

PROFESSOR
NICOLE ROBITAILLE
ON "NUDGING"

HOCKEY NIGHT
IN VEGAS WITH
KELLY McCRIMMON

JEFF ALPAUGH:
DRAGONS' DEN TO
DANGEROUS SHIRTS



Joanna Griffiths

The Knix founder talks about how she built her company by understanding what women really want

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DEAN'S MESSAGE

We really do live in interesting times. The hyper pace of change and disruption in the business world has increased demand for ongoing learning and skill enhancement. It is no longer sufficient to get a business education at one moment in your career. You need to be on a lifelong development and retraining journey.

This has fostered a very competitive and broadening business education sector. Numerous options and formats are emerging from both existing and non-traditional providers. Residential, full-time degree programs compete directly with part-time, hybrid, executive and non-degree offerings. And geography is becoming less important as programs can be delivered online, through boardroom learning and self-directed formats.

Smith has embraced this brave new world with new programs, formats and a fast-to-market style. The latest example is the new **Global Master of Management Analytics (GMMA)*** launching this May. It builds on the highly successful Toronto-based Master of Management Analytics (MMA), but is offered in a blended format of online learning and four international residential sessions in Toronto, Mannheim and Hong Kong; ideal for busy professionals and international students. You can read more about Smith's GMMA on page 5.

At the same time, the imperative for Canadian competitiveness is clear: we need a bold, innovative, entrepreneurial business sector that can carve out leadership roles in key areas, such as artificial intelligence, financial technology, sustainable finance and more. That requires support and enthusiasm for our post-secondary institutions and their important role in realizing that future.

Yet it is at this moment that government mandated cuts are being made to university and college tuition in Ontario, along with cuts to bursary support of students from the poorest families. Queen's has made increasing financial aid for students our highest fundraising priority as a result of these changes.

This government decision is short-sighted and counter to the investment we truly need in education. While schools will have to shift focus to scramble to make up shortfalls in revenue, many will miss the opportunity – and pressing need – to grow and innovate. That will have repercussions for years to come.

In an increasingly global world, all educators – and governments – need to think about how we can best invest in our business competitiveness and in the leaders of tomorrow.

I welcome your thoughts on this issue. You can reach me at david.saunders@queensu.ca.

A handwritten signature in black ink that reads "David Saunders". The signature is fluid and cursive.

David M. Saunders, PhD
Dean, Smith School of Business

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Inside Smith



Jacquelyn N. Coutré, the Bader Curator, discusses artwork with MBA'19s.

The art of business

MBA students learn from a different set of masters.

Last summer, alongside camps and classes, the Agnes Etherington Art Centre at Queen's University offered a new custom program for Smith students. "Art Worlds: A User's Guide" introduced MBA students to the language of art.

Through guided discussions and close examination of works of art, MBA students gained "insights into how visual art circulates, inspires and moves people," explains Jan Allen, Director of the Agnes. "We want to empower these future business leaders to enjoy artistic culture at large, and to embrace the value of creative process in new ways."

THE CREATIVE BRAIN

The program was a collaboration between the Agnes and Smith. It was supported by David Saunders, Dean of Smith School of Business, who sits on the board of the art centre. "Strong business leadership is more than PowerPoints and numbers. Great leaders need to draw on both sides of the brain – the quantitative, analytical left side and the creative

and intuitive right side," Dean Saunders says.

In the program's first session, Jacquelyn N. Coutré, Bader Curator and researcher of European art, delved into the masterpieces of the Bader Collection to explore the enduring value of Old Master paintings and their high stakes at market. In another session, Alicia Boutilier, Chief Curator, discussed why people collect art and how taste is nurtured. Students also learned the paths that artworks take from private homes to public collections, including the role of collectors in evolving museum mandates.

"Our MBA instructors often encourage us to seek out diverse experiences and flex the mental muscles that enable us to approach problems with a new perspective," says Danilo Prieto, MBA'19. "I felt it was important to round out my skill set with this experience – to challenge myself to truly appreciate art and creativity and how it adds value to a society."

The 16 MBA students who completed the program each received a certificate from Smith to complement their studies.

A world of data

Smith's new global analytics program provides international exposure.



In 2013, when the Master of Management Analytics (MMA) program launched at Smith, demand for leaders with analytics expertise was starting to explode. Today, analytics continues to grow in importance for businesses that want to better understand their customers and their operations.

With that in mind, Smith has launched the Global Master of Management Analytics (GMMA)*. This new online and in-person format builds on the Toronto-based MMA program, blending virtual team-based learning with immersive international residential sessions at SmithToronto, Mannheim Business School in Germany and Hong Kong University of Science and Technology Business School Executive Education.

LEADER IN ANALYTICS

The GMMA is designed for working professionals from across Canada and around the world. Students will graduate from the 12-month program with a deep understanding of how to use data analytics to solve business challenges and lead high-performance teams.

“The smart management of data is the next revolution in business,” says Yuri Levin, Executive Director, Analytics and AI, at Smith. “Teaching our students how to unleash the potential of data as part of a business strategy gives them, and the organizations they represent, a competitive advantage.”

Faculty from Smith, partner schools, as well as industry specialists and practitioners, will teach the GMMA. Classes, collaboration and course work will be managed through Smith's new mobile-friendly virtual SmithLearning platform.

Smith has become a leader in the analytics field, both in research by faculty and in educating tomorrow's leaders in the field. Since its launch, the MMA program has quadrupled in size. And last year the school welcomed the inaugural class of the new Master of Management in Artificial Intelligence program, which exceeded its enrolment target by 60 per cent.

TALENT GAP

The GMMA was designed in consultation with the MMA program advisory board, which includes global business leaders such as Sarah Davis, president at Loblaw Companies; Michael Zerbs, chief technology officer at Scotiabank; Lori Bieda, head of the Analytics Centre of Excellence at BMO; and Gary Kearns, executive vice-president with Mastercard.

“Our advisory board recognized the growing talent gap of managers who can make business decisions with data,” says Dean David Saunders. “As a global leader in teaching the management of data analytics and artificial intelligence, we wanted to ensure that this program was available to students anywhere in the world.”

The first GMMA class starts this May. To learn more visit the website at smithqueens.com/mma.

AI TALENT AT SMITH

In December, Smith School of Business students were among the first to receive new scholarships that recognize promising talent studying in the artificial intelligence field in Ontario.

The Vector Scholarship in Artificial Intelligence was created by the Vector Institute and is for master's students studying in core-technical and complementary AI-related fields. Five Smith students received the scholarship: Levi Burns, Meghan Fotak, Tyler Hennick, Victoria Sopik and Brian Yee (all MMAI'18).

** Prospective students are advised that offers of admission to a new program may be made only after the university's own quality assurance processes have been completed and the Ontario Universities Council on Quality Assurance has approved the program.*



Savvy cities

International Innovation Challenge finds data-driven solutions to big problems.

Can analytics make the world a better place? Well...yes. Data insights combined with technology, such as artificial intelligence, can help humans do everything from reduce garbage to save crops.

Devising such solutions is the idea behind the Queen's International Innovation Challenge. This Smith competition encourages teams from around the world to use analytics to solve problems common around the globe.

This past year's theme was "smart cities". More than 100 teams from 14 countries took part, with five finalists competing in front of a jury at sponsor SAS's headquarters in Toronto in November. A team from Smith's Master of Management in Artificial Intelligence program combined augmented reality, voice recognition and analytics to more effectively answer 911 calls. A team from Ukraine analyzed Toronto's skyline to determine the best rooftops for gardens.

The winning team, from the University of Toronto, devised a smart public garbage can that automatically sorts materials tossed in. It could potentially save millions now spent by cities to manually sort recyclables, compost and trash from one another.

This was the fourth year that the innovation challenge was held. In 2017, the theme was "food security". That year's winner combined drones and machine learning to help farmers spot disease in crops early enough for treatment to be effective.

The competition "allows students to think about global issues and how we can help the world," says Dean McKeown, Associate Director of the Global Master of Management Analytics program at Smith. In addition to SAS, sponsors of this year's challenge were: Loblaw, Bank of Montreal, Scotiabank, Mastercard and Utilities Kingston.

Getting an edge

More than a year ago, Emmanuel Genene, Comm'20, looked around for ethnic-focused business clubs and events for undergraduate business students in Canada. He couldn't find any. So he set about creating them.

The result is Edge, a student-led organization that runs events in Ontario. The group's aim: to foster diversity and inclusion, and help students in their academic and professional careers.

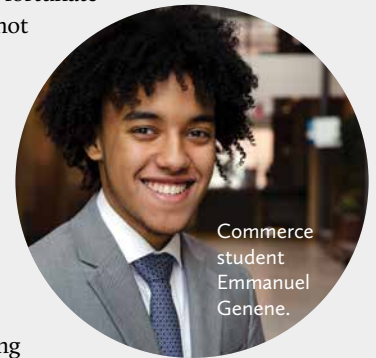
Genene, the group's president, cites his own experience growing up in the Toronto suburb of Brampton. "I was very fortunate

to get into Smith. It's not common to get into a top institution like this from my high school." One goal of Edge is to help high school students launch their own business clubs and STEM (science, technology, engineering and math) organizations.

"We want to give them leadership opportunities because it's necessary to have that when you're applying to university," he says.

Edge's first major event was last summer in Toronto. The "Edge Diversity in Leadership Conference" drew more than 200 people, many of them visible-minority students. They met with recruiters from companies such as RBC, Google and Microsoft. Corporate sponsors have come aboard for events, and Smith and the Provost's office at Queen's have lent support as well.

One of Edge's strengths, says Genene, is that it is an inter-university organization. The executive team, for instance, comprises students from several Ontario business schools, including Smith, Rotman, Schulich and Ivey. "Our post-secondary chapters focus on inclusion of all groups through events and programming," Genene says. Edge's annual Diversity in Leadership Conference takes place Aug. 30, with a new event, the Edge Women in Leadership Conference, scheduled for Sept. 27. For more info visit edgeleadership.ca.



Commerce student Emmanuel Genene.



BILL CASSIDY

How does competition change transactions? Professor Gil wants to know.

Lights, camera, competition!

Meet new faculty member, Ricard Gil.

For a young Ricard Gil growing up in Barcelona, Spain, Saturday nights meant one thing: movies! “My father worked in the film distribution business, and every Saturday my father, mother, brother and I would go out to dinner, then see a movie. We did that every Saturday, even when I was in college.”

Gil still loves the movies. His all-time favourite: *The Godfather*. But even an awful flick can be redeemed. “There are usually three minutes in any movie that are remarkable. Even a bad American comedy usually has one good joke.”

An associate professor of business economics, Gil came to Smith last spring after seven years at Johns Hopkins University in Baltimore. Before that, he taught at the University of California in Santa Cruz. He earned his undergraduate degree in economics from Pompeu Fabra University in Barcelona in 1999, then got his master’s and doctoral degrees in economics from the University of Chicago.

As a researcher, Gil studies competition. For example, he’s currently examining how airlines make scheduling decisions during bad weather. Do they reshuffle their own flights or do they reschedule those that are outsourced to regional carriers?

Given Gil’s love of movies and his family’s roots in the business (Gil also worked in a theatre while in school), it’s no surprise that the film industry sometimes stars in his work. He studied the competitive environment of the movie business in Spain, where, unlike in North America, film studios also own theatres, in which they play their own movies and those of other studios. Two other papers of his examined the impact of racial segregation on various aspects of the movie-theatre business in the United States in the 1940s and 1950s.

“I study the effects of competition on market structures and market outcomes,” Gil explains. “Does competition force me to lower my prices, tailor my shipments or offer other incentives? I tend to focus on the ultimate question: How does competition change the transaction?”

His research has implications for business and government. One of his studies looked at how incumbent airlines in the U.S. reacted when existing airlines merged or new low-cost carriers started. The result: Rather than slash services, existing carriers increased flights and seats, while reducing cancellations and delays.

The findings hold useful lessons for airline-industry watchdogs. “They should look at whether competition increases quality,” Gil says, “not just whether prices went down.”



Stephen Smith
inside Goodes Hall.

A hall of fame career for Stephen Smith

Canada has produced many legendary business leaders. Many of these are in the Canadian Business Hall of Fame. Founded in 1979, the hall is a who's who of outstanding executives past and present – from Samuel Bronfman (the Seagram Company) and Joseph-Armand Bombardier (Bombardier Inc.), to Heather Reisman (Indigo), Guy Laliberté (Cirque du Soleil) and Jim Pattison (the Jim Pattison Group).

Add to this list a familiar name to this school's alumni: Stephen Smith. He will be inducted into the hall in June as part of its class of 2019.

BUSINESS RECOGNITION

Smith, BSc(Eng)'72, LLD'17, is co-founder, chairman and CEO of First National Financial Corporation and one of Canada's leading entrepreneurs. He's known for his philanthropy and is a longtime supporter of Queen's. In 2015, Queen's University announced the naming of the Stephen J.R. Smith School of Business in recognition of his historic \$50-million donation to the business school.

"It's really an honour for me to be part of the hall of fame along with so many great nation builders," Smith says. "People who are business leaders know the challenges of setting up businesses and running them. So that makes this recognition quite gratifying."

Stephen Smith's significant contribution to business

began in 1988 when he and Moray Tawse founded First National Financial in Toronto. Their goal was to create value in mortgage lending, and they introduced several innovations to the market. Among these were various securitization techniques to finance mortgage assets.

WEALTH IN EDUCATION

Another innovation was through information technology. First National's proprietary underwriting system, called Merlin, was Canada's first web-based, real-time broker information system. It created a paperless 24/7 management platform for mortgage brokers.

"In many ways, First National is the original fintech," Smith says. "We just didn't call it fintech back then." Today, First National is Canada's largest non-bank mortgage lender. It employs around 950 people across the country and has more than \$100 billion in mortgages under administration.

Smith received his Queen's degree in engineering, but his success came in the world of business, which inspired his transformational gift to the business school. He has expressed a desire to direct his philanthropy to education, which he says has the power to transform lives.

"I think a lot of the wealth in Canada is in the human capital that we have, and that comes from a great educational system," he says.

Beyond the numbers

A revived club gives women in finance a step up.

What's too often missing from the upper rungs of financial firms? The answer: women.

Less than a quarter of senior staff at the world's biggest banks are women, says the *Financial Times*. Just nine per cent of senior venture-capital jobs are held by women, according to a Harvard study.

How to boost those numbers? Corporate gender diversity efforts are a step in the right direction. Encouraging more women to work in finance also helps.

But another crucial step is to ensure that women studying finance, and those in junior roles, can see a clear path up.

The last is among the goals of Smith Women in Finance (SWIF). The club is led by students in the Master of Finance–Toronto program, with alumni help. Activities include networking events, mentorship and an annual case competition.

How do these efforts help women in finance? A SWIF networking event in November at SmithToronto was a prime

example. Students from a variety of programs were able to mingle with senior bank and finance-firm leaders (both men and women). During a panel session, several executives talked candidly about their jobs and how they moved up the corporate ladder.

“We want to show women what's possible in a career in finance,” says SWIF chair Yulia Shin, MFin'19, Financial Planning Associate at BMO.

SWIF began in 2013 as the Women of MFin. After a hiatus, the club was revived in 2017 under its new name, says Emily Saunders, Associate Director of the MFin–Toronto program. SWIF has also worked with Women in Capital Markets, an organization that promotes gender diversity.

A key SWIF activity is mentorship, says Neisely Eugene, MFin'18, past co-chair. Each year, MFin students can be paired with experienced finance-sector alumni. Mentors provide objective advice and guidance, and they can answer career questions, says Eugene,



At a SWIF event in November: Neisely Eugene, MFin'18, (left) and Yulia Shin, MFin'19.

Management Associate at TD Bank in Toronto.

Elaine El Zeghayar, MFin'12, signed up as a mentor for two students in 2017. She was able to help in several ways. One mentee, for instance, felt she wasn't especially good at job interviews. “So every time we met, I would ask her human resources questions, and she became more comfortable with these,” says El Zeghayar, Senior Analyst at TD Commercial National Accounts.

At the early stages of their finance careers, women are mostly seeking to develop their skills and establish a network. “As a mentor,” El Zeghayar says, “my job is to give them confidence, to show that although they might not have years of experience yet, they can still accomplish a lot.”

Start me up!

Three Smith alum won funding for their businesses at the UPstart Venture Challenge in Toronto in December. The annual competition is led by Queen's Venture Network and promotes entrepreneurship.

VegCheese

LORI SROUJIAN, AMBA'15

The business: VegCheese is vegan cheese that's dairy-free, nut-free and gluten-free. It's made in small batches in Toronto using organic soy milk and coconut oil.

Awarded: \$15,000



Niu Body

**CONNIE LO, BCOM'15,
AND LAURA BURGET**

The business: Based in Toronto, Niu Body makes all-natural, certified cruelty-free and vegan skincare. Its 17 products are sold in more than 300 stores.

Awarded: \$10,000



Pastel Special Education

ERIC ZHANG, MMIE'18

The business: Pastel supports students with autism spectrum disorder by developing online resources that help teachers working with these students.

Awarded: \$5,000



African exchange

New partnership with Stellenbosch University is a first.



This past fall, Smith reached another milestone in global reach by adding its first exchange partner school in Africa: Stellenbosch University and the University of Stellenbosch Business School in South Africa. The agreement allows Smith Commerce and Master of International Business (MIB) students to go on exchange to Stellenbosch University, located near Cape Town in the town of Stellenbosch.

Full-time MBA students will be able to attend the University of Stellenbosch Business School.

“We are pleased to welcome Stellenbosch as one of Smith’s top-tier partner schools around the world,” Dean David Saunders said in October, after the agreement was announced. “Engaging in strategic partnerships that enhance our program offerings is a core part of our strategy,” he added.

ALUMNI SUPPORT

One challenge for African students wishing to study in Canada is the cost. So, coinciding with the Smith-Stellenbosch agreement, a new scholarship was set up thanks to an alumni couple: Catherine McIntosh, BCom’82, and Douglas McIntosh, BCom’82.

The Douglas & Catherine McIntosh Scholarship is awarded on the basis of academic excellence and leadership qualities to African students coming to Smith on exchange. It goes to students who might not otherwise have the opportunity to take part in an exchange.

“Both the funding and placement support for our students strengthens Stellenbosch’s intent to provide an international experience to as many students as possible,” said Hester C. Klopper, Deputy Vice-Chancellor, Strategy and Internationalization, at Stellenbosch University.

Smith now has exchange partnerships with more than 120 schools in 38 countries, says Angela James, Director of the school’s Centre for International Management. Such partnerships are an important part of the Smith experience as they give students wide options to study abroad. In the last school year, 87 per cent of third-year Commerce students went on exchange, and all students in the MIB program spent time studying in another country.

Life at Smith

From case competitions to conferences, it has been a busy couple of months at Smith.



MBA’19 students volunteered with Habitat for Humanity in Kingston last summer.



At a reception for Indigenous students at Goodes Hall, Oct 2: Dominique Bomberry, Comm’19, and Ann Deer, Indigenous Recruitment and Support Co-ordinator at Smith.



David Jackson, BCom’91, at Queen’s Venture Network’s UPstart Venture Challenge in Toronto, Dec 4. Jackson was a member of the jury.



Teammates Greg Douglas, Julia Wall, Rachel Lorimer and Christian Hynes (all MBA'19) won the Creative Shock social business case competition in Vilnius, Lithuania on Dec. 2.



Master of International Business students in Kingston this past fall for program orientation.



Alumni, staff and faculty at Smith's second annual Calgary celebration in November.



Commerce students at the Queen's Commerce Leadership Conference Summit in October.



Commerce students David Hao, Kyle Bernat-Riddle, Angela Tan and Laura Wu (all Comm'20) represented Smith at the HKUST International Case Competition in Hong Kong in October.



Queen's MBA Women in Leadership club's executive team members, Caroline Pollock, Patricia Biggers and Kathleen Boyd (all MBA'19s) during #SheHustles, Oct 26, at SmithToronto.

Five questions for... Jim Hamilton



For the past decade, Jim Hamilton, Distinguished Faculty Fellow of Sales Management, has taught sales and marketing to Smith students. In September, he added a new title, becoming the inaugural director of the Graduate Diploma in Business. The GDB is a four-month summer program that gives university

graduates from any discipline a comprehensive overview of business fundamentals. We spoke recently with Hamilton about his career so far and his new role.

What did you do before you came to Smith?

I am an actuary by undergraduate training, and while the work in the insurance industry was interesting, I found myself drawn to the commercial side of business. So, using a path similar to many of our GDB graduates, I leveraged a business program to give me the grounding and confidence to transition across to a role in marketing and sales in a different industry. Since graduating with my MBA in 1995, I have also been involved in a number of startups and taught in the college system at St. Lawrence College here in Kingston.

What's the best part of your new job with the GDB program?

These are such exciting times and so much opportunity is available. Many ambitious graduating students and recent

graduates from all undergraduate degrees are searching for ways to quickly leverage a business education to meaningfully tap into that opportunity. As a faculty member, I have seen how GDB graduates have accelerated their careers after an intensive summer in Kingston – fine arts students becoming analysts, engineers rocking corporate finance and scientists driving sales orders.

What's your favourite all-time business book?

A book that is always around my desk is *A More Beautiful Question* by Warren Berger.

What do you love most about teaching?

The students. The anticipation of a class. The face of a student taking a risk, conducting a live role play in front of her peers and then knocking it out of the park. The adaptability of a student to hold to a line of thinking while openly considering and weighing new information. The willingness of a student to invite feedback and their confidence to assess, reflect and action it. The kindness that students show their peers through collaboration, helping and caring. After more than a decade of teaching in post-secondary, I have never been more confident that this is where I was meant to be.

What's the best piece of advice you've ever gotten?

Remember to pay attention to the 'moments'. They are what matter.

Award-winning faculty

What do the winners of the 2018 Smith Research Excellence Awards study, and why do they love it?



Ryan Riordan

RESEARCH EXCELLENCE AWARD

How does technology impact finance? Riordan's mission is to find out. The best part, he says, is "asking the big question," then getting the data and results, sometimes after years of work. "That's the adrenaline kick!"



Ning Zhang

NEW RESEARCHER AWARD

Accounting professor Zhang studies the role information and incentives play in financial markets. Researchers, he says, share a common bond of perseverance and passion for knowledge. "We learn a lot from the day-to-day obstacles that we encounter."



Paul Calluzzo

NEW RESEARCHER AWARD

Calluzzo delves into the deepest corners of Wall Street to discover the political motives of sovereign wealth funds, for example, or how board-member CEOs influence mutual funds. "Uncovering something new and original," that's what's exciting, he says. ■

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- Be a mentor





A little nudge goes a long way

Nicole Robitaille studies consumer behaviour and how to get people to make good decisions.

By Rob Gerlsbeck

Every day, 22 people die waiting for an organ transplant. *Twenty-two!* That's just in the United States. Many of these deaths can be prevented – if only people would sign an organ donor card. But only a handful do.

Are people against donating their organs? Hardly. Surveys show broad public support. But most people don't bother to register. And if they die suddenly, their heart, lungs, kidneys and other parts can't save someone else's life.

Several lives actually. One organ donor can save up to eight people.

Is there a way to get more organ donor cards signed? Research by Nicole Robitaille says yes. And it starts with a nudge.

HELP FOR SOCIETY

Robitaille is an assistant professor of marketing at Smith. She studies how consumers make decisions and why they choose to engage in certain behaviours – some of which aren't always good for them, such as procrastinating or overspending. She also examines how to change population behaviour to improve consumer welfare, fulfil government policy and drive marketing results.

Not long ago, Robitaille conducted field research with the Ontario government to increase organ donations. In Ontario, someone dies every three days waiting for a transplant. Only a quarter of Ontarians are registered organ donors. How to increase that figure? Robitaille and fellow researchers Nina Mazar, Claire I. Tsai and Elizabeth Hardy investigated.

In Ontario, as in many jurisdictions, the decision to donate organs happens most often when people renew their driver's licence. Trouble is, when they walk into a motor vehicle office, people aren't thinking "organ donation"; they just want to update a licence. So when suddenly asked to become an organ donor, they're caught off guard, says Robitaille. "And when people are asked to make a decision that they don't feel they've put adequate time and effort into considering, they choose not to decide. They put it off."

Robitaille and her fellow researchers wanted to make it easier for people to make an informed choice. They tested several options. One, for instance, was to have a government employee hand people a brochure

on organ donation when they came in to renew their driver's licence. They could peruse the brochure while waiting in line, so by the time they were called to the service counter, they were more knowledgeable about organ donation.

Working with the Ontario government, they also tested a simplified organ donation consent form with only two questions: "Do you want to be an organ donor?" And a checkbox question: "Which organs will you donate?" Previously, all sorts of personal information was asked for, most of which the government already had on file.

Then came the nudge. At the top of each consent form, several statements in bold text were tested: "If you needed a transplant, would you have one?" And "How would you feel if you or someone you loved needed a transplant and couldn't get one?"

Such nudge statements are designed to help indirectly influence a person's decision, without actually deterring them from making another choice. The term nudge was first made popular in the 2008 book *Nudge: Improving Decisions About Health, Wealth and Happiness* by Richard Thaler and Cass Sunstein.

The organ donor nudge statement, Robitaille says, helped people put themselves in the position of someone needing a transplant. And it led to a big jump in organ donor registrations.

In an eight-week trial conducted at a ServiceOntario office (where driver's licences get renewed), they found that with the most effective nudge statement, organ donor registrations rose 143 per cent. If rates were to rise similarly across the province, the Ontario government estimates it could increase organ donor registrants by more than 450,000 a year – up from the current number of approximately 200,000. Many of the insights uncovered by Robitaille and her fellow researchers, including the nudge statement, are now used on Ontario's organ donor consent form.

Robitaille says the results of the study show that business research into consumer behaviour can benefit society. "You hope your work has impact, and to know our work might actually save lives is something quite special."

LICENCE TO MISBEHAVE

Nicole Robitaille didn't set out to be an expert on what makes consumers tick. Born in Calgary to an artist mother and environmental engineer father, Robitaille grew up in Boston and Pennsylvania, where she played competitive hockey. In high school, her family moved to Quebec City, then to Montreal.

Robitaille first wanted to be a neurologist. In 2006,

she earned her undergraduate degree in psychology (with a specialty in behavioural neuroscience) from Concordia University in Montreal. But during a summer pre-med program, she found that she enjoyed helping doctors do their research more than she did visiting with patients.

Around the same time, Robitaille began to ponder how psychology could be applied to marketing. Working in a Zara clothing store, she was fascinated by the great variety of responses shown by shoppers to merchandise displays and fashion recommendations from staff. "Simply by moving the same items around the store, customers would feel like there was new inventory and be more likely to visit the store regularly to see the 'new' merchandise," she recalls.

Soon, Robitaille was studying marketing at Concordia. In 2008, she received her master's in marketing. In 2014, she earned her marketing doctorate from Rotman in Toronto. The same year, she also joined the faculty at Smith, where she now teaches Commerce students.

Robitaille says she especially enjoys the process of doing research and asking questions. "It's amazing when we find the answers. Sometimes we were right and sometimes we were wrong. But it's all exciting." She also loves when her work has practical applications. "It's seeing a real problem, and how we can solve that."

Take personal finance, for instance. In one study, Robitaille and a team of international researchers showed that people actually do feel pain when they buy something with cash. On the other hand, they don't hurt nearly as much when paying with debit or credit. The findings have implications for financial-literacy efforts. Educators must appeal to people's emotions about money, not just their sense of reason.

Robitaille has also studied people's "licence to misbehave." That is, they do a good deed, then follow it up with behaviour that counters it. For instance, her research found that people who recalled times in the past when they did a good deed would then spend less time helping others. They were then more likely to cheat for personal gain and had higher intentions of engaging in selfish behaviours.

"When you start to understand what causes people to behave well, and what allows them to give into temptation, you can encourage positive action and discourage misbehaviour," she says. "And in my research I've always been interested in helping people make better decisions." ■

Smith Business Insight

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Sin City Success

Kelly McCrimmon, EMBA'03, helped make the Vegas Golden Knights the most successful expansion franchise in NHL history.

By Chris Powell

It's about 2,200 kilometres as the puck flies from the tiny prairie town of Plenty, Sask. (pop. 164) to the fantasyland of Las Vegas. It's a trip that takes roughly 22 hours by car and three hours by plane or, in Kelly McCrimmon's case, about 55 years.

McCrimmon was named assistant general manager of the NHL's expansion Vegas Golden Knights in 2016, the culmination of a nearly 30-year career in hockey in which he has become one of Canada's most accomplished sports executives. His arrival to the big leagues was similarly impressive, as he became one of the primary architects of a team that stunned even seasoned hockey watchers with an improbable run to the Stanley Cup finals in its first season.

But despite hailing from a city that's home to Penn & Teller

and David Copperfield, the Golden Knights were unable to conjure up a magical ending to their first season. Last June, they fell in five games to Alex Ovechkin and the battle-scarred Washington Capitals, a team intent on exorcising years of playoff demons.

Six months later, speaking from Las Vegas on a cool and rainy day in early December, McCrimmon is sanguine about how the Cup finals unfolded. "To describe the 2017-18 season for the Vegas Golden Knights as anything less than magical or exceptional would be to sell that team short," he says.

At the same time, he's aware that NHL executives can spend their entire career waiting for a chance to compete for hockey's biggest prize, and there's no knowing when – or even if – the opportunity will present itself again. "When



JEFF GREEN PHOTOGRAPHY

Kelly McCrimmon at T-Mobile Arena in Las Vegas in January during a Golden Knights game.

PROFILE

Building bench strength

Going to the Stanley Cup finals two years in a row is no easy feat. After a slow start earlier this season, there are signs the Golden Knights are recapturing some of the mojo that propelled them to 51 wins, 24 losses and seven overtime losses in their inaugural season, setting records for most wins and points by an expansion franchise. As of mid January, Vegas was in fourth spot in the league's 15-team Western Conference.

McCrimmon was hired as the Golden Knights' assistant GM on Aug. 1, 2016. He came to Vegas with an Executive MBA from Smith, plus experience gleaned from his two decades as owner of the Western Hockey League's (WHL) Brandon Wheat Kings in Manitoba.

Achieving his MBA had been a longtime objective for McCrimmon. The Executive MBA program gave him the ability to achieve his goal, while still overseeing the day-to-day operation of the Wheat Kings. "I didn't have an agenda or motive, I just really value education and found it stimulating," he says of his decision. "I had the peace of mind that, as a business owner, it's going to assist me in running my business. Yes, it's sports, but it's still a business."

He credits his fellow Winnipeg and Regina classmates for getting him through. "For me, it was extremely rewarding to meet new people, and to meet people from other industries. It was a lot of work, but it was really worthwhile."

With decades of business acumen under his belt, McCrimmon says he approached building the inaugural Golden Knights team as if it were a business startup, with an unwavering focus on creating a winning culture. "So much of beginning a new franchise or a new business is establishing your culture," he says. "It's a very overused term, and every sports franchise would claim they've got a great culture. But there's certainly a difference between the teams that really get it right and use it as a →

you get to the Stanley Cup finals and you don't win, it hurts," says McCrimmon. "It's hard to get to the finals. Our GM, George McPhee, is a tremendously successful NHL executive, and it had been 20 years since he'd been to the Stanley Cup finals [a feat he accomplished with the Capitals in 1998]."

The previous night, Las Vegas had defeated the Capitals 5-3 at T-Mobile Arena – the team's swanky \$375-million digs on the famed Vegas Strip – in the first meeting between the two teams since Game 5 of the Cup finals. The win led to headlines suggesting Vegas had avenged their Stanley Cup loss. But as someone who has been around hockey his entire professional life – first as a player, and later as a coach, GM and owner – McCrimmon knows all too well that a win in game 29 of the regular season, while nice, doesn't mean nearly as much as a win in June.

competitive advantage, and the people who are still working towards it.”

In the five or six weeks after they were hired, McCrimmon and McPhee hustled non-stop to fill about 40 crucial roles. Among them: director of legal, director of hockey operations, director of player personnel and amateur and pro scouting staffs. Looking back, McCrimmon says the staff he helped assemble is among his signature accomplishments.

“Of all the things we’re proud of here in terms of how well the NHL has gone in Las Vegas, the quality of staff that we’ve hired...is going to serve the franchise extremely well for many years,” he says.

Wheat Kings and other things

It might not be as recognizable as that of other storied Canadian hockey families, like the Sutters, Hunters or Staals, but the McCrimmon name is well known among the country’s hockey cognoscenti.

McCrimmon himself never made it to the NHL as a player, although he enjoyed a productive junior career that saw him play 95 games with the Wheat Kings, a team with which he would eventually become synonymous, from 1978-80. He scored 28 goals, earned 64 points and collected 228 minutes in penalties.

Both seasons he skated alongside his older brother Brad, who became the 15th overall pick in the 1979 NHL entry draft and went on to play more than 1,200 games as a defenseman with the Boston Bruins, Philadelphia Flyers, Calgary Flames (with whom he won a Cup in 1989), Detroit Red Wings and Hartford Whalers.

“We did everything together as kids, and even as we got older and went in different directions geographically, we remained extremely close our entire lives,” says McCrimmon of his late brother, who died in a 2011 plane crash in Russia, just before his first game as head coach of the Kontinental Hockey League’s Lokomotiv Yaroslavl. The team’s players and other members of the coaching staff were also killed.

Along with his parents, Byron and Faye, Brad was instrumental in guiding his younger brother. While not quite the player his older brother was, Kelly McCrimmon spent four years playing Division 1 hockey at the University of Michigan from 1980-84, even captaining the Wolverines in his final season.

He planned to return with his wife, Terry, to the family farm in Plenty after graduating from Michigan with a business degree. But a gig coaching in the Saskatchewan Junior Hockey League led to an opportunity to join the Wheat Kings as an assistant coach in 1988. Within four years, he was a one-third owner of the team (he assumed complete ownership in 2000 and remains the owner today) and it was clear that his farming days were behind him.

McCrimmon proved a natural in a leadership role. He amassed a record of 423 wins (against 223 losses, 36 overtime losses and 38 shootout losses) with the Wheat Kings over 10 seasons as head coach and was a three-time Western Hockey League executive of the year (1995, 2010 and 2015), as well as Canadian Hockey League executive of the year in 2010. In 2016, his last season as coach, he led the Wheat Kings to the WHL championship.

McCrimmon’s success with the Golden Knights has raised his profile throughout the league, even leading to speculation that he might be chosen as GM of the Seattle franchise set to join the league in 2021.

For his part, McCrimmon refuses to be drawn into a discussion about what lies beyond the job in Vegas. After all, there’s still one last trick to be pulled off. ■

McCrimmon approached building the Knights like a business startup. “So much of a new franchise is establishing your culture,” he says.



Las Vegas players celebrate a goal against the Winnipeg Jets last May during the NHL playoffs.

StartUps Snapshot

Three Smith grads tell us about their ventures on the following pages.

DRESSING FOR DANGER WITH JEFF ALPAUGH CUSTOM

By Rob Gersbeck

How did Jeff Alpaugh, MMIE'18, decide to create the world's most dangerous dress shirts? It's a story that includes a suit-shopping trip gone awry, a hot TV show, the army, and a lively bus stop in Vietnam where, Alpaugh recalls, "this guy was wearing the sweetest shirt you ever saw!"

Alpaugh and his wife, Emilee, are owners of Jeff Alpaugh Custom. They sell custom-designed and tailored dress clothes for men and women. The company's specialty is ultra-colourful, patterned shirts billed as "the world's most dangerous dress shirts." Jeff and Emilee have a shop in Fredericton, and they sell around the world via jeffalpaugh.com. Customers can design their own shirts or choose from existing patterns with far-out names such as "the Brazilian Mobster", "Squirrel Bait" and "the Strawberry Milkshake".

"It makes no sense to wear a plain blue shirt," Alpaugh says. "When you wear a shirt that is outrageous, but dignified at the same time, you become very approachable. You have a certain energy. People always want to know why I'm so pumped. I'm pumped because everywhere I go, people just assume I'm an awesome guy."

Jeff Alpaugh grew up in Toronto and Vancouver. One day, his dad took him to buy a suit to wear to job interviews. The suit that the salesman sold Alpaugh would have been perfect for a man of, say, 225 pounds. Alas, young Jeff was only about 145 pounds. Given the mis-measure of the man, job offers did not come his way...until a manager at a Moore's clothing store saw promise underneath that baggy suit. "He told me to come back the next day and they'd get me into a better suit. When I put it on, I felt amazing. I became an evangelist. When people came into the store, I'd teach them how to dress."

Alpaugh studied business at Wilfrid Laurier University in Waterloo, Ont. The same year he graduated, in 2007, the war in Afghanistan was heating up. Alpaugh immediately applied to the Canadian Forces and joined the army the following year. He remained an infantry officer until January of this year. →



Jeff Alpaugh wearing some of his fashionable creations.



Alpaugh (right) and his wife, Emilee, pitching on TV's *Dragons' Den*.

A few years ago, Alpaugh thought about what he might do after the army. He recalled working at Moore's and, later, at the upscale Canadian men's clothier Harry Rosen. Alpaugh loved helping guys find their ideal look. Many didn't mind plunking down a few hundred dollars for a perfect-fitting shirt. They looked good and felt great.

Alpaugh also noticed that a lot of guys didn't want to wear the same dress shirt as everyone else. They wanted more bling. Often that meant a plain white shirt with a hint of bright paisley inside the collar or under the cuff. Alpaugh wondered: Why not make the entire shirt an eye-catching design? Jeff Alpaugh Custom was born.

A trip to Vietnam, meanwhile, provided the perfect slogan. "My wife and I were at a bus station, and you can imagine how colourful a bus station in Vietnam is. There were people everywhere, and this guy gets off a bus, and he's wearing this amazing shirt. He has this aura about him. I said, 'Dude, that's the most dangerous dress shirt I've ever seen in my life.'"

In 2017, as the business began to ramp up, Alpaugh enrolled in Smith's Master of Management Innovation and Entrepreneurship program. "I knew a lot about dress clothes. But I didn't know that much about starting a business." That fall, he and Emilee appeared on the CBC show *Dragons' Den*. Their pitch was electric. Even the *Dragons* who weren't keen to own a piece of a dress-shirt business seemed impressed. "I would invest in you in a heartbeat," Jim Treiving, the chairman of Boston Pizza, told Alpaugh on the show.

Since the appearance on *Dragons' Den*, Alpaugh notes that interest in Jeff Alpaugh Custom has shot up. Today, the company sells not only dress shirts but also suits, socks, jackets and accessories such as ties and cufflinks. The Fredericton store recently moved to a larger location and Alpaugh says he's looking to open a second store, possibly in Waterloo, Ont., later this year.

His long-term goal? To eventually have stores in major Canadian and American cities. It's a bold objective...one that the guy behind the most dangerous shirts seems ready to conquer.



How about a holiday?

Vacation Fund helps employees save up for their next big trip.

By Kristen Sears

In January 2017, Erica Pearson, BCom'14, started Vacation Fund as a way to help people save for holiday travels. A year later, she changed her strategy: Rather than cater to individuals, she decided to work directly with companies in order to help their employees save for vacations. The result: increased growth for the Toronto-based startup. We caught up with Pearson, Vacation Fund's CEO (and recipient of the 2018 Valerie Mann, BCom'86, Dare to Dream internship), to see how her venture is evolving.

How did you come up with the idea for Vacation Fund?

I saw people joining bucket-list platforms. People were laying out all the trips they wanted to take in their life, and I thought, 'Well, that's great, but if you're not working towards those goals, then what's the point?'

My dad was a big inspiration, too. When I was growing up, he wouldn't spend money. He was very frugal. [But] he took our family on three trips a year. By the time I turned 22, I'd been to over 40 countries. I look back now and think that was about as incredible a childhood as I possibly could have asked for. People have started to catch on to this idea that experiences make you happier than stuff does.

How does Vacation Fund work?

Vacation Fund is an employer-matched travel savings program. It allows employees to direct a portion of their paycheque into a separate vacation-fund account. Companies match a portion of their employees' contributions and pay us a subscription fee based on the company's size.

Vacation Fund may be one of the few benefits that smaller companies offer. And for some larger companies, it may replace another employee benefit. The feedback we keep getting is that

this is one of the few benefits applicable to 100 per cent of the employee base, regardless of age, gender, income bracket or marital status. No matter who you are, you are expected to take some time off.

You initially targeted individuals, then switched to marketing to companies as an employee benefit. Why the change?

We started asking our users what prevents them from going on vacation, and 50 per cent said, 'I don't have the budget,' and the other 50 per cent said, 'I don't think my boss wants me to take time off.' Around that time, I was pitching to tech CEOs in Toronto. They started asking if they could put money towards their employees' vacation funds to show them that they actually expect them to take time off. It was just kind of a perfect storm of both sides telling us that Vacation Fund needed to be an employee benefit.

How has the shift impacted your business?

We started receiving far more interest. We started a test run with six smaller companies in 2018, and now we are in the process of onboarding a 300-person fintech company in Toronto. More and more companies are paying attention, and we've been getting inquiries from as far away as Germany, as well as across the U.S. and Canada.

What's next for Vacation Fund?

By early 2020 we would like to have almost 20,000 employees using our platform. That will involve a few bigger companies coming on board. Our goal is to do some integrations with payroll providers, so that smaller companies can take advantage of more of a self-serve onboarding experience, and then focus our efforts on converting medium- and large-enterprise leads.

Longer term, we would like to see a version of the platform that helps people estimate their trip costs and choose a contribution amount that makes sense based on the kinds of trips they want to go on. We see a lot of opportunity around knowing people's travel goals, showing them offers that are aligned with those goals, and making some commission on the travel side.



When Hakeem Subair (above right) co-founded 1 Million Teachers with fellow MMIE'17 grad Rizma Butt (left), he had a big goal: to improve the quality of teachers in sub-Saharan Africa. Here, he explains the business, how it got started and why better teachers make the world better.

One Million Teachers (1MT) is a reward-based teacher development program. From a learning portal that is optimized for mobile, teachers can engage in accessible, high-quality professional development modules. An online learning community that enables the sharing of knowledge and experiences helps to complement the learning platform.

In 2008, my wife and I were looking for an appropriate place to leave our daughter, Nadrah, while we were at work. We were not satisfied with what we found available in terms of schools where we lived in Nigeria. So we decided to open our own school. What started with a handful of friends' children quickly blossomed into a 192-student enterprise. The school was thriving except for one issue: the teachers. While our school was considered one of the best, we still had trouble securing good teachers. I could only imagine the state of other schools. I learned that most public-sector teachers weren't paid well, and that many only chose to stay in the profession because they had nowhere else to go.

I came to Canada in March 2012. But education back in Nigeria remained in my thoughts. I eventually enrolled in the Master of Management Innovation and Entrepreneurship program at Smith, and with the help of Program Director Shari Hughson and Tina Dacin, Director of the Centre for Social Impact at Smith, began to develop an idea to tackle the issue of poor teacher training. I returned to Nigeria in December 2016 to do some additional market research. My conclusions were corroborated by what stakeholders and researchers all agree on: The most significant resource for transforming education is to transform the teacher. An investment in teachers brings the most return on education. And so 1 Million Teachers was born.

The most fun I've had so far was when I travelled to Ghana and Ivory Coast last March and April with teacher candidates from Queen's University as part of our partnership agreement with the school's Faculty of Education. During the trip, the teachers worked in various schools, initially as observers and eventually teaching classes. Towards the end, they designed and delivered workshops for the teachers of the schools they visited. ■



what wom want

Joanna Griffiths, BCom'05,
is reinventing intimates for real life.



en

By Kristen Sears

“There was this huge opportunity to change the way that women feel about themselves,” says Griffiths. “I felt like somebody had to do it.”

On a chilly autumn evening last November, Joanna Griffiths stepped on stage at the Fairmont Royal York Hotel in Toronto. Griffiths, founder of intimate apparel maker Knix, was one of seven winners at the RBC Canadian Women Entrepreneur Awards. It was the 26th year for the awards, hosted by Women of Influence, and a record-breaking 7,400 nominations had come in. Griffiths won the Staples Start-up Award, which goes to an entrepreneur who, over a five-year period, has built a thriving business that is, according to the awards jury, poised for even greater success.

Griffiths was happily surprised that she won the award. But something else astonished her that night: the number of Knix customers in attendance at the gala.

“Literally everyone I spoke to was like, ‘I’m wearing Knix, I love Knix,’” she recalls. “It was a good sign of encouragement that we’re doing something right. I’ve been at this for several years now...it feels good to know that we’re onto something.”

Based in Toronto, Knix sells everything from bras and underwear, to tops and bodysuits. But it’s no lacy Victoria’s Secret. Rather, Knix aims to reinvent the intimates category with underwear for real life and real women, who bleed and leak and whose bodies change with periods, pregnancy and age. In under seven years, Knix has gone from a one-person plan on paper to a growing 40-employee enterprise with a burgeoning following of customers in Canada, the U.S. and beyond.

A MUSICAL START

Like so many good business ideas, Knix started with a revelation. That came when Griffiths had a conversation with her mom about the changes women’s bodies undergo as they grow older and – especially – the number of women who experience post-pregnancy leaks. “It just blew my mind that there was something that could affect so many people and yet had absolutely no good options available,” she says. With that in mind, Griffiths set out to create a line of underwear to help women deal with leaks.

That was in 2011, and Griffiths was in her first week of the MBA program at INSEAD. She pitched the idea of Knix to classmates, and encouraged by their response, spent the rest of the year devising a business plan. At the end of the term, she presented it at the INSEAD Business Venture Competition. And won. “The judges said it was the easiest →

knix



and fastest decision that they'd come to in the whole history of the competition," she says. Armed with startup capital from the competition, she set about turning her idea into reality.

Up until that point Griffiths had spent most of her career in music, television and film. She worked for Universal Music, the Toronto International Film Festival and CBC Television. Growing up in Toronto, Griffiths was captivated by music. She began singing at age four and later joined the Canadian Children's Opera Company. She entered the Commerce program at Smith with only one aim: a career in music. "I only wanted to work at a record label; nothing else mattered to me," she recalls.

Griffiths still loves a good song, but while doing research for Knix's business plan, she discovered another passion. "I interviewed hundreds of women and, emotionally, I became really attached to the concept. I felt like somebody had to do it. There was this huge opportunity to change the way that women feel about themselves, and I just really felt compelled."

Griffiths officially launched Knix's first product – a line of leakproof underwear – with a Kickstarter campaign in May 2013. By fall, shipments began to go out to customers. During crowdfunding, the Hudson's Bay Company showed an interest and began stocking Knix in its department stores. Word spread, and within three years Knix underwear was available in 700 stores across Canada.

Anyone starting a new consumer brand would have been thrilled at such a fast start. But Griffiths had a different idea. In 2015, she launched a second product – a seamless bra – again through a Kickstarter campaign. It was wildly successful, bringing in over \$1.3 million in just one month.

"I sold more in that 30 days than I sold in the first two years of the company combined. That was a wake-up moment for me." And it led to a question: Why not sell direct to consumers rather than through other retailers? It took Griffiths and her team about nine months to fill existing orders. Then, in 2016, she relaunched Knix. No longer would it sell in stores. Instead, Knix would sell direct to the customer online.

AUTHENTIC BRANDING

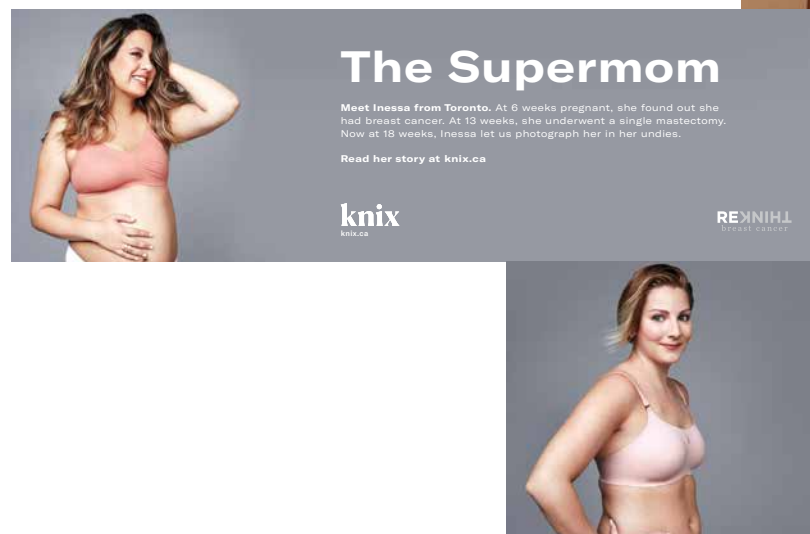
Today, Griffiths reflects on that momentous decision. "I think with any company, when you're turning away from revenue channels that you've established, or when you've invested multiple years of your life doing something, and you have to admit that it wasn't the right path, it's always a really hard decision."

But the choice was the correct one, she now believes. "It allowed us to focus, and to tell our story and own the relationship directly with our customers, and as a result experience much faster growth."

The connection Knix has established with its customers



Knix doesn't usually use professional models in its marketing. "Women seemed to gravitate towards us because we were grittier and less polished than other brands," Griffiths says.



has proven crucial to the company's rise in the competitive intimate apparel market. The company has built a significant following on social media, where the type of authenticity found in Knix marketing is especially prized. Knix advertising eschews supermodels in favour of real women. Last fall, Knix partnered with Rethink Breast Cancer for a series of outdoor ads in Toronto that highlighted breast cancer survivors wearing Knix apparel. One of those women, named Inessa, was six weeks pregnant when she was diagnosed with breast cancer. The headline on her ad: "The Supermom".

"I decided not to use professional models early on," Griffiths said in a *Fast Company* article last year. "And, surprisingly, women seemed to gravitate towards us because we were grittier and less polished than other brands. I think that's when I realized that there was something more powerful going on than underwear: This brand could be part of a movement."

Knix's mission from the beginning has been to reinvent the intimate apparel category by creating products designed for the



The Fighter

Meet Sarah from Kingston. After discovering she had cancer, Sarah underwent a double mastectomy. Since then, she's been keeping her hair short to prepare for the possibility of losing it later. We took this photo one week after her first chemo treatment.

Read her story at knix.ca

knix
knix.ca

REXNIHL
breast cancer

PHOTOS: KNIX



Joanna Griffiths

MY OTHER CV

Hometown: Toronto

What was your first job? Sweeping up floors at a hair salon.

Favourite all-time book: *Hitchhiker's Guide to the Galaxy*

Right now I'm listening to: *How I Built This*, an NPR podcast that features incredible entrepreneurs.

My motto is: "No hands, no cookies." No one is going to just give you what you want. You have to put your hand up and go and get it.

What do you do when you're not working? I love hanging out with friends, spending time with my dog and travelling.

Favourite travel spot: Super tricky to answer that one, but I'd have to say Kenya. I went on safari last year and it was a trip of a lifetime.

What's the best advice you ever got? Attach your company to something bigger than yourself. It makes the hard days worth fighting for.

What's on your playlist right now? A lot of low-key soothing songs because it's an in-the-womb mix for my first baby, due in April. Songs like "Landslide" by Fleetwood Mac, "Why" by Annie Lennox and "Tears in Heaven" by Eric Clapton.

My idea of perfect happiness is: Feeling challenged every day. Doing work that I feel proud of, with people that I enjoy spending time with and respect.

everyday real lives of women. Today, the brand includes eight styles of underwear (four of which are available with leakproof technology), three bras, five sports bras, and a selection of tops and accessories.

After relaunching the company in 2016, Griffiths says Knix experienced a 2,000 per cent growth over the same period the previous year. She's not standing still either, and says the company continues to evolve, adding new products with features aimed at helping women be more comfortable in their own skin.

In spring 2017, Knix broke into the teen undergarment market with Knixteen, a line of period panties and comfortable bras. More recently, it introduced the Catalyst Sports Bra, a high-impact bra that Griffiths says outperformed over 800 sports bras currently on the market during third-party testing.

"In a company like ours, you're always evolving and trying to make things better," she says, noting that new products are launched every four to six months. "Our focus on innovation and our focus on being a very inclusive brand that is truly by women for women has existed since day one. We just can move faster now and communicate to more people." ■

BOROUGH KITCHEN

COOK SHOP
COOK SCHOOL
ONLINE

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The Great British Cook Shop

David Caldana, BCom'99, is teaching
Brits how to get busy in the kitchen
and to rediscover their love of food.

By Rebecca Harris



David Caldana, right, with Borough Kitchen co-owner Justin Kowbel.

David Caldana was on a flight from London, England, to Toronto for Christmas in 2013 when he decided to make the unlikely leap from investment banker to cookware store owner. His best friend and fellow-Canadian expat, Justin Kowbel, had recently opened Borough Kitchen in London's renowned Borough Market. Caldana, a managing director at J.P. Morgan, helped in the store on weekends.

"We took the same flight home, probably drank too much, and then decided by the end of that flight that I should quit my job and join him full time," says Caldana. "It was like the stars lining up...I had worked hard for 15 years, built some investment capital and thought that if things went wrong, I could always go back to banking. So, if I were going to do something stupid or crazy, it was a good point in time to do it."

Of course, Caldana's journey began long before he stepped off that plane as a newly minted London shop owner. Caldana, who grew up in Mississauga, Ont., was interested in business from "an abnormally young age," he says, drawing a comparison to Alex P. Keaton from the '80s TV show *Family Ties*. When Caldana enrolled in Commerce at Smith, in 1995, his sights were set on a career in finance or banking.

In third year, Caldana went on exchange to WHU in Germany, then landed a summer internship at J.P. Morgan in London. "After that summer, I was hooked on living abroad and on having a career in investment banking," he says. When Caldana came back to Smith for fourth year, he had already signed a job offer at J.P. Morgan. "It was really nice because I got to enjoy my fourth year quite a bit," he says. "I was learning for the sake of learning, rather than just learning for the grade."

After graduating, Caldana travelled around Europe for the summer and started at J.P. Morgan in October 1999. He spent three years on the leverage-buyout team and another 12 as a high-yield research analyst covering the technology, media and telecom sectors. His work was recognized by Britain's *Institutional Investor* magazine, which ranked Caldana and his team No. 1 in their category four years in a row.

While many people who make a drastic mid-career change are getting away from work they dislike, Caldana says he was happy with his job and hadn't considered doing anything else. "I had a fantastic group of peers at J.P. Morgan and my client base was incredible," he says. "It was a role that I could have done forever." Then along came his best friend's crazy (good) idea. →



“I had a fantastic group of peers at J.P. Morgan and my client base was incredible,” says Caldana. Then along came his best friend’s crazy (good) idea.



Kowbel was also an investment banker, working at UBS. He came up with the idea for a retail business catering to urban at-home chefs. He envisioned a store with top-of-the-range kitchen tools, in-store tastings and product demonstrations. At the time, Caldana notes, there were several high-quality cookware retailers in North America, such as Williams-Sonoma and Crate & Barrel. However, the U.K. lacked an equivalent.

“People are used to a fairly poor offering in department stores. And the cook shops [in Britain] are a bit more old-school,” says Caldana. “So, the idea was to put something together that was a lot more inspiring for people who love to cook...and get the best pieces of cooking equipment from around the world.”

In September 2013, Borough Kitchen’s first location opened in Borough Market, London’s oldest food market, with a history going back 1,000 years. Kowbel didn’t know how many people to hire at first, so he took on just one employee, then got family and friends to help out on Saturdays.

“He gave us a little about each product line. I was the pots guy, someone else did knives,” recalls Caldana. “We learned just enough to tell a bit of a story and talk to customers. And I loved it.”

Caldana came on board as a partner in the summer of 2014, and the team embarked on an expansion plan. That year, Borough Kitchen launched an online store, and in May 2015, a second shop opened in Hampstead, North London. It included a demonstration kitchen, and soon customers suggested adding a cooking school. Four months after the shop opened, Caldana and Kowbel found an instructor and began offering classes. In April 2016, a third location opened in Chiswick, West London.

In the cooking school, classes cover everything from the fundamentals of cooking and knife skills to making French macarons and fresh pasta from scratch. “The school is a really lovely way to get customers engaged and excited about the food, and a great way to market the business,” says Caldana. “It was great for [Justin and me] too, personally, because we learned how to cook better.”

The timing couldn’t be finer for a store devoted to cooking and kitchenware. Over the last 15 years or so, the food scene in London (a city not known for its cuisine) has burgeoned. With the emergence of gastropubs and Michelin-star restaurants, there’s a lot more interest in incredible food, says Caldana.

On top of that, an increasing number of people care about the provenance of their food and will go to a market or a butcher rather than just shop at the supermarket. “And that’s giving people the impetus to learn how to cook and try to cook more, take cooking classes and buy better equipment for their kitchen,” says Caldana. TV shows such as the hit BBC series *The Great British*

Bake Off, have also led Brits to rediscover the culinary possibilities of their kitchens.

While interest in cooking continues to grow, Caldana isn't sure how far he and Kowbel will take the business. "The world is a different place these days and we're trying to figure out if there's room for a fourth [location] given current circumstances with Brexit and the economy," he says. "So it's a bit tricky."

Whatever may be on the horizon, one thing is clear: Caldana wouldn't change a thing about his career path. He enjoys the "do-it-all" aspect of being an entrepreneur, working on everything from e-commerce and HR, to the financials and marketing of Borough Kitchen.

"You can keep on doing the same job and do it well for years and years. But this gives me the ability to do something completely different and use a different part of my brain," says Caldana. "I am not a natural-born entrepreneur. But I can't imagine going back and working for a bank or another company that wasn't mine." ■



BOROUGH KITCHEN



Homecoming 2018

The hottest gear at Homecoming!

What a weekend!



Homecoming 2018 came and went this past fall, but the memories are still fresh. More than 460 alumni came back to Goodes Hall for the Smith Alumni Brunch. Twenty-two classes returned and 14 held reunion campaigns. They raised an amazing \$3,136,391. Funds are directed to student scholarships, awards, bursaries and faculty fellowships to support research. Reunion campaigns also provide critical support to health and wellness initiatives (including mental health) for Commerce students.



Above: Commerce '88s raised more than \$664,000 for the Commerce 1988 Honorary Award. They did so in the memory of classmates who passed away.

A future Smith grad and her dad: Barry Hall, BCom'08, brought daughter Brianna to Homecoming.



Dean David Saunders (centre) with BCom'88 reunion-giving leaders Nicola von Schroeter and Joe Quarin.

Homecoming 2019

OCT 18-20

Celebrate your graduation anniversary (years ending in "4" and "9")

Join fellow Smith alumni for the annual Homecoming Brunch at Goodes Hall, Oct. 19.





Lifelong friends (left to right): John Thompson, MBA'83, and his wife, Ellen, BCom'83, with Karsten and Sheila Witt (both MBA'83). Karsten and Sheila travelled from their home in Hamburg, Germany.



Sam de la Sotta, MBA'78, and his wife, Beatriz, came all the way from Chile.

PHOTOS: GREG BLACK PHOTOGRAPHY



Above: Commerce '78s celebrated their 40th anniversary reunion in style, raising \$1.74 million – the highest amount in school history – and established the Commerce 1978 Admission Bursary. They were also the top class in participation.



Alumni News

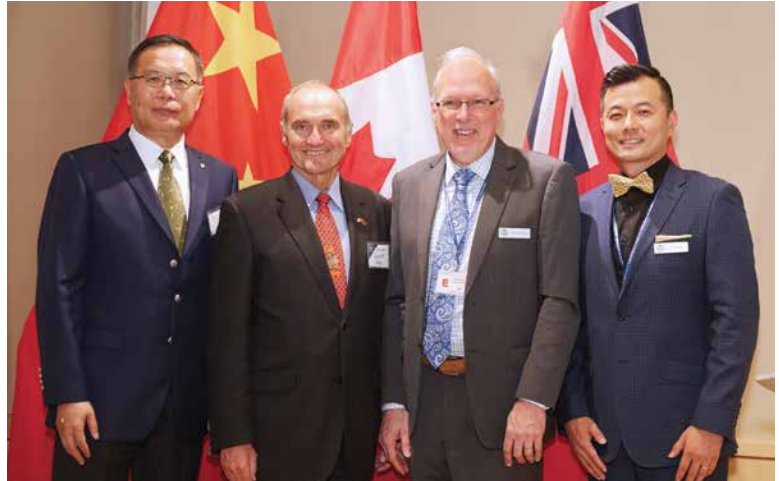


In October, an all-star Queen's Venture Network Toronto panel discussed ways to create a more entrepreneurial, innovative culture in business. Panelists were (from left): Kathleen Gnocato, Artsci'12, Manager of Product Design at Mars Discovery District; Marcus Daniels, AMBA'05, CEO and founding partner of Highline BETA; Alec Morley, Artsci'87, MA'91, SVP of Digital Channels at TD Bank Group; James Chisholm, BCom'94, co-founder of ExperiencePoint.



Smith Business Club Calgary and Queen's Venture Network Calgary jointly held a summer social Aug. 22, with alumni, Commerce and MBA students in attendance.

Our newest business club, Smith Business Club China, held its first social event Oct. 25 in Beijing. From left: Yijun Song, Counsellor and head of the Ontario office in the Canadian Embassy in Beijing; Senator Joseph A. Day, Co-chair of the Canada-China Legislative Association; Dean David Saunders; and Wei Wang, Associate Professor and Director of the Master of Finance-Beijing program.



More than 400 MBA alumni and students, representing over 33 grad years, joined faculty and staff at the fourth annual MBA Connect last June. The event was held at Steam Whistle Brewing in Toronto.



Chuck Rifci, EMBA'05, CEO of Auxly Cannabis (left), with Doug Lai, BCom'15, VP of Smith Business Club Ottawa, at a club event in December. Chuck and other Queen's alumni discussed the impact and opportunities of cannabis legalization. The event was held at Beyond the Pale Brewing Company in Ottawa.





Bernard Perron, EMBA'10, (left) spoke at a Smith Business Club Calgary event in October. Bernard is Senior VP of Projects and Operations Services at Inter-Pipeline Ltd. He's pictured here with: Tamara McGillivray, AMBA'06, Calgary club President Tom Weber, EMBA'95, and club Vice-President Connor O'Shea, EMBA'17.



At Smith Business Club Vancouver in November (from left): Dennis Kondratev, MBA'08 and Bill Tucker, MBA'00. Bill, CEO of Omicron Canada, was the featured speaker at the event. Dennis was recognized for his four years of volunteer service as club president. He stepped down in December.



Smith Women in Analytics hosted alumnae from the Master of Management Analytics program in Toronto Dec. 4. Thanks to the Women in Analytics executive committee: Jane Ho, MMA'14, Ally Sanders, MMA'16, Anna Tarnowski, MMA'17, and Janelle Smith, MMA Program Manager. ■

Alumni Notes

1940s

1943

Gabriella “Gay” Risk, BCom, died July 13, 2018 in Toronto. After graduating Commerce, Gay embarked on a career that took her to Ottawa, New York and, eventually, Montreal, where she met her husband, Bud (Allan) Risk. Friends would always find Gay up for a game of bridge, a round of golf or some curling. She is survived by her daughter, **Stephani Kingsmill, BCom’88**, and grandchildren.

1948

John Purkis, BCom, along with his wife, Shirley, Artsci’41, received the 2018 Award for Outstanding Philanthropist from the Association of Fundraising Professionals, South Eastern Ontario Chapter, on Nov. 14, 2018. The Purkises are longstanding volunteers at Queen’s University and in Kingston. Over the past 12 years John led his class of ’48 to fundraise in support of students at Queen’s. Under his leadership, the class reached a record-breaking \$1.35 million in support of the Commerce ’48 Admission Award. The class endowment fund is ranked No. 3 in the university and No. 1 at Smith.



John Purkis, BCom’48, and his wife, Shirley, Artsci’41, at Homecoming this past October, along with Allen Chen, Comm’22, recipient of the Commerce 1948 Admission Award.

1950s

1951

Norman Gleiberman, BCom, died July 13, 2018. At Queen’s, Norman played on the men’s intermediate hockey team. He met his wife, Barbara, at a mixer and they married in 1952. The couple moved to Regina, where Norman spent the next 50 years in the city’s retail and property management sectors. Norman was active in his community, volunteering with religious and cultural organizations. He is survived by Barbara and three children.

1953

George MacPherson, BCom, died on Oct. 26, 2017 at age 87 in Nanaimo, B.C. After graduating from Commerce, George went on to get his MBA at Indiana University. He enjoyed a diverse career in business before starting a 20-year teaching career, first at the University of Manitoba and then at Malaspina College. In 2009, he was inducted into the Sports Wall of Fame for Vancouver Island University. He had been instrumental in building VIU’s athletics program. He also coached the VIU hockey team for 10 years. George leaves behind his wife, Judy, daughter Cathy and sons Trevor, Tom and Brodie.

1954

Ronwyn “Ronnie” Ingraham, BCom, died on April 29, 2018 at age 84 in Reading, Mass. She was one of only three women in her class to graduate with a Commerce degree in 1954. She spent three decades working for CARE, the international humanitarian agency, including as regional director of CARE’s Washington field office. Upon retiring at 64, she joined United Airlines in 1997 as a flight attendant, satisfying both her love of travel and meeting new people. She is survived by her children: Diana B. Ingraham, Artsci’81; Jeffrey Ingraham, Artsci’86; Trevor Ingraham and Eleanor Axelrod.

1960s

1961

Graham McCallum, BCom, hiked the Kungsleden Trail above the Arctic Circle in Sweden in July, hut to hut from Abisko to Nikkaluokta. At age 91, Graham says he is the oldest hiker to complete this trek since records have been kept of hikers on the trail. Graham is pictured below with his son, Ian, and grandson Tim.



1963

John H.L. Hamilton, BCom, MBA’65, died Aug. 18, 2018 at age 79. He was a chartered accountant with Thorne, Riddell & Company. He also spent 25 years with Algonquin College, first as a professor and later as dean of the business school. At retirement, he was president of Acerra Learning Inc., then a division of Algonquin, where he had remained VP of finance and administration. Throughout his career, he maintained a variety of business, public and charitable interests. John is survived by his wife, Jane, and children John and **Jen Hamilton, BCom’98**.

John B. Jamieson, BCom, died Aug. 4, 2018. He grew up in Moose Jaw, Sask. Friends and family remember him for his kindness and dry sense of humour. Never one to draw much attention to himself, John’s favourite Christmas gift was a donation to help people or animals. John leaves behind his wife, Anita, and children Tod, John and Eve.

1966

Charles Casson, MBA, Sc’56, died Sept. 5, 2018. A graduate of Royal Military College, Charles completed one career as an Air Force officer before beginning a second teaching at Mohawk College. He was a strong supporter of the Air Cadet program. Charles leaves behind his wife, Diane, and children Stephanie, Sc’91, Daphne and Gretchen.

1967

James Davie, MBA, died on Aug. 28, 2018 at age 75 in Mulmur, Ont. He began working at Toronto-Dominion Bank in 1967, leaving in 1973 to join Dominion Securities. With his outgoing personality, quick wit and "nose for a deal", Jim rose quickly to become a senior underwriter and one of Canada's leading investment bankers. He was appointed vice-president of Dominion Securities in 1978 and made a director in 1980. He retired in 2002. He is survived by his wife, Mary, and son James, Artsci’96.

1970s

1972

George William Watson, MBA, Sc’70, died on Nov. 30, 2018 at age 71 in Calgary. George’s career started at CIBC. He later worked at Dome Petroleum, Amoco Canada, Intensity Resources and TransCanada Pipelines. He went on to found a company with his oldest son, Eric. The company was merged into what is now Critical Control Energy Services Corp. George served as CEO until 2007 and chairman until 2018. He is survived by his wife, Sheila, Artsci’72, and children Eric, Tara and Scott.

1973



Jim Leech, MBA, was recognized for his philanthropy, receiving the Outstanding Volunteer Award from the Greater Toronto chapter

of the Association of Fundraising Professionals on Nov. 21, 2018. Since retiring as CEO of the Ontario Teachers' Pension Plan five years ago, Jim has focused on helping others. He became the 14th chancellor of Queen's (a volunteer position) in July 2014. He is board chair for the Toronto General & Western Hospital Foundation and successfully led its \$1-billion fundraising campaign. He was also part of an expedition that hiked to the magnetic North Pole in 2014, raising more than \$2 million for the True Patriot Love Foundation in support of wounded Canadian veterans.

1975

Douglas MacLean, BCom, died on May 2, 2018 at age 64 in Calgary. After graduation, Douglas spent 12 years with TD Bank in southern Ontario. In his mid-30s he earned his doctorate in adult education from the University of Toronto. He later moved to Calgary, where he launched a business called Practical Wellbeing. He was a teacher of yoga and mindfulness. He is survived by his wife, Kasia, and children Philip and Gabi.

Judy (Stoute) Moore, MBA, Artsci'71, died Dec. 6, 2018. Judy loved golf, curling, good food and wine, travel, laughter



and, most of all, friendships. She was a chartered accountant for more than 40 years and volunteered for a number of charities. She is survived by her husband, **Robert Moore, MBA'75**, and children Ainsley, Devon and Blair, Artsci'10.

1977


Neil Longhurst, MBA, Artsci'70, and **Ginnie Welsman, MBA'77**, married on Nov. 8, 2018 in Carlsbad, Calif., where they will live year-round. Neil says he spent the last five years splitting his time between Toronto and California.



1978

Louis O'Brien, MBA, writes, "I was recently delighted to be offered the role of member of the audit committee of the Vérificateur général du Québec (Auditor General for Quebec) for a three-year term. It involves providing the AG with strategic advice and with recommendations on the operation of the organization, the risk-management framework, control and governance."

Dietmar A. Wehr, BCom, tells us that he published his 20th novel, *Empire Ascendant*, in December 2018.

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1980s

1981



Tim Wardrop, MBA, PHE'79, has started a new role as a practice management consultant with BMO Nesbitt Burns.

1983

Robert G. McFarlane, BCom, wrote to say that he "had a nice time at Homecoming this fall visiting daughter Kristen, who is following in Dad's footsteps as a Commerce frosh at Smith." Robert's son, Matthew, is also in the Commerce program (third year), and enjoyed fall term as an international exchange student at Bocconi University in Milan, Italy.

Send an Alumni Note Update



Tell your classmates what's new with you



Updates will be published online and in print



Include a recent photo!

It's easy!

Go to
smithqueens.com/magazine
or

Mail your submission to:
Smith School of Business
Goodes Hall, Marketing
Queen's University
Kingston, ON, Canada K7L 3N6

1984

Alan Dennis, MBA, let us know that he has been elected president of the Association for Information Systems. Alan is a professor at the Kelley School of Business at Indiana University.

1985



John Stackhouse, BCom, was appointed to the Queen's University Board of Trustees in June 2018. John is senior vice-president in the office of the

CEO at RBC. He is a former editor-in-chief of the *Globe and Mail* and author of three books: *Out of Poverty*; *Timbit Nation*; and *Mass Disruption: Thirty Years on the Front Lines of a Media Revolution*.

1986

Grant Lawrence, BCom, is opening the next chapter of the Valhalla Angels in Vancouver, making it the fourth chapter of the angel investment group in Canada. He invites those interested in learning more to contact him at grant.lawrence@vaangels.com.

1987



Lisa Rice Madan, BCom, MPA'89, was appointed Canada's ambassador to Portugal in September 2018. Lisa joined External Affairs and International

Trade Canada in 1992 and has since held numerous positions in international business development, trade policy and investment promotion for the government.

1988

Christopher A.R. Lythgo, MBA, is still running his consulting firm, Seajay Consulting Ltd., and is active on a number of



boards, including the national board of Commissionaires Canada. Christopher is chairman of the board of Commissionaires BC. He's also on the boards of SkyTrain and West Coast Express. Both are subsidiaries of TransLink, the regional transportation agency for British Columbia's Lower Mainland.

Brian Pearson, BCom, died on June 23, 2018 at age 52 in Toronto. Brian spent most of his career as an investment advisor at RBC and ScotiaMcLeod, until he left to follow his passion and founded a hops farm and Quayle's Brewery in the hills of Oro-Medonte, Ont. He enjoyed spending time at the York Club, where he was a past board member. He also volunteered with the Mooredale and North Rosedale Ratepayers Association in Toronto. He leaves behind his wife, Catherine, and children Jessica, David and Samantha.

1989

Brenda Trenowden, BCom, in September 2018 was ranked No. 1 on the list of Top 100 Female Champions in Business, which is compiled annually



by the *Financial Times* and HERoes. Brenda is head of financial institutions, Europe at ANZ, serving also on the company's U.K. management board. She's the global chair of the 30% Club, which campaigns to have women make up at least 30 per cent of boards and of executive management teams.

1990s

1991



Paul Pellizzari, BCom, Artsci'92, joined Hard Rock International in July 2018 as vice-president of global social responsibility. Before this,

Paul led social responsibility for the Ontario Lottery and Gaming Corporation, integrating responsible gaming into OLG's strategy, and earning global recognition. OLG was twice named "Best Overall Responsible Gaming Program in the World" by the World Lottery Association. Hard Rock is based in Hollywood, Fla., and operates cafés, hotels and casinos in 74 countries. Paul has also taught corporate social responsibility to students in the Commerce program at Smith.

1993

Domenico Amatucci, MBA, has completed an Ontario College Advanced Diploma (OCAD) in Applied Music (jazz piano) from Mohawk College.



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1994

Peng-Sang Cau, BCom, was named Woman Exporter of the Year for 2018 by the Organization of Women in International Trade. Peng is president and CEO of Transformix Engineering in Kingston. The company works in the advanced manufacturing sector and is the inventor of CNCAssembly. In her acceptance speech at the award gala in Toronto, Peng urged other women to “be fearless. Do not allow artificial barriers to stop you from achieving your dreams.”

1995

Charles T. Kidd, EMBA, writes, “After two and a half years working in Tokyo as the resident director for Sika Japan, I have now moved to Singapore, still working for Sika, but now as a regional Asia-Pacific key account manager.”

1996

Jennifer Tomlinson, MBA, became chair of the board of directors of Cross Country Ski de fond Canada in June 2018. She is the first woman to chair the organization that governs cross-country skiing. Jennifer lives in Ottawa, where she is an associate partner with Avenai. She’s a longtime skier and has been a cross-country ski coach and official.

1998



Jeremy Estabrooks, BCom, and his wife, Amanda, welcomed their second daughter, Elizabeth Rose, in May 2018 in New York City. Jeremy says, “Rosie is already much adored by her big sister, Amelia.”

Christine Miyagishima, BCom, moved back to Canada after 20 years in London, England and the U.S. Christine worked in finance in London, most recently with Goldman Sachs. The job of her husband, Luke Weaver, at the Canada Pension Plan Investment Board, brought the family back to Canada. Christine and Luke have a growing family with the recent birth of Devon as a little sister to Alexa. Christine says she is “enjoying discovering my new home city, Toronto, and spending time with the new baby.” She’s keeping an eye out for a new career opportunity and is eager to reconnect with classmates after her long time out of the country.



1999

Alan Crossley, EMBA, has returned to investment banking, establishing A. Crossley & Associates. It advises on mergers, acquisitions, divestitures and raising capital for private companies, particularly those in light manufacturing, logistics and business services.

Jason D. Lewis, EMBA, senior vice-president of business development for Rapid Dose Therapeutics, tells us that the Burlington, Ont.-based company has gone public on the Canadian Securities Exchange. RDT’s technology, QuickStrip, is an oral, fast-dissolving drug delivery system for the cannabis, nutraceutical and pharmaceutical markets. “Every time you enjoy a QuickStrip, thank Queen’s EMBA for providing the education that made this all possible,” he writes.

Smith alumnae among Canada's most powerful women

Three Smith graduates made the 2018 list of Canada's 100 Most Powerful Women. The list is compiled by the Women's Executive Network, an organization that develops and promotes professional women in Canada. The alumnae on the list are:

Valerie Mann, BCom'86. Valerie is a partner at the law firm Lawson Lundell LLP and co-chair of the company's mergers and acquisitions group. This is her fourth time on the most powerful list, which thus results in her being inducted into the Women's Executive Network Hall of Fame.

Patricia McLeod, EMBA'11. Patricia is chair of the board of directors of Calgary Co-op, one of North America's largest retail co-operatives, with more than 440,000 members. Patricia is a lawyer with extensive legal and governance experience in many areas, including corporate/commercial, compliance and securities law.

Alexandra Nuth, AMBA'17. Alexandra is a managing director at ATB Financial, the largest Alberta-based financial institution, with assets of more than \$51.9 billion. Alexandra leads a group responsible for starting up a new digital bank offering, called Brightside by ATB. She is also responsible for a multimillion-dollar capital expenditure budget.

2000s

2000

Marie Delorme, EMBA, joined the Queen's University Board of Trustees in June 2018. Marie is CEO of the Imagination Group of Companies. She is also a member of the Order of Canada.



Dave Rodgeron, EMBA, is now the industry solution executive for Microsoft Canada, leading its retail practice. He is also a director for startup iSign Media and sits on the board of advisors for Ryerson University's School of Retail.



2004

Mika (Reeve) Bathurst, BCom, and her husband, Jonathan, welcomed their first child, daughter Norah, on March 10, 2018 in Ottawa.



2006

Meghan Jones Kirkland, BCom, died on July 2, 2018 at age 34. Meghan excelled in her business career, first at ACNielsen and then with Unilever. She travelled the world extensively and loved to entertain her family and friends. She is survived by her husband, Andrew, and their 20-month old daughter, Evan.

2007

Harout Semerjian, EMBAA, executive VP and chief commercial officer at Ipsen, was named one of the "2018 Emerging Pharma Leaders" by *Pharmaceutical Executive*. The magazine's editors noted that Harout has "overseen a period of unprecedented growth across Ipsen specialty care's three franchises: oncology, neuroscience and rare diseases" since joining the company in February 2017.

2008

Sean Roberts, BCom, recently left private equity to join an early-stage real estate-technology startup in New York City. He is CFO and head of real estate at Perch. The company, he says, is "building an online marketplace to revolutionize and simplify the experience of buying and selling residential real estate."

David Clare, BCom, was named president and CEO of Trisura Group Ltd. in October 2018. He joined the company in 2017 as senior vice-president and chief investment officer. Trisura, based in Toronto, is an international specialty insurance holding company.



2009

Ian Macdonald, BCom, the president of Old Tomorrow Ltd., announced in May 2018 that his Toronto-based craft brewery had purchased Double Trouble Brewing, an Ontario maker of craft beer sold under brands such as Hops & Robbers IPA. Ian also launched a new company, United Craft, that will manage both Old Tomorrow's and Double Trouble's brand portfolios. Ian tells us that he has also launched a cider, called Eden Grove cider. Ian founded Old Tomorrow in 2014 with his mother, Pat Macdonald (pictured above with Ian).

2010s

2010



Sean Hinton, EMBA, is the co-founder and CEO of SkyHive, a skills-based job-matching platform that uses machine learning and artificial

intelligence to connect people with jobs. In June 2018, after two years of research and development, SkyHive released its application to consumers.

Nik Nanos, EMBA, Artsci'88, writes that his book, *The Age of Voter Rage*, has been published in the United Kingdom. The book examines the voter anger that led to, among other things, the election of Donald Trump as U.S. president and Emmanuel Macron as France's president, and the pro-Brexit vote in the U.K. Nik tells us that he also started a two-year term as chair of the board of Carleton University.



2012

Drew Cormier, MBA, Sc'11, is the senior strategist and global lead for image search within Google's trust and safety division. He works with analysts, engineers and product policy teams to protect users and improve user experience. Drew notes that he also just celebrated his six-year "Google-versary".

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2013

Robert Mashohn, EMBA, has started a new position as vice-president of finance and administration with Rock Construction and Mining Inc., a civil construction contractor with operations across Canada.



2014



Jessica Lui, BCom, was named to *Corporate Knights'* Top 30 Under 30 in Sustainability. Jessica is a management consultant

at Deloitte and founder of Global Professionals Practicum, a youth-led social enterprise dedicated to developing young adults pursuing STEM careers in underserved communities. Additionally, Jessica is a member of Venture for Canada's advisory board and a member of the UN International Youth Council and UN Women.

Update Your Contact Info

Contact us at
smithalumni@queensu.ca
 with any updates to your
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2015

Ryan Aimers, BCom, came back to Homecoming 2018 – and did so for a good cause. Ryan and his former Queen’s housemates organized a 24-hour Homecoming run from Toronto to the house they lived in as students, at 254 Alfred St. in Kingston. On Oct. 18, each participant (10 in total) took turns running relay-style five kilometres at a time, and the crew ran all night, trailed by an RV, to arrive in time for Homecoming the next day (final time: 21 hours 45 minutes). The run was a fundraiser for Mind Over Miles, a Toronto run club that raises awareness of mental health and funds for the Murphy Centre for Mental Health at Sunnybrook Hospital in Toronto. Ryan (top row, second from left) reports that the run raised more than \$12,700. “Our goal is to do it again next year and get other alumni houses to challenge us to see who can raise the most.” runninghome254.com



John Kump, EMBA, was named chief financial officer at the Ledcor Group of Companies in July 2018. He has been with the company for the past 17 years, most recently as chief administration officer. Based in Vancouver, Ledcor is one of Canada’s largest construction companies.

Connie Lo, BCom, GDA’15, is the co-founder of Niu Body, a natural and certified cruelty-free skincare company. The company launched in 2017. Connie says Niu Body is now carried in more than 300 retail locations across North America and has been featured in such publications as *Elle* and on CBC. niubody.com



Claudio Soares, EMBA, has taken the position of executive lead, research and innovation with Providence Care in Kingston. He continues his roles as head of the Department of Psychiatry at Providence Care and Queen’s University, and executive lead for the Canadian Biomarker Integration Network in Depression (CAN-BIND).

2016

Erica Hamel, MBA, Ed’09, and **Joshua Hamilton, MBA’16**, welcomed baby Felix in June. Erica says Felix was the second of three babies born to MBA’16 classmates within a month of one another in 2018. **Margaret Hong, MBA’16**, welcomed Jackson in June, and **Jenna Archer, MBA’16**, welcomed Noah in July. “Three future MBA grads!”

Raymond Enone Ngabe Ejang, MMIE, recently welcomed a new member to his family: daughter Zoey. Raymond lives in Montreal with his wife, Margaret. They also have a son, Evan.



Kerri J. McTaggart, AMBA, writes, “After five years as executive director of a national organization, I left to join a tech-based startup in Edmonton.” NexOptic Technologies Corp. is a lens and consumer product design company that Kerri says aims to “enhance the way we view the world around us.” The company is publicly traded and has additional offices in Calgary and Vancouver.



From left: Jenna Archer, Margaret Hong and Erica Hamel, with their babies.

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Cansu Tokmakci, BCom, has launched her own line of jewelry, Morya Jewelry, as an ode to the cities to which she has travelled and the

people she has met. "I currently have six collections," she says, "Budapest, Istanbul, Montreal, Rome, Paris and Seville." Cansu says she designs her pieces with the architecture and culture of those cities in mind. "Each piece is named after a friend from that location as a way to shorten distances between us," she says. "I always appreciated how special jewelry is and how it allows us to celebrate happy moments and create a story." moryajewelry.com.

2017



Vir C. Advani, MBA, tells us that he and his wife, Chloe, were blessed with a baby boy Sept. 21, 2018. "Aden K. Advani came into this

world weighing a whopping 9 lbs., 6oz. Both Aden and Mommy are doing well. Dad, on the other hand, hasn't slept in a month!" he says.

Hong Hoang, EMBAA, and **Steve Berhorst, EMBAA'17**, launched HaloSentient, Inc., a technology and security consulting firm in Silicon Valley.



Shoaib Mushtaq, EMBA, says that he and his wife "are proud parents of a beautiful baby girl. Aisha was born on June 30, 2018, and has already become a bundle of joy for her parents and two siblings."

Mark Steenhof, MBA, is director of structural engineering at Steenhof Building Services Group in Orillia, Ont. The firm provides residential and commercial engineering services, specializing in modular building engineering.

2018



Max White, BCom, writes that he's now working full time in music. He plays in the underground Montreal rock bands Light Bulb Alley and the

Count Ferrara. He also co-founded the psychedelic blues punk duo, the White Brothers Band, with his brother Jackson. They made their debut at the Horseshoe Tavern in Toronto in July 2018. Max says he's working on a number of new projects including the White Brothers Band's debut album, and Light Bulb Alley's third LP. In addition to these records, he contributed sounds for the soon-to-be released Netflix series *V-Wars*. ■

Commerce grads are in the Top 40

Each year the Top 40 Under 40 recognizes outstanding young Canadian business leaders. Four Smith Commerce alumni made the 2018 list:

Neil Pasricha, BCom'02. Neil is the bestselling author of *The Happiness Equation* and *The Book of Awesome* series, and a leadership keynote speaker. His TED Talk is ranked one of the 10 most inspiring of all time. Neil's pro-bono work focuses on youth mental health, youth literacy and community wellness.

Allison Wolfe, BCom'01. Allison is the chief financial officer and executive vice-president of finance and strategy at Oxford Properties Group. She's a member of Oxford's executive management team, investment committee and risk committee. Over her 18-year career, Allison has worked on global investment and financing transactions worth more than \$30 billion.

Jamie Shea and Patrick Meyer (both BCom'11). Jamie and Patrick are co-founders of Chefs Plate, one of the top meal-kit delivery companies in Canada. Chefs Plate started in Toronto in 2014 and now delivers nearly half a million meals across the country each month. In October 2018, the company was acquired by the German meal-kit maker HelloFresh.



Ω OMEGA

Making a splash

CANADIAN PARALYMPIC COMMITTEE

Benoît Huot at the 2012 London Paralympics.

Benoît Huot, EMBA'20, found success in the pool over a 20-year swim career. Now he's studying at Smith through the school's partnership with the Canadian Olympic Committee, which is providing 1,200 scholarships to Game Plan athletes. Here, Huot talks about his career, the Paralympics and going back to school.

I grew up in Saint-Hubert on the south shore of Montreal. I loved sports. I was very competitive. I still am competitive. Like most kids, I wanted to play hockey, but I was born with a club foot and had a harder time on skates. When I was eight I tried swimming. I joined the local club and started to swim competitively. By the time I was around 11 or 12, I was in provincials, competing against kids without a disability. I was working hard and getting better and better.

It never went through my mind that the Paralympics were a possibility for me. No one talked about the Paralympics. In 1997, when I was 13, I was at home watching TV and saw Philippe Gagnon, an athlete from Chicoutimi, Quebec, win seven medals at the Canada Games for athletes with a disability. At the end of the competition, the journalist on TV

asked Philippe to explain his disability. Philippe answered that he had been born with a club foot. I said to my mom, "Maybe I could do that." A year later, I made the national team.

I competed in five Paralympic Games, from Sydney in 2000 to Rio in 2016, winning 20 medals. Nine of them were gold. Sydney was magic because it was my first Games. I was realizing my dream; I had the Maple Leaf on my chest. At the opening ceremonies there were 100,000 spectators, and when we marched in, and they announced "Canada", we could hear the screams and applause. The London Games in 2012 were also special. I was able to get to the top of the podium after I had struggled in Beijing in 2008. Probably the best four years of my career were 2009 to 2012. I was able to refocus, get back to the basics of where I started, with that passion that I had when I was growing up in the sport. The outcomes didn't matter; it was all about the process, and we were able to accomplish a lot.

There's much more recognition for the Paralympics today. It's like night and day from when I started in 1998, in terms of visibility and the attention of

sponsors. But there's still a lot of work to be done.

The ultimate dream would be to see a Paralympic gold medal be worth the same as Olympic gold. I don't mean the same worth as in value, but in the emotion everyone attaches to a gold medal. It would be better if the Paralympics were held directly before the Olympics rather than after them. Think about it like a concert. If you buy tickets to see Paul McCartney or Elton John, they put the local opening act on first, not after. And when you go to the concert, you get to see a band you didn't know, and you might like them. Right now, you see Michael Phelps win gold at the Olympics. And for a lot of people, that's it, we're done.

I'm transitioning from being an athlete, which is why I decided to do my MBA. I've done some consulting and speaking, and I'm a brand ambassador through social media. I'd love to continue working in sports and continue to help the Paralympics grow. I've really enjoyed my classes so far. They're challenging, and I like the accounting and numbers side of business. The MBA will be a great asset for the next step of my career. ■



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MY SMITH EXPERIENCE

TIANJIAO XU, MFIN'18

It's a long way from Beijing to Kingston. But that span isn't nearly so great anymore for Tianjiao Xu. He's one of 42 graduates in the inaugural executive-level section of the Master of Finance–Beijing program. Designed for senior Chinese executives, it's taught in Chinese by faculty from Smith and partner school Renmin University of China.

Tianjiao grew up in China's eastern Anhui province. He's spent the last three years as a strategic researcher at China Insurance Information Technology Management in Beijing.

Why did he pursue a Master of Finance degree? "To help open more doors in my career," he says. And why the Smith program? "I was drawn to its international perspective."

In November, Tianjiao and 11 of his fellow executive-level graduates flew to Goodes Hall for convocation. The best part of the MFin program was the faculty, he says, citing Smith Associate Professor Wei Wang as a favourite. "The classes weren't just theory. They were relevant to my job."

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