildren. Carolyn was one of only four women in the class of 1954. She and her husband met at Queen's and married in 1956.

1958

Edward Koen, BCom, MBA'67, died in May 2017 in Toronto of heart failure. He is survived by his wife Louise; children Michael (Vivian), ArtSci'96, and Elizabeth, ArtSci'99, and three grandchildren; and predeceased by his siblings Vincent, James, William and Robert. Edward began his career at Bell Canada before moving to Seneca College as a professor and then Dean of computer studies. Upon retirement, he was an active member of the Society of Saint Vincent de Paul.

1960s

1963

Maurine Braun-Lal, BCom, died on Feb. 14, 2017 in hospital in Ottawa. She was 76. She is survived by her husband Din Lal; children Steven (Aine), Kieran (Denise), Dale (Tina), Anita (Rob), Sandra and Shannon (Jessica); and grandchildren.

1964

Dave Wilson, BCom, has been named Lead Independent Director of CoreSite Realty Corporation, a \$5-billion data centre and real-estate investment trust. Dave also serves as a director and is the Chair of the audit committee of Barnes & Noble Education, Inc.

1966

Paul Kennedy, MBA, died on Aug. 21, 2017, in Toronto, a result of complications from pneumonia. He is survived by his wife Mary; his three children, Christine (Heath Thomlinson), Kathleen (Andrew Hull) and Patrick (Allison Kennedy); six grandchildren; and brother Mark. He was predeceased by his brother Brian. Paul enjoyed a career using data to forecast the future of the IT industry and remained active in work for Queen's and the Canadian Association of Management Consultants following his retirement. He also found tremendous fulfilment in his service to Toastmasters and L'Arche.

Follow our tweets!

 @SmithBusiness

1973

Ian V.B. Nordheimer, BCom, LLB'76, is now a judge of the Court of Appeal for Ontario. He was appointed by the Minister of Justice, Jody Wilson-Raybould, in September 2017. Ian spent 18 years as a judge of Toronto's Superior Court of Justice, including as Administrative Judge of the Divisional Court. He's known as an expert in many areas of law, including class actions and criminal law, and has presided over a number of significant trials, including notable murder cases.

1976

Sean John Dennehy, MBA, died in Ottawa on May 21, 2017 at the age of 79. He was predeceased by his wife Liette Jacqueline (Pettigrew) and survived by his children, Kevin (Una Ni Mhurchu), Patrick (Kate Doherty), Brian (Meredith McDowell), Michelle and Michael (Stéphanie Chaput), his grandchildren and longtime companion Anita Cooper. Sean was a retired Lieutenant-colonel in the Royal Canadian Air Force.

1977

Bob Butterill, BCom, was elected to the board of directors and to the position of Treasurer of the Canadian Landmine Foundation (CLMF) in June 2017. Bob represents Rotary International on the board. Rotary is a founding sponsor of CLMF.

Judith A. Hunter, BCom, retired from Sheridan College after 28 years as an HR Professor with a specialization in occupational health and safety. For 17 of those years, Judith was also a program coordinator. It has been a busy year, with Judith selling her Oakville home, rebuilding her cottage, taking a fall Mediterranean cruise and then heading to her Florida home to enjoy the snowbird life with her Boston Terrier, Winston. Judith hopes to shorten her bucket list with travel and to spend quality time with her daughters, Christine and Stephanie (Matt Taylor), NSc'05, and twin grandchildren, Hunter and Scarlett.

Dennis Colin Murray, BCom, died on June 25, 2017 in hospital in Thunder Bay, ON at age 78. He is survived by his wife Elsie (Barichello); son David, daughter Stacey Dean (Carl); two grandsons; and sister Lois Alexander. Dennis taught for over 30 years at Hammarskjold High School in Thunder Bay.

1968

John "Alan" Lomax, BCom, died on Sept. 4, 2017 in Coquitlam, BC after a long battle with cancer. He is survived by his wife Elizabeth; his children, Lisa (Brian), Michael and Laura (Steve); two grandchildren; and sisters Gladys and Anne. John was predeceased by his sister Frances.

1970s

1972

John S. Abbott, BCom, and his wife Laurie (Gauchie), ArtSci'71, attended Homecoming weekend in October 2017. They took the long way there, flying from Calgary to New York City, then boarding a cruise ship to the Maritimes and Quebec City, and finally driving to Kingston. It was a great trip. Laurie recently retired from lecturing at Alberta Bible College and John is still pursuing his art, painting western Canadian landscapes.



John Abbott and his wife Laurie in New York City.

1978

Jennifer Camelford, MBA, ArtSci'74, and her husband Jim, ArtSci'78, welcomed their first grandchild, Reece Cordelia Camelford, who was born Oct. 2, 2017 in New Orleans. Jen and Jim are also keeping busy building a house in Toronto and playing golf.

1979

Linda (Lewis) Cochrane, MBA, ArtSci'77, and six other MBA'79 grads gathered for a September 2017 weekend at Redlands Ranch in Alberta, owned by Harold Roozen, to celebrate 40 years since they met on the first day of MBA class.

Back row, L-R: Barb McWhirter (spouse), Susan Currie, Linda (Lewis) Cochrane, Paula McMillan, Marg Flood (spouse).
Front row, L-R: Peter McWhirter, Mike Ball, Harold Roozen and Doug Flood.



1980s

1980

Lawrence Jackson Scott, MBA, age 62, died June 2, 2017 after a battle with brain cancer. He is survived by his wife Donna, Ed'79; children Laura, Amy, ArtSci'09, and Brandon; and siblings Murray Scott and Jill Forrester-Fretz. He was predeceased by his brother Allen. Lawrence had a successful career in banking in Toronto and London, England, before taking early retirement and getting into politics as President of the federal Conservative Electoral District Association and the Oakville Conservative EDA, before running as the Conservative candidate for Oakville in the last two elections. He was also active with the Oakville Community Foundation and the United Way of Oakville.

1981

Derek Briffett, MBA, has joined the board of directors of SunOpta, a global company specializing in organic, non-genetically modified and specialty foods. Derek has had a long career in the consumer packaged goods and food industries, working at such companies as Associated Brands, International Foods Group, Conagra, Loblaw Companies, Kraft and Procter & Gamble.

1982

Bill Morris, BCom, received the 2017 Inclusion Vanguard Award from Women's Executive Network. WXN honoured Bill, the President of Accenture, for leading the company's efforts to reach gender parity in Canada by 2025. Under Bill's leadership, Accenture has been named one of Canada's top employers and is ranked second on Pride at Work, Canada's LGBT workplace inclusion index.

1986



James Knowles, BCom, has become a Partner with the Swiss pension and endowment advisory firm, Novarca. James (lower right in photo) lives with his family in Hampstead in London, England.

1990s

1988



Robert Inglis, BCom, worked for Price Waterhouse for about nine years until joining a small mortgage brokerage company in downtown Toronto in 1997. The company had about 30

employees but was led by two highly entrepreneurial individuals. Nine years later the company, First National Financial Corporation, went public and, in 2015, co-founder Stephen Smith pledged \$50 million to the business school at Queen's. Today, Robert is CFO of First National and competes weekly with Mr. Smith on the cryptic crossword.

Sean O'Donnell, BCom, LLB'91, will celebrate 25 years as Counsel for the federal government's Department of Justice (Toronto office) this year.

1989

Kerry Lee, BCom, joined Squire Patton Boggs as a partner in the Intellectual Property and Technology Practice in the Manchester and London offices.

Prior to this, Kerry was the Head of Group Intellectual Property of Walgreens Boots Alliance.



1990

William J.F. Simpson, MBA, died on Aug. 29, 2017 at his home on Salt Spring Island, BC. He is survived by his wife Jill; children Quentin and Clorisa; and mother Barbara. Bill was a professional engineer practising independently in the area of structural and seismic design throughout the Gulf Islands and Vancouver Island.

1991

Leigh Puddester, MBA, is now the Director of the Gardiner Centre at Memorial University in Newfoundland. Leigh had served in the provincial government as Deputy Minister of Service NL and Procurement Reform.

1992

Michael Farrant, BCom, was appointed Chief Financial Officer of Sage Gold. Sage Gold has just commenced production at its Clavos Gold Project in Timmins, ON.

Dan Pawliw, BCom, co-founded healthcare company Right Health in 2016, with the aim to improve healthcare access for Canadians. In September 2017, the company acquired Akira Medical, an on-demand mobile healthcare platform that provides instant access to healthcare practitioners via text and video chat.

Tom Whelan, BCom, is now Chief Financial Officer with Arizona Mining. A chartered accountant, he's spent 20 years working with some of Canada's largest mining companies. Before joining Arizona, he was CFO at Nevsun Resources.

1993

Paul Pelton, MBA, is President and founder of Brand Driven Media, a marketing company that provides signage, vehicle graphics, decals and displays, fleet-management services and experiential advertising campaigns. Paul is a co-founder of Juan De Fuca Coffee Company and also a franchise-development partner for Freshii and Eat Energize, operating in Vancouver and in the Lower Mainland of British Columbia.

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Goodes Hall, Marketing
Queen's University
Kingston, ON, Canada K7L 3N6

1994

David P. Carey, MBA, Sc'79, retired as SVP, Capital Markets, at ARC Resources in 2016



and recently joined the board of directors of Bonavista Energy. David and his wife, Kathryn, reside in Calgary. Their daughter, Alison, BA'12, is also in Calgary, while son Graeme, Sc'15, is pursuing his MSc at the University of Oslo in Norway.

Andreas Hesse, BCom, MIR'97, is Director of Operations at Clear HR Consulting. The Vancouver-based company was recently named External HR Consultancy of the Year at the 2017 Canadian HR Awards, and received a 2017 Readers' Choice Award for HR Management Consultants from *Canadian HR Reporter*.



John C. Taddeo, MBA, Vice President, Portfolio Manager and Investment Advisor at TD Wealth in Toronto, has taken up a new hobby: Formula One car racing at the Bridgestone Racing Academy.

1995

Charles T. Kidd, EMBA, is enjoying the experience of yet another interesting culture



by living in Japan. Charles is President, Resident Director of the Tokyo location of Sika Ltd. His career with the company has taken him from Canada to Egypt, to Singapore, to Indonesia and, now, to Japan.

George Rossolatos, BCom, was appointed CEO of the new Canadian Business Growth Fund. With funding from Canadian banks and insurance companies, the \$500-million fund plans to make minority growth-equity investments in small- and medium-sized Canadian companies.

1997

Chris Bendl, MBA, was named CEO and President Director of Zurich Topas Life as well as Country Manager for Zurich Indonesia.



Before joining Zurich, Chris spent 23 years with Manulife and AIG in the Middle East and Southeast Asia. He lives in Jakarta, is married to Rossy, and has four children.



Tracey Bissett, BCom, has launched Bissett Financial Fitness Inc. As President and Chief Financial Fitness Trainer, she

says she's passionate about helping people, notably young adults and businesses, become more financially fit. Bissett also launched a podcast, *Young Money*, that gives advice to young millionaires in the making, on iTunes.

1998

Jay Chmelauskas, MBA, in October 2017 was appointed Chairman of the board of directors for Aurvista Gold Corporation. Jay is a corporate development consultant.

Karen A. (Larke) Vedova, EMBA, died unexpectedly on July 10, 2017 at the age of 49. She is survived by her children, Matthew and Jonathan Vedova; father and mother, Graham and Eleanor Larke; sister Angela Ricketts; boyfriend Bosko Nedovic; and former spouse Philip Vedova. Karen served with the Royal Canadian Air Force from 1986-1998. Subsequently, she worked in information technology with EDS in Vancouver, as well as Sofbang LLC of Burr Ridge, IL. Karen was most recently Vice President of Operations for Core Associates LLC in Jupiter, FL.

1999

Sarah (Whittington) Bloom, BCom, and her husband, Andrew, had their second child, Evelyn, in April 2017. Two-year-old sister Emma is looking forward to teaching Evelyn to jump. Sarah enjoyed a six-month maternity leave with both girls before going back to work at the Bank of Montreal as the bank's U.S. equity securities lawyer in New York City. Andrew is a tax lawyer.

Smith alumni named to Top 100 list

A number of Smith alumni made the 2017 list of Canada's Most Powerful Women: Top 100, published by the Women's Executive Network. These awards celebrate the professional achievements of female leaders across Canada in the private, public and not-for-profit sectors.

Valerie Mann, BCom'86, received the KPMG Professionals Award. She is a Partner at Lawson Lundell LLP.

Patti Perras Shugart, BCom'86, received the HSBC Corporate Executives Award. She is Managing Director and Global Head, Corporate Banking and Global Credit, at RBC Capital Markets.

Katherine Cunningham, BCom'90, received the KPMG Professionals Award. She is Senior Vice President and Chief Financial Officer at Sun Life Financial.

Robin Kovitz, BCom'02, received the Entrepreneurs Award. She is President and owner of Baskits Inc.

Sandy McIntosh, EMBA'05, was inducted into the WXN Top 100 Hall of Fame. She is Executive Vice President, People and Culture, and Chief Human Resources Officer at Telus.

Michele Romanow, MBA'08, received the CIBC Trailblazers and Trendsetters Award. She is co-founder of Clearbanc and a judge on CBC's hit show *Dragons' Den*.

Barbara Dawn Fanning, MBA, died Sept. 5, 2017 in hospital in Oakville, ON, at age 62. She is survived by her mother Lois. She was predeceased by her brother Craig. Barbara excelled at learning, receiving her Bachelor of Science degree from McGill University and Master of Science degree from the University of Alberta, prior to attaining her Queen's MBA.



Pierre Julien, EMBA, was appointed Executive Vice President, Origination, for the DRA Group. In this role, Pierre leads DRA's

global origination team in identifying and accessing new business channels, seeking opportunities for growth and developing ways to enhance DRA's service offering to clients. DRA is a multidisciplinary global engineering group that originated in South Africa and delivers mining, mineral-processing, energy, water treatment and infrastructure services.

2000s

2001

Darren Ross Polasek, MBA, died on May 26, 2017 in hospice in Regina, SK at age 56. He is survived by his wife Annette; sons Andrew (April) and Ben; his mother Eunice; and sister Darcy. Darren spent 28 years working at IPSCO and six years as Chief Operating Officer at Kanuka Thuringer. He also volunteered for a number of organizations, including Scouts Canada, the Cuernavaca Project, the Knights of Columbus and ministries within Christ the King Parish.

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2002

Andrew Brunton, BCom,

has been named to the Top 40 Under 40 in Kelowna, BC by that city's Chamber of Commerce and newspaper, the *Okanagan Edge*. Andrew is a business and real estate lawyer and partner in the law firm of Pushor Mitchell. He moved to Kelowna in 2008 with his wife, **Simone Brunton, BCom'02**, who is a CBV with Grant Thornton. Simone and Andrew have two children, Cooper (7) and Peyton (4).



David McKinnon,

EMBA, is Canada's High Commissioner to Sri Lanka and Ambassador to the Maldives. He was appointed in August 2017 by Minister of Foreign Affairs Chrystia Freeland. In his long career working for the Department of External Affairs, David has had many overseas posts, including ones in Thailand, Australia, India and Nepal.



2003



Ewan Moir, EMBA, was named President and CEO of the Nanaimo Port Authority in September 2017. He says he and his wife, Lesley (pictured here in Namibia celebrating their 30th wedding anniversary in 2017), are looking forward to moving to Nanaimo, BC from the Vancouver area, where Ewan had been President and COO of Pacific BioEnergy Corporation.



Samir Shah, MBA, co-founder and partner of the Deetken Group, has been instrumental in the launch of the Deetken Impact Fund, a fund that focuses on delivering strong financial returns while making a

social and environmental impact in the communities it invests in. The fund focuses on Latin America and the Caribbean, and invests in projects such as renewable energy, affordable housing and women's entrepreneurship. Deetken Impact received the MaRS Social Finance Impact Investor of the Year Award for 2017.



Julie Walsh, EMBA, launched workshopgallery.ca, which does online printing and custom framing. Julie's business, the WorkShop Gallery in Toronto, a Top Five finalist in the 2003 EMBA New Venture competition, is celebrating its 12th year of operation.

2004

Kathryn Chisholm, EMBA, was the recipient of the 2017 Western Canada General Counsel Award (WCGCA) in deal-making. The award recognizes in-house counsel excellence. Kathryn is SVP, Legal and External Relations, at Capital Power Corporation in Edmonton.



D. Glen McLaughlin, EMBA, TechEd'93, was awarded an Emmy Award for Technical Supervision for his contribution to NBCUniversal's coverage of beach volleyball during the 2016 Rio Olympic Games.

2005



Court Carruthers, EMBA, became President and CEO of TricorBraun, a global packaging solutions company, in October 2017. Court has worked with AEA Investors for the last two years and served on TricorBraun's board of directors since AEA's purchase of the company. He lives in Lake Forest, IL with his wife, Kirstin (pictured here with Court), and two young sons.

2006

Grace Hui, BCom, and Eric Tang were married on May 20, 2017 at Grace Church on-the-Hill in Toronto.



2007



Josh Kumar, BCom, joined Thorsteinssons LLP. Josh's practice focuses on tax litigation and dispute resolution with the Canada

Revenue Agency and Department of Justice, as well as domestic and international tax planning for individuals, trusts and corporations, including estate planning, reorganizations and business structuring.

Ashok Raghupathy, MBA, and his wife, Maha, welcomed the arrival of their daughter, Anusha, in July 2017.

2008

Seann Gardiner, AMBA, became Executive Vice President of Business Development for DataRobot in September 2017.



The company works in the automated-machine and artificial-intelligence field. Previously, he was SVP, Business Development at Alteryx. Seann is married with two children (ages 1 and 9) and lives in Berkeley, CA, having moved to the Bay Area from Paris four years ago.

Eme Onuoha, EMBA, is now Senior Director, Government Relations and Public Policy at the Public Sector Pension Investment Board (PSPIB). He plays a lead role in international and domestic government relations as well as public policy and stakeholder engagement. The PSPIB is one of Canada's largest pension-investment managers. Prior to joining PSPIB, Eme held various executive responsibilities with Xerox Corporation. He is a member of the Smith School of Business Advisory Board. Recently, he was selected to be a member of the 2017 Governor General's Canadian Leadership Conference.



Michael Timmins, EMBA, was appointed CEO of Emerita Resources. Michael is a mining executive with over 20 years of technical experience and corporate development at Agnico Eagle Mines Limited and Placer Dome Inc. Michael had been Vice President, Corporate Development at Agnico Eagle.

2010s

2011

Katie Kopansky, BCom, ArtSci'12, was promoted to Director of Enterprise Solutions at Welltok, where she unites artificial intelligence and behavioural economics in mobile apps to help users optimize their health. Katie is based in Denver.

2012

Kenneth Chow, MBA, is the Commercial Director for Southeast Asia at Adobe Advertising Cloud. He manages the growth and strategy for Adobe's DSP business, formerly known as TubeMogul, a technology platform focused on cross-channel programmatic buying.

Update Your Contact Info

Contact us at
smithalumni@queensu.ca
with any updates to your
contact information.

JP Gladu, EMBA, president and CEO of the Canadian Council for Aboriginal Business, was appointed Chancellor of St. Paul's University College, an affiliated institution of the University of Waterloo in Ontario and located on its campus. JP has 25 years of experience in the natural resource sector. His career path includes work with indigenous communities and organizations, non-governmental environmental organizations, industry and governments across Canada.

Jerome (Jerry) Rizzo, EMBA, died on April 11, 2017, after a battle with brain cancer. He was 52. He is survived by his wife Henriette; his daughters Emily and Julianna; his parents George and Janice; and siblings Julie Rizzo-Regenauer (Michael), Robyn Rizzo and Christopher Rizzo (Karen). Jerry dedicated 21 years to the United States Marine Corps. His service included volunteering as a Forward Air Controller in support of Operation Iraqi Freedom; deployment in the peace-enforcement operations in Kosovo; and participation in Operation Strengthen Hope, the 2006 evacuation of American and Allied citizens from Lebanon. He was also selected as one of four Marines Corps F/A-18 aviators to serve as a Topgun instructor. Jerry was the inaugural Executive Director of the Leadership Programs at Cornell's business school, a position he held until 2016, and was also a Senior Lecturer of Leadership.

2013

Victoria Granovski, MFin, is now on the board of directors of Firm Capital Mortgage Investment Corporation in Toronto. She is also the Senior Vice President, Credit and Equity Capital, and Vice President of Mortgage Operations, at Firm Capital.

Robert A. Janson, MFin, was named President of Westcourt Capital Corporation, based in Toronto.

Kenzie McNeil, MIB, has returned to Nova Scotia, working as a Senior Consultant, Finance, with Halifax Regional Municipality. Kenzie, who held a previous senior finance role with Halifax Municipality, spent the past year as a Senior Policy Advisor with York Region in Ontario. In his current role, Kenzie's focus is public finance and macroeconomic issues.



Robbie Mitchnick, BCom, ArtSci'13, completed his first year of the Stanford MBA program, achieving top one per cent distinction, which he attributes in large part to his time at Smith. He continues to serve as Chairman of Q4Q Beer Company, alongside a board that includes graduates from BCom'11 through BCom'15. The company recently launched its Naughty Otter beer in California, building on the success of the brand in Ontario.



Augusta White, BCom, as part of her role on the Ontario board for the Duke of Edinburgh's Awards, met His Royal Highness Prince Harry during his recent visit to Canada. In addition, Augusta was selected to be mentored by TD Bank's CEO, Bharat Masrani, through TD's Women in Leadership chapter and was recently promoted to a new role directly reporting to the SVP of Human Resources and Talent at TD.

2014

Andrew Gabriel, BCom, GDA, joined KSV Advisory, a boutique professional-services firm providing financial advisory services to distressed businesses and their stakeholders across North America. Andrew recently merged his background in accounting and his passion for music by joining the board of Mozart Project, a non-profit focused on developing young classically trained vocalists as well as promoting a classical repertoire to younger generations.

Armen Kurdian, EMBA, is a Captain in the U.S. Navy, and the Director of Engineering and Product Support at Naval Supply Systems Command, Weapon Systems Support. A major project is the development of a comprehensive contracting guide for additive manufacturing (AM) for the navy and Marine Corps. Armen is also co-founder of Prosiren Inc., which he launched with some of his classmates. Prosiren is a technical-apparel brand.

Laurel Walzak, EMBA, has been appointed Chair of the board of directors of the Canadian Women's Hockey League (CWHL).



2015

Alexander Banh, BCom, ArtSci'15, left investment banking late in 2016 and is now working in strategy at ecobee. He is also a fellow in the energy and environment cluster at MaRS Discovery District in Toronto, Co-Chair of Toronto+Acumen, and advises a technology private-equity firm.

Sasha Ghafir, MFin, and his wife, Ariel, welcomed the arrival of their daughter, Ava, in February 2017.



Santiago Quintanilla, MBA, and his wife, Fernanda, welcomed the arrival of their son, Santiago, in October 2017.

Tracee Smith, MFin, was appointed to the board of trustees of the National Arts Centre Corporation. Tracee is the CEO and Artistic Director of Outside Looking In, a charity she founded in 2007.

Claudio Soares, EMBA, was appointed Head of the Department of Psychiatry, Faculty of Health Sciences at Queen's University. Claudio first joined the university in 2016 as a professor in the Department of Psychiatry, and in 2017 became a Director of the Fellowship Program in the same department. His clinical research has been primarily dedicated to mood disorders and women's mental health issues. To date, he has co-authored more than 150 publications and has presented his work nationally and internationally.

2016

Patrick Machacek, EMBA, started with Olds College in Alberta as Vice President, Development in November 2017. He oversees fundraising and government relations.

2017

Denisse Cieza, MIB, is working in Calgary as a Trade Marketing Account Representative for Imperial Tobacco Canada. She manages business accounts in Calgary, working as a strategic partner on product knowledge, pricing and distribution. Prior to this, Denisse completed a summer internship at Imperial Tobacco head office in Montreal in the area of trade marketing optimization.



Emmanuel Fombu, EMBA, was asked to serve as an external advisory board member on the Massachusetts Institute of Technology's MIT.nano project. He just published a rationale and design paper on the first-ever study using remote devices to measure physical activity and sleep in heart-failure patients. He was also selected as a finalist in the New York City Health Business Leaders 2017 Boldest Digital Health Influencer Awards.

Sara S. Tyler, BCom, bagged her first white-tailed deer during a recent hunt with family and friends.

Laura Zilney, EMBA, has created the startup, Ignite the Fourth Wave, a pre-licence medical cannabis producer and distributor. She says Ignite is Canada's first and only medical cannabis company comprised of an all-female C-suite. The company is located in Erin, ON. ■



Homecoming 2017

Welcome Back!





Goodes Hall was the place to be Oct. 14 as more than 450 alumni, faculty, staff and guests attended the 2017 Smith School of Business alumni brunch during Queen's Homecoming. Twenty-one classes were represented at the event, and alumni from as far back as the class of 1948 returned. It was a chance for everyone to reconnect with classmates and reminisce about their time as students.

Sixteen classes took part in reunion-giving campaigns, raising over \$1 million. The donations will provide much-needed support for student scholarships, awards and bursaries. They'll also fund faculty fellowships to support research and be used in program-specific funds to strengthen the unique student experience at Smith.



Homecoming 2018

Oct. 19-21

Come back to Queen's to celebrate the anniversary of your graduating year (years ending in "3" and "8"). Join fellow Smith alumni for our annual Homecoming Brunch at Goodes Hall, Oct. 20.



Alumni News



Alumni and friends gathered in December for a timely event hosted by the Smith Business Club Toronto and the Smith Centre for Social Impact, entitled "Drinking, Gambling and Cannabis: Balancing Business Goals with Social Responsibility."



Alumni and students gathered in Beijing with Dean David Saunders in September for a networking reception welcoming the Queen's Master of Finance Beijing Class of 2018.

Ashley Rutledge, Group Director of Snapchat Canada (centre), with Smith Business Club Toronto executives (from left): Erik Wachman, BCom'11, Chris Lam, BCom'04, Christina Raheja, BCom'96, and Brook Hamilton, MBA'04. Ashley spoke at the Toronto club's event in October about how millennials use mobile to connect and share content.



Smith's newest business club, Women in Analytics, held an event in November at SmithToronto. Featured speaker Laura Warren, founder of Storylytics, led a workshop on the art and science of telling stories using data.



Guy Rousseau, EMBA'18, and Amy Promaine, MBA'02, attended the Smith Alumni Social in New York City in October. Hosted by Dean David Saunders, the event was an opportunity for alumni to network and reconnect in the Big Apple.





Smith Business Club Calgary alumni welcomed their new President, Tom Weber, EMBA'95, who joined the club in August. Tom is Senior VP and Region Head, Alberta, at CIBC. He succeeds Tim Onyett, EMBA'95, who stepped down as club President last summer. Tom is shown here at the Calgary Club's event in November that featured David Miller, outgoing CEO and President of the World Wildlife Fund, who spoke about climate change.

Q&A



Smith's Development and Alumni Engagement office recently created a strategic plan to guide alumni engagement over the next four years. We spoke with Tyler Forkes, Director of Alumni Engagement and Reunion Giving, about the plan and his goals for connecting with grads.

WHY DID YOUR OFFICE LAUNCH THIS PLAN?

We really value the relationship we have with our graduates and we want to make sure we're offering worthwhile opportunities to serve them well and build the Smith community. This new plan is a road map that will guide our activities, ensuring we're focused on the things that are most important to our alumni and the success of the school. One of the wonderful parts of Smith culture is that graduates who've gone on to success in their lives and careers recognize the contributions of those who went before them. They're passionate about doing what they can to help today's students have the best possible experience.

WHAT ARE SOME KEY AREAS IN THIS PLAN?

We want to increase broad-based engagement and improve our customer service to alumni. The plan is pretty robust, but enhancing alumni involvement in career placement for our students and strengthening our relationship with MBA alumni are two of the top priorities. We've already formed a strategic partnership with Smith's Career Advancement Centre and Queen's MBA program. We're also expanding the Smith Business Clubs network and adding new features to SmithConnect, the online platform for alumni to connect with us and each other.

IF AN ALUM HASN'T RECONNECTED WITH SMITH YET, HOW WOULD YOU SUGGEST THEY START?

First thing I'd recommend is sign up to SmithConnect. This is an exclusive community for alumni, faculty and staff. It's a directory built off your LinkedIn profile, a place to post job opportunities and learn of upcoming events. One of the greatest things about SmithConnect is that it's a helping community. When you sign up, you're prompted as to whether you're willing to help others in the community by doing things like mentoring, offering advice, or even just having a coffee with a graduate. The vast majority of our members have held up their hand and said, Yes, I'm willing to help. That says great things about our alumni, and it's exactly the kind of culture that this new plan aims to grow and develop.



6,000
MEMBERS STRONG!

Join SmithConnect

Whether you're looking for advice or have experience to share, SmithConnect is the place to get started.

LEVERAGE THE SMITH NETWORK

Thousands of members are willing to help you. Search the directory to find the people you need.

GIVE BACK

Willing to help? Go to your SmithConnect profile and check these boxes:

- Offer advice
- Have a coffee chat
- Make introductions to your connections
- Be a mentor



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Ten years after: The class of 2017 was back for Homecoming in October. Turn to page 44 for more on Homecoming 2017.

COME BACK TO QUEEN'S! • HOMECOMING 2018 • OCT. 19-21