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The Power of Taking Chances



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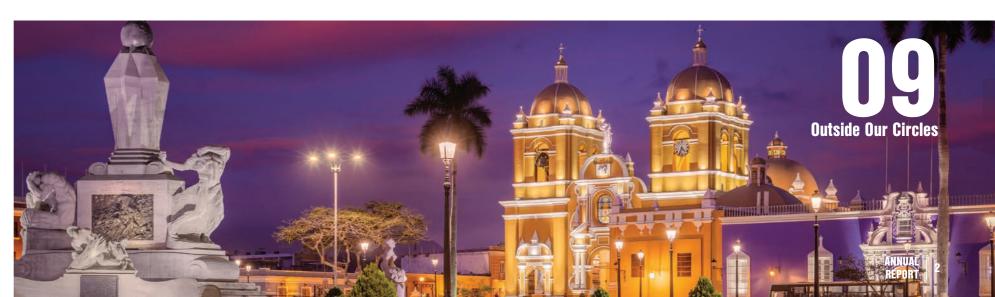
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35 Overcoming the Odds





BYU RANKED 17TH IN THE NATION FOR INTERNATIONAL BUSINESS

in the country by *U.S. News & World*

equips students with the skills needed

the foundation for future leaders in international business. This latest

FACULTY DEVELOPMENT IN INTERNATIONAL BUSINESS: FROM BLACKOUTS TO BREAKTHROUGHS

any faculty at the BYU Marriott School of Business travel with and teach students on semester-long trips to other parts of the world. But on their separate visits to the African continent, Tom Meservy and Kristin DeTienne didn't teach courses or sightsee with students. Through the Faculty Development in International Business program, these professors researched the business practices of other countries and returned with new insights to bring to their classrooms and their research.

The two BYU Marriott professors' trip s were sponsored by the Whitmore Global Business Center (GBC), with assistance from the US Department of Education (DoE), through the GBC's designation as a Center for International Business Education and Research (CIBER). The CIBER program assists faculty members who want to learn more about international business and bring global knowledge into the classroom.

Meservy, department chair and professor of information systems at BYU Marriott, visited Eswatini (formerly known as Swaziland) and South Africa. He learned about how those countries adapted their business practices to cope with an unstable power

grid, and he took note of how technology influences daily life. "Learning about business owners' experiences reshaped how I view the impact of technology and the need for technology," Meservy says.

Both commerce and education are impacted by technology in these countries, Meservy discovered. "The unemployment numbers in South Africa are astounding," he explains, "but technology is enabling remote work and access to international opportunities that previously weren't available." Education is one of those opportunities. "Technology, through the use of tablets, is providing access to education to very poor segments of the population," he says.

While technology creates opportunity and extends access to education in South Africa, it also hinges on sufficient electricity, Meservy notes. "Accessing electricity is critical for technological infrastructure in a country. Dependable electricity is required for economic stability," he says. Power-related blackouts commonly sweep across the country because of degrading infrastructure, negatively affecting businesses' access to power.

Meservy observed how businesses adapt and respond to this scarcity.

Many businesses have separate power generators to keep their business operating during the frequent power outages. "They have to be prepared to handle an inconsistent power supply," he says.

At the conclusion of his trip, Meservy recognized the positive attitudes of people in South Africa. "Their economic challenges don't determine their happiness, but their attitudes do. And it's cool to see their happiness."

DeTienne, professor of organizational behavior and human resources, set out on her trip a few weeks before Meservy in the summer of 2023. She also traveled through South Africa and observed how power blackouts affect local merchants.

One afternoon she visited a business owner selling skirts and observed that only one skirt was for sale at the booth. "The skirt had a rip in the fabric, so I asked her if she had more available," DeTienne says. "She told me that she struggled to find a time to use her sewing machine when they had power." DeTienne purchased the skirt and walked away with a greater understanding of the challenges of earning money in South Africa.

Like Meservy, DeTienne also saw how

businesses can adapt and thrive amid scarcity. DeTienne toured FlyZipline, a drone delivery company based out of San Francisco that established their first operations hub in Rwanda. The company delivers medicine, food, and other products to homes, businesses, and hospitals in the surrounding areas. "They have high-tech drones fly to and from an operations center," she says. "That company helps thousands of people in the area who otherwise wouldn't have access to essential supplies."

In addition to her research on business practices, DeTienne also learned more about how South Africans fought for social change amidst Apartheid. Back at BYU Marriott, she applies these insights to her classroom lectures on organizational behavior. "I teach my students about some of the issues I saw regarding how to negotiate to change a system and fight for fairness," she says.

Meservy was similarly inspired by the people he met in South Africa. "They

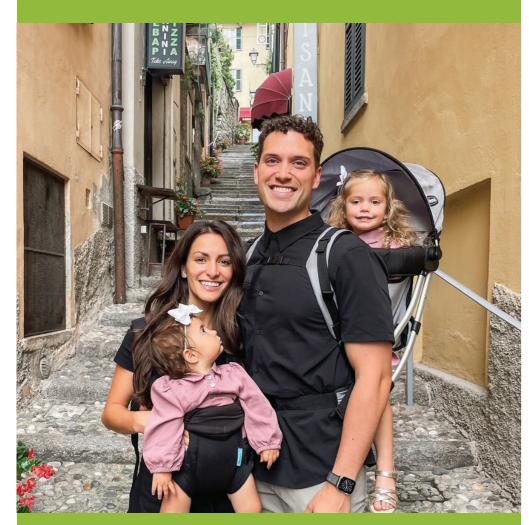
move forward with faith despite their challenging circumstances," Meservy says. "Their strength shapes my discussions on overcoming complex things in society. They helped me see life through a different lens, which gives me the tools to help students better understand the world around





THE MASK FAMILY'S LIFE-CHANGING **EXPERIENCE ABROAD**

or Tanner and Lauren Mask, studying abroad wasn't just about academics-it was a family adventure that transformed their lives. When



Lauren and Tanner were amazed when their three-yearold confidently ordered her own strawberry gelato in Italian. "Living abroad as a young family was so fun. It helped our kids see what life was like in other places," said Tanner.

"I remember my daughter saying, 'Daddy, why do we take the metro here and we don't back in Utah?' Tanner says living abroad prompted "really fun conversations about how different people live around the world."

For Lauren, a 2020 BYU grad in Exercise and Wellness, everyday life in Italy felt immersive and authentic. "I felt like a local Italian mom, walking to the bakery and the park," she shared. "Life just felt so much simpler in Italy, and I've tried to bring that back with me."

Tanner, who graduated with his MBA in 2024 with a focus on finance, appreciated the flexibility of his academic experience at Bocconi. "There wasn't any busywork-it was all about learning the material and absorbing the content. They weren't worried about evaluations until the end."

His time abroad also influenced his career aspirations. "Being an exchange student opened my mind to what is possible in an international career." Tanner said. "I work in investments, and having a global perspective is invaluable. My current employer appreciates the different perspective I bring."

Now working at Helm Investment Group in Alpine, Utah, Tanner credits his MBA and his time in Italy with shaping his professional and personal growth. "My experience at Bocconi was transformational. It truly changed my family's lives."

THE GLOBAL JOURNEY OF **ELISE GUBLER**

A TESTIMONY OF CULTURAL IMMERSION AND LEADERSHIP DEVELOPMENT

Stepping outside her comfort zone and embracing new opportunities has been a recurring theme in Elise Gubler's life. Raised in Orem, Utah, just miles away from Brigham Young University, Gubler says the value of journeying outside the familiar landscapes of her hometown and across the globe cannot be overestimated.

Gubler says serving a mission for The Church of Jesus Christ of Latter-Day Saints on the south side of Chicago was a pivotal moment. "I was thrust into an unfamiliar environment, forcing me to grow in ways I never imagined."

Once she returned to BYU, Gubler participated in BYU's Washington Seminar, where she lobbied for the Alzheimer's Association Public Policy Office on Capitol Hill. These formative experiences set the stage for what would become a career deeply rooted in leadership, cultural understanding, and community building. In 2009, Gubler graduated from BYU with an undergraduate degree in Home and Family Living with a minor in Gerontology.

Later, as an MBA student her passion for global experiences reignited when she discovered the opportunity to study abroad as an exchange student in Italy during the Fall of 2023.

"When I learned that this was an option, I jumped at it so fast! The fact that it came at no additional cost to tuition made it a no-brainer. Anytime you can expand your resume with an experience outside of your everyday world, it's beneficial."

Gubler's advice to current students echoes this sentiment: "Now is the time. While you have these opportunities extended to you, take them. BYU already has so many wonderful established opportunities for cultural immersion. Once you're out of school, it gets harder to find these experienc-

Studying at Bocconi University made a profound impression on Gubler. "One of my favorite classes was Change Management, which focused on organ izational behavior. We examined how leaders navigate cultural concerns during mergers and acquisitions, and how they work to reassure resisters. It was incredibly enriching, both personally and academically."

The experience of understanding cultural nuances has been key in shaping Gubler's career trajectory. "When you understand how other people work, you can engage in successful business endeavors. Language differences, for example, can drastically alter the meaning of a message. It's something

you need to be aware of in any international business context."

After completing her MBA from BYU in April 2024, Gubler secured a role in Bank of America's prestigious HR Leadership Development Program in New York City. As Gubler now embarks on her career, she remains grateful for the opportunities she's had to broaden her horizons. "Americans are respected for our innovation and hard work," she says, "but if we want to succeed globally, we have to understand and respect other cultures. The more you immerse yourself in different environments, the more you can contribute to society and be a better disciple of Christ."



OUTSIDE OUR GIRGLES

YU Marriott School of Business senior Dasha Samá Román Villanueva has firsthand experience in the global aspect of the global supply chain management program. Though her experiences span multiple countries and languages, Román focuses on building personal connections one at a time-no matter where she is.

In the summer of 2023, Román traveled across the Atlantic Ocean to Germany and interned at Halloren Chocolate Factory: the oldest of its kind in Germany. Román worked with two other people in the production planning department where she ordered raw materials and ingredients to make candy.

While at Halloren, Román expanded her knowledge of both the practical application of supply chain management and the German languagewhich she is pursuing a minor in. Román's coworkers knew both English and German, but they spoke to Román in German so she could practice. "They were very patient and would

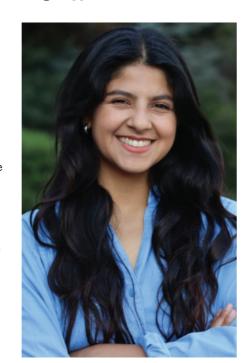
repeat things three or four times until I understood it," Román recalls. "My head would hurt after work from the effort, but it helped me improve my language skills a ton, and I learned a lot of supply chain terminology in German."

Her internship abroad was not the first time Román has faced the challenge of overcoming cultural differences to work and learn in a language that is not her native tongue. Román was born and raised in Mexico and came to BYU Marriott as an international student.

As she began pursuing her degree, Roman says she worked to strike a balance between honoring her culture and succeeding in the business world, which required an adjustment of language and also interpersonal expectations. "For example, in Mexico it is considered rude to talk about yourself and your efforts," she explains. "So speaking about myself in interviews has been uncomfortable."

Román has been working to push past

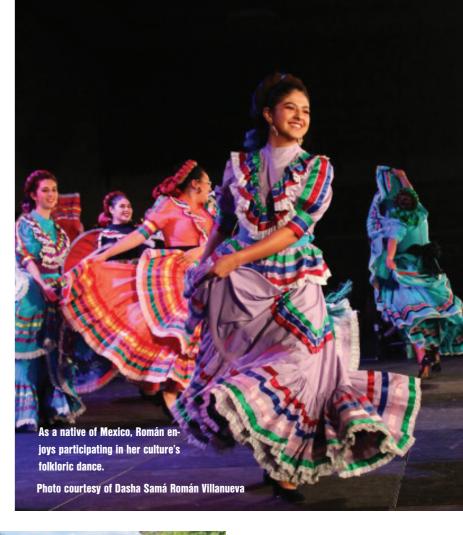
the discomfort she feels when talking about herself and her ideas. "I've realized in order to have an impact, I have to be willing to put myself and my ideas on the line," Román says. "The risk of criticism is worth it. Sharing ideas gets the ball rolling and encourages others to be vulnerable too-that's where really interesting things happen."



Though being vulnerable is difficult for Román, the meaningful connections she builds with others have encouraged her to embrace people and their differences. "Turning outward and purposefully going out of my way to talk to people that are very different from me has helped me feel more connected and included," Román says. "I love talking to a variety of people outside my circle-my views get challenged, and I feel like I improve. I'm more open-minded, accepting, and kind, and ultimately I'm a better person because of the hard conversations I've had."

For Román, learning other perspectives is not only personally fulfilling but also important for her career and schooling. "When we're talking about global supply chain, diversity and background are so important," she says. "We're all working with a lot of different people, so you need to have the skills to bridge that gap in order to succeed."

She credits the bridges she's built with





both peers and mentors in her time at BYU Marriott to helping her succeed in her major and make the most of her undergraduate years. "The faculty and staff I've made connections with really take the university's motto 'go forth to serve' to heart; they're here because they care," Román says.

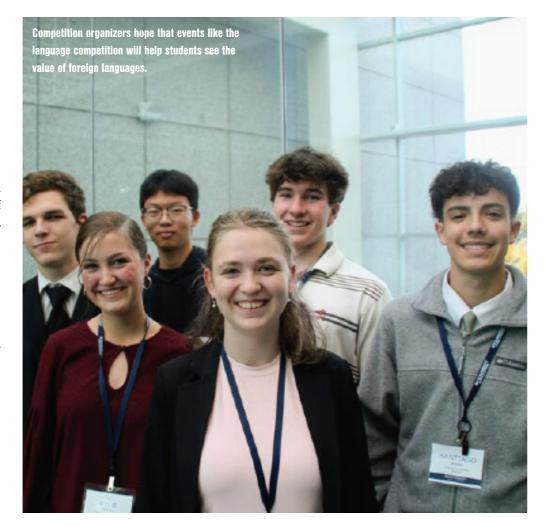
As she sets to graduate in August 2024, Román hopes to follow in her mentors' footsteps and use the tools she's gained to serve others in her community. "Growing up, I saw a lot of ways that lack of education and resources affect people," Román says. "Whether it's giving money, creating programs, or being a mentor, I want to improve people's quality of life."

Román (center) is graduating August 2024 with a major in GSCM and a minor in German. Photo courtesy of Dasha Samá Román Villanueva.

FOR UTAH HIGH SCHOOLERS, BUSINESS ISN'T A FOREIGN LANGUAGE

ifty-eight high school teams from across Utah were given three weeks to develop a new marketing plan for the Busankam Wola Foundation, a nonprofit organization that provides economic and vocational support for women in Ghana. The teams' work culminated during the High School Business Language Competition when they presented their plans to panels of judges and competed for prize money. The challenge? None of their work could be in English.

The event, hosted by the Whitmore Global Business Center (GBC) at the BYU Marriott School of Business, has grown over the years, ballooning from 8 teams competing in Spanish in 2010 to 58 teams presenting in Spanish, French, Chinese, Arabic, and German in 2024, which featured the largest number of entrants to date. Because only one heritage speaker is allowed per team, most students competed in a language they learned outside the home.





Competing teams had two chances to present how they would take the foundation's products-customized elephant grass baskets woven by Ghanaian women the foundation supports-to a market that speaks the team's competition language. "I think, more than anything, the competition helps the language come alive for my students," says Ryan Wells, a teacher for one of the two Spanish-speaking teams from Taylorsville High School. "The students see the language used in a real context."

A student who competed on one of the two Taylorsville Chinese-speaking teams has seen the competition have a direct impact on her language skills. "I didn't know any business terms in Chinese before this competition, and now I have a whole new set of vocabulary," she says.

Some students decide that competing once isn't enough. A member of a West High School German team came back this year for her second competition because of how positive her first experience was. She explains, "It was a really good business experience, and it also really helped me learn specific German language skills through business and marketing." She relates that the competition also helped her develop her public speaking skills and meaningful friendships.

The winners of each language were announced during the closing award ceremony. Teams from West High School took first place in Spanish, Arabic, and German; French was won by Timpview High School, and Chinese was secured by Mountain Ridge High

GBC Managing Director Jonathon Wood hopes students come away from the competition with a better understanding of how their second language is more than just a graduation requirement. He believes that the ability to work alongside different languages and cultures gives students a competitive edge as they enter a world that's increasingly global, both culturally and professionally. "There are markets and opportunities that, if we ignore international business, or the possibilities for the future, we're just not going to be competitive in the world," he says. "We need to be thinking global."

The GBC is one of 16 Centers for International Business Education Research (CIBER) that receives support from the US Department of Education to further international business efforts and research; the CIBER grant is part of what makes the language competition possible. Individuals who would like to learn more about competing, judging, or volunteering for future competitions can contact the Global Business Center for additional information.

44 I didn't know any business terms in Chinese before this competition, and now I have a whole new set of vocabulary."

WHITMORE CENTER NAMES 2024 ECCLES SCHOLARS

he Whitmore Global Business Center (GBC) at the BYU Marriott School of Business named 11 first-year BYU Marriott MBA students as 2024 Eccles Scholars. The Eccles Scholars Award offers financial support to MBA students who are interested in and committed to a career in international business.

To be selected for this award, students undergo a rigorous application process and are selected based on academic performance, international experience or interest, and second language fluency. Because of the generous support of the George S. and Dolores Doré Eccles Foundation, each award recipient receives up to \$9,000 of financial aid to go toward tuition, international study experiences, and global career exploration.

The 2024 Eccles Scholars are Julian Antuña, Julio Cesar Augusto, Val Fulton, Tyler Johnson, Natalie Koon, Ling-Yu Lee, Chris Maljanovski, Kjerstin Roberts, Ryan Ruth, Kaavya Sawhney, and Altyn Zhekey.

"It is a pleasure and an honor to meet

and visit with these outstanding students who will truly become the future leaders in our global business community," says Lisbeth Hopper, business manager at the GBC.

About the 2024 Eccles Scholars

Raised in Rosario Argentina, Julian Antuña joined BYU Marriott after earning a bachelor's degree in information systems engineering from Universidad Tecnológica Nacional. With over five years of experience in the tech industry, Antuña has built a career at a variety of companies. His last role was in operations at AgileEngine, a multinational software factory, where he collaborated with tech professionals from a dozen countries, including Mexico, the United States, Ukraine, and several areas of South America. In addition to his tech career, Antuña cofounded Noel Translations Services, a B2B linguistic agency that serves clients in Chile, Germany, Italy, Hong Kong, and the US. These experiences have provided him with valuable insights and a deep appreciation for global business management. Antuña served a mission for The Church of Jesus Christ of Latter-day

Saints in Trujillo, Peru. He is married and raises two children.

Growing up in Curitiba, Brazil, **Julio**

Cesar Augusto was heavily influenced by his parents who helped him learn English and French. Augusto served a mission for The Church of Jesus Christ of Latter-day Saints in Japan, learning Japanese and Spanish in the process. He returned home to Brazil and earned a degree in electrical engineering from Federal University of Technology-Paraná. After interning with ExxonMobil, he built a career working with communication platforms, supporting operations across Latin America, Croatia, the US, and India, until landing at WhatsApp (Meta) where he works with governments. Augusto hopes to pursue a global career after his time in the MBA program at BYU Marriott.

Raised in Santiago, Chile, Val Fulton grew up speaking Spanish and then learned English after she moved to the US. She studied business administration and accounting at the University of Arkansas and interned for Walmart in accounting, finance, and strategy roles that exposed her to international

business practices and international opportunities. After receiving her undergraduate degree, Fulton invested in real estate while being a full-time mother to three children. Fulton plans to embark on an international business experience in Santiago, Chile, where she'll work to increase her knowledge of local business laws.

From a young age, Phoenix native **Tyler Johnson** developed a passion for understanding people and cultures outside his own. As an undergraduate, Johnson began studying at BYU-Idaho, then transferred to BYU-Hawaii to earn a bachelor's degree in business management with an emphasis in supply chain, operations, and analytics and a minor in entrepreneurship. While studying at BYU-Hawaii, he started, scaled, and sold a food truck business called Beach Bus where he enjoyed interacting with tourists from all over the world. Before beginning at BYU Marriott, Johnson worked at Shyft Global, directing multicultural teams in China, Vietnam, and Mexico. Now in BYU Marriott's MBA program, he hopes that he can work internationally and continue meeting people from all over the world.

Natalie Koon grew up in Hong Kong

During her childhood she learned Cantonese, Mandarin, English, and Japanese, and then she learned Korean in college. Learning these languages introduced Koon to diverse perspectives and cultures, and she became interested in international business. Since graduating with a bachelor's degree in food science from BYU, Koon has worked at LifeVantage and Young Living Essential Oils where she has gained extensive exposure to international markets. She has worked in business around the Asia Pacific region, gaining a deeper understanding of cultures and business practices. After her first year in the BYU Marriott MBA program, Koon will work for a company that has an international presence to apply her international business interest.

and attended high school in Hawaii.

Ling-Yu Lee grew up in Taipei, Taiwan, and moved to the US when she turned 18 to pursue a college education. Lee majored in piano performance at Weber State University, eventually going on to work on a master's and doctoral degree in piano performance at Eastman School of Music in Rochester, New York. She founded Lee's Academy-a STEM, arts, and foreign language training school

for Utahns. Managing her business gave her a sense of purpose she felt had been missing as a pianist. As Lee pursues an MBA from BYU Marriott, and alongside her study of the English, Chinese, Taiwanese, and Japanese languages, she hopes to leverage her intercultural and multilingual skills to foster business connections around the globe.

Chris Maljanovski grew up in Malmo, Sweden, and earned a bachelor's degree in engineering with an emphasis in civil engineering at Lund University in Sweden. After graduation Maljanovski spent five years as an engineer for NCC, a multinational construction company based in Scandinavia, before beginning his MBA at BYU Marriott. His role at NCC included engineering concrete to reduce greenhouse gas emissions, which led to additional responsibilities, like reporting on climates across Sweden, Denmark, Norway, and Finland and coordinating with companies across Europe. Maljanovski hopes to one day work for Toyota and learn more about operational techniques in Japan.

A native of Highland, Utah, **Kjerstin Roberts** earned a bachelor's degree in experience design and management



management from BYU Marriott. She served as president of the Ballard Center's Social Impact Association; she also served as vice president of events for the Nonprofit Student Society. Over the summers, she volunteered at schools and orphanages in Central and South America, which exposed her to new people and cultures. Following graduation, Roberts joined Teach for America and taught English to students from all over the world, including many refugees, at an inner-city school in Jacksonville, Florida. In a separate position, she hosted virtual events for businesses in more than 25 different countries. After receiving her MBA, Roberts plans to pursue a PhD in organizational behavior with an emphasis in cross-cultural collaboration and mental health in the workplace.

From Pocatello, Idaho, Ryan Ruth, arrived at BYU and began building a skillset to help him pursue international opportunities. During his undergraduate studies in mechanical engineering, Ruth took Chinese classes and earned a minor in Asian studies to strengthen his ability to work internationally. Working with an international team on a study abroad in Singapore, he learned more about engineering design principles. Through a joint program between BYU Marriott and BYU's College of Engineering, Ruth is earning both an MBA and an MS degree in mechanical engineering Through a joint program between BYU Marriott and BYU's College of Engineering, Ruth is earning both an MBA and an MS degree in mechanical engineering.

Kaavya Sawhney arrived in the US in 2020 to pursue her bachelor's degree in business administration from the University of North Carolina at Charlotte on a tennis scholarship. She is from Chandigarh, India, and speaks Hindi and Punjabi, and she learned to speak English by taking classes, watching movies, listening to music, and participating in debates. Recognizing the impact that her communication ability can have in a global business context, she looks forward to

someday opening her own business that focuses on serving diverse cultures from around the world. Being a tennis player, Sawhney has gained exposure to different countries and their cultures as she has traveled for tournaments. Apart from joining the BYU Marriott MBA program, she also joined the BYU women's tennis team. Traveling around the world has cultivated Sawhney's passion for pursuing a business career focused on international markets.

Altyn Zhekey was born in Mongolia, was raised in Kazakhstan, and has lived in Russia, the US, the UK, the UAE, and Turkey. She earned a bachelor's degree in chemical engineering from the University of Utah and Nazarbayev University in Kazakhstan, then she earned a master's degree in metals and energy finance from Imperial College London. Zhekey cofounded a medical diagnostic center and worked as a financial analyst for mining and road construction companies in Kazakhstan and Mongolia. She also interned at the Dubai International Financial Center and worked for the Emirates Group. She hopes to use her language skills in English, Kazakh, Mongolian, Turkish, and Russian to pursue her financial literacy goals across the world. This upcoming summer she'll join Rothschild & Co as an investment banking associate. In the future, Zhekey aspires to help individuals improve their understanding of financial literacy.

About BYU Marriott

The BYU Marriott School of Business aspires to transform the world through Christlike leadership by developing leaders of faith, intellect, and character. Named for benefactors J. Willard and Alice S. Marriott, the school is located at Brigham Young University. BYU Marriott has four graduate and nine undergraduate programs with an enrollment of approximately 3,800 students.



IMPACT ACROSS CAMPUS: THE GLOBAL BUSINESS AND LITERACY MINOR

tudents pursuing the Global Business and Literacy Minor are making a positive impact across the entire campus through their diverse majors and interdisciplinary involvement. Since the minor began in 2012, students from 63 majors across campus have participated. These students bring a unique combination of global awareness, cultural competence, and business acumen to their academic and extracurricular activities.

From business and finance to international relations, communication, engineering, and health sciences, they enhance their primary fields of study by developing skills in global literacy and cross-cultural understanding. Their efforts contribute to a more inclusive, innovative, and globally minded campus environment.

THE 63 MAJORS ACROSS CAMPUS

- 1. Media Arts Studies
- 2. Latin American Studies
- 3. Political Science
- 4. European Studies
- 5. Communications
- 6. **Japanese**
- 7. Neuroscience
- 8. Economics
- 9. Statistics
- 10. Italian
- 11. International Relations
- 13. Middle East Studies / Arabic
- 14. Asian Studies
- 15. English
- 16. Russian
- 17. Korean
- **18. Electrical Engineering**

- 19. Food Science
- 20. Spanish
- 21. Civil Engineering
- 22. Mechanical Engineering
- 23. Geography
- 24. Interdisciplinary Humanities
- 25. Portuguese
- 26. General Studies
- 27. History
- 28. American Studies
- 29. Biochemistry
- 30. Linquistics
- 31. German
- 32. Geology
- 33. Athletic Training
- 34. Information Technology
- 35. Entrepreneurial Management
- 36. Computer Science

- 37. Information Systems
- 38. Psychology
- 39. Landscape Management
- 40. Public Health
- 41. Biology
- 42. Philosophy
- 43. Construction and Facilities Management
- 44. Molecular Biology
- 45. Commercial Music
- 46. French
- 47. Art History & Curatorial Studies
- 48. Sociology
- 49. Mathematics
- 50. Spanish Translation
- 51. Comparative Literature
- **52. Chemical Engineering**
- 53. Genetics & Biotechnology
- 54. Exercise & Wellness
- 55. Physiology & Developmental **Biology**
- 56. **German Teaching**
- 57. Manufacturing Engineering **Technology**
- 58. Bioinformatics
- 59. Music Performance
- 60. French Studies
- 61. Teaching Physical Science
- 62. Anthropology
- 63. Actuarial Science

ALUMNI SURVEY RESULTS

Alumni who earned the Global Business Certificate and/or Global Business and Literacy Minor were surveyed about their experiences with the Whitmore Global Business Center. Below is a summary of the results of the survey.

Value from International Experience LANGUAGE & CULTURE EXPERIENCE NETWORKING WORK EXPERIENCE TRAVEL EXPERIENCE

Global Roles

THAT THEY HAVE TAKEN ON INTERNATIONAL WORK WITHIN 10 YEARS OF WORKING

470

OTHER

Minors Awarded

Awarded

Majors Engaged

Certificate & Minor



52% OF RESPONDENTS COMPLETED THE GLOBAL **BUSINESS AND LITERACY** MINOR

Global Roles

GLOBAL ROLE WITHIN 1-2

YEARS OF WORK.



*listed in descending order by percentage

Certificates

Global Activities Post-Grad

GLOBAL TEAM INTERNATIONAL CROSS-BORDER **PROJECTS** LIVING ABROAD

Use of Experience Post-Graduation

LISTED IT ON THEIR RESUME

DISCUSSED IT DURING A JOB INTERVIEW

REFERENCED IT WHEN **ADVISING A COLLEAGUE**

54% 23%

Sharing Global Experiences

64% 64% OF RESPONDENTS SAID THAT THEY TOOK ON A MORE

93% OF RESPONDENTS SAID THAT THEY HAVE SHARED THEIR GLOBAL BUSINESS **EXPERIENCE IN SOME WAY** AFTER GRADUATING.

Scholarships Given in 2024

Scholarships awarded in 2024

Study Abroad

Internships **Exchanges**



3 COUNTRIES, 3 LANGUAGES, AND A SOCCER GAME: THE POWER OF TAKING **CHANCES**

inance senior Emilio Ramos Barrios has learned that determination will take you places-literally. From growing up in Mexico City to attending Brigham Young University in Provo to recently completing an internship in Berlin through the Whitmore Global Business Center (GBC), Ramos has learned the importance of chasing every opportunity, no matter how out of reach it may seem.

Ramos found his love of numbers early on in life as he learned about business from a close aunt, who worked for the Mexican Stock Exchange, and his parents, who were proud small business owners. Even when he was in middle school, Ramos knew exactly what he wanted to study in college. "Finance was the right path for me," he

While choosing a future major was easy for Ramos, developing a competitive application to BYU and the BYU Marriott School of Business was not. Even after an academic advisor urged him to consider other colleges, Ramos was undeterred. With support from his parents, he worked hard to earn the title of valedictorian at his middle





school, receive a scholarship to an expensive private high school, and become trilingual. "Because I wanted to come to BYU, I learned German in high school. I needed to stand out," he recalls.

Ramos's determination, which ultimately resulted in his acceptance to the finance program at BYU Marriott, has continued to open doors. When finding an internship before his senior year proved difficult, Ramos sought help from two German and Russian professors: Teresa Bell identified a potential internship in Germany, and Tony Brown nominated Ramos for a scholarship. Additional funding from the GBC allowed him to intern in Berlin with home24, an online furniture retail company.

During the internship, Ramos primarily focused on helping the company switch the format of its financial reporting standards after home24 was acquired by another organization. Even as he worked closely with both the CFO and vice president of finance, he was often trusted to find solutions to his projects on his own. Ramos recalls when, after wrestling with a particularly difficult error in

a balance sheet for several days, he decided to try out a new idea-and the system snapped into place. Ecstatic, Ramos showed his solution to his boss. "He actually got excited-and that got me excited because I was an intern. I didn't expect to have that much of an impact in the company," Ramos says. "That was really rewarding."

The balance sheet experience taught Ramos the importance of being bold and showing his abilities, even as an intern. "Sometimes, we are nervous to give insights to companies because we think we're not experienced," Ramos explains. "But the lack of experience isn't bad. It's temporary. There's nothing you can do about it except to be confident in what you know, what you can do, and who you can be; people around you will start to notice."

His time in Germany has done more than just give Ramos valuable work experience. It opened his eyes to "a much bigger world of opportunities," including those that come from speaking another language, he explains.

While in Berlin, Ramos attended a championship soccer game between Germany and Spain. Wearing a Ger-

man jersey, yet singing along to the familiar Spanish songs playing over the speakers, he caught the attention of a group of German sports fans. Good-naturedly, they began joking that Ramos didn't belong next to them-but Ramos reassured them that he was supporting Germany. For the rest of the game, Ramos spoke and cheered in German with his new friends. "Though Germany lost that game, they hugged me and said, 'You're one of us," he recalls. "Just speaking the language can open more doors than you can ever imagine."

Ramos's experiences in Berlin have only reenforced his determination to seize opportunity when it knocksand go wherever it takes him. "Take as many chances as you have, even if they don't seem like real options," he emphasizes. "It's good to always be open to new opportunities and learning experiences. Sometimes, something you never expect turns out being the highlight of your life or your summer. Take chances and do whatever it takes to get them."

BYU MARRIOTT NAMES SHAD MORRIS AS NEW DIRECTOR OF THE WHITMORE GLOBAL **BUSINESS CENTER**

YU Marriott School of Business dean Brigitte Madrian announced Shad Morris as the new director of the Whitmore Global Business Center (GBC) effective July 1, 2024. Morris is replacing Bruce Money who has served as the center's director since

During his 10 years as director of the GBC, Money helped the center grow its international presence. "Our students have been the beneficiaries of Bruce's passion to expand the opportunities for meaningful international experiences that complement their classroom education, including the vision for and rollout of the Business Fundamentals in Europe study abroad program," Madrian says.

Taking over for Money will be no simple feat, but Madrian is confident that Morris is up to the task. "With his background in international business, Shad is well positioned to ensure that the GBC will continue to provide compelling and inspiring global learning experiences for our students, as well as to support faculty in internationalizing their curriculum and their research," Madrian explains.

At BYU, Morris earned an undergrad-

uate degree in psychology (1998) and two master's degrees: one in organizational behavior through BYU Marriott and another in international and area studies (2000). After graduating from Cornell University with a PhD in management in 2006, Morris worked as an assistant professor at various business schools, including The Ohio State University Fisher College of Business. Then in 2013, he returned to his alma mater and began teaching management at BYU Marriott.

As a professor, he has conducted extensive research on international business and human behavior, authoring more than 30 scholarly articles on the topics. With this new position, Morris seeks to put his research into practice and expand BYU Marriott's international presence. "My vision is to continue driving the internationalization of BYU Marriott through providing essential resources, training, and professional development to our students, faculty, and the business community,"

Morris knows his vision will take a group effort. "I am excited to work with the outstanding team at the Global Business Center, my dedicated faculty peers at BYU Marriott, and our global

advisory group," Morris says. "Together, we will empower our students with the faith, intellect, and character necessary to differentiate themselves in the global business arena and to positively transform the world."

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SARA BOWMAN: NEWEST ADDITION TO THE GBC

he Global Business Center (GBC) is thrilled to welcome Sara Bowman as the newest member of our team. Sara joined the GBC in November and has already made a significant impact, primarily working with the Business Fundamentals Program.

Sara brings a wealth of international experience and academic expertise to the role. She earned her Bachelor of Arts in Humanities with an emphasis in English Literature from Brigham Young University. After graduating, she moved to the United Kingdom with her husband, David, where she pursued and obtained a Master of Arts in Victorian Literature and Culture from the University of

During her 15 years in the UK, Sara and her husband launched and operated a small online retail business, gaining valuable insights into entrepreneurship and global commerce. More recently, she has managed Airbnb properties in both the United States and the UK, further enhancing her skills in business operations and customer relations. Additionally, while living in Oxford, she facilitated

study abroad experiences for collegiate groups, deepening her understanding of international education and cultural immersion.

Sara is excited to be part of the Global Business Center and enjoys contributing to the development of students and programs that foster global business awareness. Outside of work, she stays busy with her four children and appreciates the opportunity to merge her international experiences with her passion for education.

Please join us in welcoming Sara Bowman to the GBC! With the expertise, enthusiasm, and international perspective she brings to the GBC, Sara will benefit students who participate in the Business Fundamentals study abroad as well as student who interact with the Global Business Center.

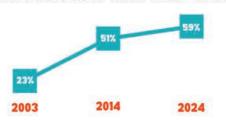


U.S. Business Needs for Employees with International Expertise

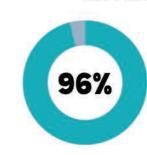
IN THE FALL OF 2024, THE CIBERS COMMISSIONED A NATIONAL SURVEY OF OVER 1,200 COMPANIES DOING BUSINESS INTERNATIONALLY TO ASSESS EMPLOYER NEEDS FOR EMPLOYEES WITH INTERNATIONAL BUSINESS SKILLS.

Global Sales

INTERNATIONAL SALES ACCOUNT FOR MORE THAN 30% OF THEIR TOTAL SALES.



Driver for Growth



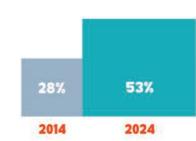
96% OF RESPONDENTS
AGREED THAT HAVING MORE
INTERNATIONAL EXPERTISE ON
THEIR STAFF IN GENERAL
WOULD LEAD TO INCREASED
BUSINESS.

Business Cultural Intelligence



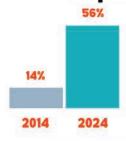
OF LOCAL MARKETS AND BUSINESS PRACTICES WERE OF GREAT IMPORTANCE FOR THEIR PROFESSIONAL STAFF.

Missed Opportunities



MISSED BUSINESS
OPPORTUNITIES
BECAUSE OF
INSUFFICIENT
INTERNATIONAL
COMPETENCE IN THEIR
WORKFORCE.

Rapid Growth



REPORTS THAT
INTERNATIONAL ACTIVITIES
ARE GROWING MORE RAPIDLY
THAN DOMESTIC ONES.

International Competence Needed

84%

84% OF RESPONDENTS SAID THAT OVER THE NEXT 10 YEARS, THEIR COMPANY WILL PLACE A GREATER EMPHASIS ON INTERNATIONAL COMPETENCE AMONG EMPLOYEES.

Language and Cross-Cultural Knowledge

PROFESSIONAL STAFF VALUE

CROSS-CULTURAL DIFFERENCES



LINE MANAGER VALUE

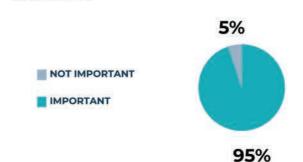
CROSS-CULTURAL DIFFERENCES

93%



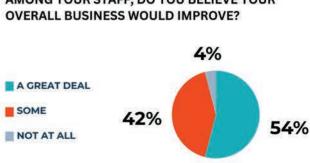
Hiring and Promotion

HOW IMPORTANT IS INTERNATIONAL EXPERIENCE IN THE HIRING AND PROMOTION OF YOUR SENIOR EXECUTIVES?



Improve the bottom Line

IF YOU HAD MORE INTERNATIONAL EXPERIENCE AMONG YOUR STAFF, DO YOU BELIEVE YOUR OVERALL BUSINESS WOULD IMPROVE?



Top Technology Skills Employers Value

Technology Critique



82% AGREE THAT EMPATHY, REASONING, AND CREATIVITY REMAIN ESSENTIAL IN INTERNATIONAL BUSINESS DESPITE TECHNOLOGICAL ADVANCEMENTS.

TECHNOLOGY SKILLS WERE NOT VIEWED AS PERFECT SUBSTITUTES FOR OTHER BUSINESS SKILLS.

Most Important Skill



PROFICIENCY IN AI IS
EMERGING AS ONE OF THE
MOST IMPORTANT SKILLS
FOR PROFESSIONALS IN
INTERNATIONAL
BUSINESS.

AI & Cybersecurity

EMPLOYERS RANK
KNOWLEDGE OF
ARTIFICIAL
INTELLIGENCE AND
CYBERSECURITY AS
THE MOST IMPORTANT
TECHNOLOGY SKILLS.





HENNA AND HARMONY: THE ART OF CULTURAL UNDERSTANDING

t the Global Business Center (GBC) in the BYU Marriott School of Business, fostering global awareness and cross-cultural appreciation is a core mission. By organizing engaging and immersive events, the GBC provides students with opportunities to experience international traditions, deepening their understanding of different cultures while highlighting the common values that unite us all.

One of the most exciting additions to this year's lineup of cultural celebrations was the introduction of an event honoring the Indian New Year. For the first time, Henna artists descended upon the Marriott School, offering students a firsthand experience with the traditional art of henna. For many attendees, this was their first exposure to this centuries-old practice, and it was met with great enthusiasm. Due to the overwhelmingly positive response, the GBC has committed to making this a recurring annual tradition, further enriching the cultural fabric of the school.

This event joins a growing repertoire of international celebrations that the GBC proudly organizes, including

the Chinese Lunar New Year, where students can find hidden red envelopes throughout the building and instead of traditional cash, students can redeem for candy bars. Others include cultural performances such as live Celtic music during the Christmas season, provides a taste of Irish and Scottish heritage. And just before Lent, the Marriott School community enjoys the UK's beloved Pancake Day, embracing a fun and delicious tradition that brings people together.

Through these initiatives, the GBC hopes to foster a sense of global citizenship and cultural appreciation within the Marriott School. Recognizing that understanding our differences leads to discovering our shared values, the GBC hopes to inspire curiosity, connection, and a deeper appreciation for the diverse global community in which we live. As the Global Business Center looks ahead, it remains dedicated to finding innovative ways to enhance cultural engagement, ensuring that every student at the Marriott School has the opportunity to broaden their horizons and develop a truly global





TUCKER BATEMAN STUDENT ENTREPRENUER GOES TO INDIA

IN HIS OWN WORDS

My experience. As a student at BYU and an entrepreneur in international business, my journey took an exciting turn when I had the opportunity to travel to India with the World Trade Center Utah. This organization plays a crucial role in helping Utah companies expand into international markets. The trip was a high-profile delegation that included prominent business and government leaders, and we visited three major Indian cities: Delhi, Mumbai, and Hyderabad. Throughout the trip, we engaged with government officials, business leaders. and chambers of commerce, allowing me to gain firsthand experience in international business negotiations and networking.

One of the most challenging yet rewarding aspects of the trip was overcoming travel hurdles. My visa was initially denied, forcing me to make a last-minute trip to San Francisco to obtain the necessary documentation just a day before my scheduled departure. This experience tested my resilience, adaptability, and ability to handle pressure–skills that are essential in the world of business. Once in India, I was fascinated by the culture, the vibrant markets, and, of course, the incredible cuisine.

What the India trip did for my

business. The most significant takeaway from the India trip was the opportunity to expand my business network and forge meaningful connections with key individuals in India. This experience allowed me

to establish relationships with several agricultural institutes, which will be instrumental in testing and implementing my company's technology in India. Given that India is one of the world's largest agricultural markets and fastest-growing economies, the ability to develop partnerships in this region is a game schanger for my business. I also had the privilege of networking with top Utah business and government leaders, creating invaluable connections that will serve me well in my entrepreneurial journey.

What the trip did for me personally beyond the profession-

al benefits. This trip profoundly shaped my personal perspective. Before India, I had never been directly involved in global business, and this experience opened my eyes to the vast opportunities and challenges that come with international entrepreneurship. Engaging with business leaders from a completely different culture was not only insightful but also incredibly rewarding. Additionally, witnessing the socioeconomic disparities in India deepened my resolve to pursue business solutions that address global challenges.

Another key takeaway was the personal growth that came from interacting with seasoned Utah business and government leaders. Developing authentic relationships with each delegation member allowed me to gain mentorship, insights, and a broader vision for my own entrepreneurial aspirations.

This experience reinforced the importance of global business-minded entrepreneurs who are committed to making a positive impact on the world.

The role of the Global Business

Center. None of this would have been possible without the support and resources provided by BYU's Global Business Center (GBC). Their commitment to offering students hands-on international business experiences has been pivotal in my development. From organizing life-changing trips to facilitating connections with key global leaders, the GBC plays an essential role in shaping globally competent entrepreneurs.

grateful for the opportunities they provided me, and I look forward to applying the lessons learned from this trip."

WOMEN IN INTERNATIONAL BUSINESS CONFERENCE



ASSOCIATION OF UTAH

Empowering Women Entrepreneurs: A Conference for Growth and Inspiration! Join us for a day of networking, learning, and empowerment at the Women in International Business Conference.

DATE: MARCH 8, 2024 LOCATION: ZIONS BANK TECHNOLOGY CAMPUS

Lesley Paterson is a former 5x World Champion professional triathlete, Bafta-winning and Oscar-nominated screenwriter/producer based in Los Angeles, California. Originally from Scotland, UK, Lesley has undergraduate and graduate degrees in Film and has been acting, writing, and producing for over 20 years alongside her sports career.

Each year, WTA of Utah hosts the state's premier Women in International Business Conference to uncover the latest trends and advance new found opportunities in trade through education, networking, and mentorship.

The BYU Global Business
Center CIBER has been a
sponsor of the World Trade
Association and collaborates
on the Women in International
Business event.



Admission free

SAMANTHA SMITH-NELSON AND BLAKE NELSON:

A SEMESTER-LONG HONEYMOON IN GERMANY

amantha Smith and Blake Nelson both initially thought they wanted to go on separate study abroad programs. "But when we were looking at it, it would have pushed our wedding back about nine months," said Samantha. "We were thrilled to find an exchange program that would fit each of our academic needs and allow us to participate as a married couple".

The two were married in May and then quickly jetted off to be exchange students at Pforzheim University in Germany during Fall semester 2023. "It fit what we needed to do and wanted to do at that stage in our lives," said Samantha.

Samatha studied Experience Design Management and Blake majored in Marketing. "We were both able to take the exact classes we needed to advance our respective majors," said Samantha.

"Ultimately, a student exchange fit our personalities better than a study abroad," says Samantha. "Learning how to problem solve and become efficient and intentional with our

actions was a great start to our marriage."

Besides Samantha and Blake there was only one other student from the United States among the 130 exchange students enrolled at Pforzheim the semester they attended. "Traditional study abroads allow you to get to know the people in your group. But we ended up with so many local and international friends - people from Sweden, Finland, France, Russia, the UK and more," said Samatha.

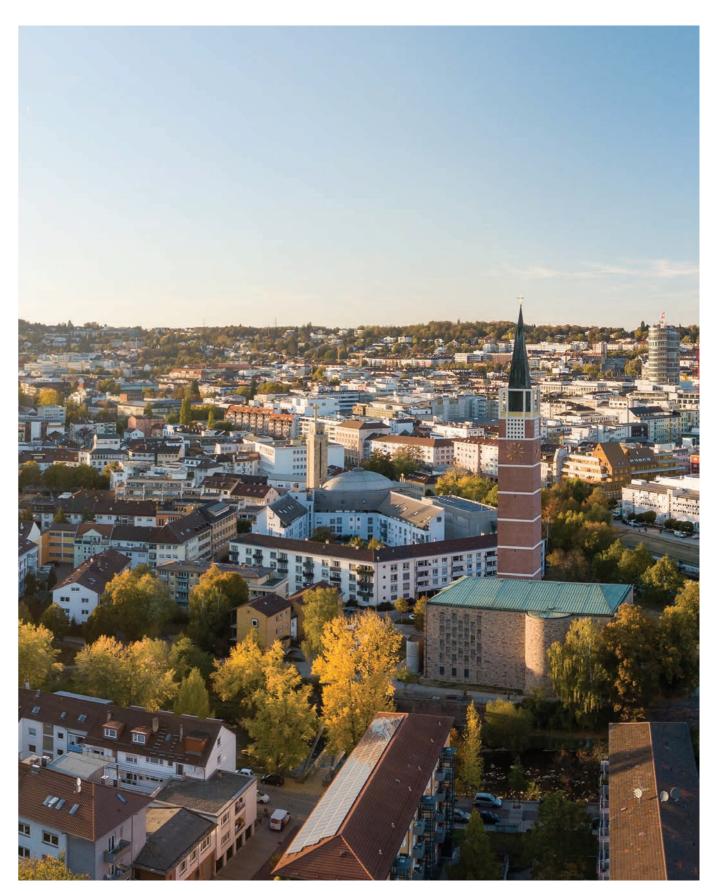
Forming friendships, pursuing academics, and adjusting to married life in Germany was a once-in-a-lifetime experience for Blake and Samantha. "Being able to do this as a married couple was huge for us. We got to learn how to be married together while experiencing the world in a unique and significant way," said Samantha.

"Plus, this program has had huge benefits for us professionally" Samtha adds. "I was able to meet someone while I was abroad who helped me land the position that I just accepted with Cicero Group."



The Nelsons are a great example of how exchange programs enrich lives personally and open doors professionally. "It allowed us to grow together as a couple, experience new cultures, and build lasting connections around the world. "For anyone looking to expand their horizons-whether in relationships, education, or career-becoming an exchange student is an opportunity you can't afford to miss!" Samatha concluded.

We were thrilled to find an exchange program that would fit each of our academic needs and allow us to participate as a married couple.



CIBER FUNDED RESEARCH:

TRANSFORMING CAMBODIA, ONE BUSINESS AT A TIME

This story was originally published by the BYU Marriott Alumni Magazine.

n the heart of Cambodia, a transformative project is quietly reshaping lives. Ben Beck, BYU Marriott assistant professor of marketing and global supply chain, is working with students and colleagues to empower business owners through financial literacy, growth mindset, and gender-equality training.

The undertaking, named The Cambodia Project, has two phases under its belt, and Beck foresees another decade of trainings and associated research. In the project's first phase, 40 entrepreneurs in Battambang, Cambodia, participated in a revenue-tracking workshop, then logged their finances during an eightweek period. "It was neat to see that a simple one-hour training paired with follow-up mentoring showed statistical significance in participants saving their income," Beck says.

The experience boosted entrepreneurs' savings and their confidence. "No one's ever given me anything like this before," one street

vendor said with tears in his eyes. "Because of this training, I now know that I can control my money. My money doesn't control me."

The team also saw a positive shift in growth mindset. "Cambodians have been downtrodden from years and years of political instability, and they're in a fixed mindset overall," Beck continues. "Our small training moved that needle considerably-there was a 17 percent increase in growth mindset."

In the second phase, the research team selected 100 business owners in Siem Reap, Cambodia, to participate in five classes lasting two hours each. These workshops provided in-depth lessons on business strategy and goal setting, which included embedded training by Oxfam International on gender equality in the home and in the community.

"By combining gender-equality initiatives with business skills, the project empowers communities, fostering resilience and growth that

will benefit generations to come," says Kyli Fox Soug, a former research assistant to Beck and recent BYU sociology graduate. "Each step felt purposeful to our mission of ending domestic violence through business education and community engagement."

Throughout the process, the BYU team worked closely with Cambodian contractors-trainers, researchers, and nonprofit partners. "Their insights into local issues and culture gave our work both validity and strength," Soug emphasizes. "It is impossible to do this kind of work without support and active participation from people we aim to serve."

Seeds for the project were planted in 2017 when Beck traveled to Cambodia as a student on a BYU Marriott executive MBA excursion and noticed the Cambodians' extraordinary kindness. "They have a greeting where they clasp their hands and bow," Beck says. "Even though they're not highly religious, they have the light of Christ."







Kickstarted by donations from EMBA alumni who participated in the 2017 trip, the project has fostered resilience and hope. "By the end of the trainings, there was something bigger than financial opportunity for the business owners," says research assistant Christian Pearson, a junior from Boise, Idaho, studying marketing. "It was meaningful to see how investing just a little bit in people can completely change their lives."

That deeper outcome uplifts everyone involved. "The Cambodia Project gives me purpose, which has also shaped me as a future leader," Pearson says. "It's given me confidence because I'm working for something bigger than myself."



OVERCOMING THE ODDS

s a graduate of the MBA program at the BYU Marriott School of Business, Christian Da Silva knows that education opens the door of opportunity. With the help of loving friends and family and a Cardon International Sponsorship from the Whitmore Global Business Center, Da Silva discovered ways to continue his education and shape a better future.

Born and raised in Paraguay, Da Silva grew up surrounded by supportive mentors who taught him the importance of earning a good education. He studied hard and made academics a priority. He dreamed of attending college in the US, but it always felt just out of reach. "Earning a degree was a necessity for me, but studying in the US wasn't always on the table," he says.



Da Silva didn't know if he spoke English well enough to thrive in an English-speaking environment. "I learned some English growing up, but I wasn't sure where my skills needed to be at," he says.

After high school, Da Silva served a mission for The Church of Jesus Christ of Latter-day Saints in the California San Bernardino Mission-speaking English. He looked forward to refining his English-language fluency while teaching the gospel in California.

"I could have gotten away with just speaking Spanish on my mission, but I worked hard to learn English and to sound like the best English-speaker I could," Da Silva says. The discipline and payoff of learning English grew Da Silva's confidence, and he began to reconsider his dream of pursuing a college education in the US. "My mission helped a lot. It boosted my English skills and gave me the confidence I needed to tackle language barries." It was also on his mission where he became interested in studying at Brigham Young University.

Despite concerns about spending more time away from his family in Paraguay to pursue college in the US, Da Silva applied to BYU, trusting in the positive impact of earning a degree

Once at BYU, Da Silva studied manufacturing engineering and met his wife, Gabriela, who is from São Paulo, Brazil. Communicating with his wife motivated him to improve his Portuguese, making it his third fluent-speaking language. They had their first child before Da Silva graduated. To alleviate the growing expenses, Da Silva worked part time while taking classes and during the summer semesters.

After graduating in 2013, Da Silva and his family moved home to Paraguay where he worked at a concrete mixing company as the general manager. Though his job taught him valuable skills, he wanted more. "I wanted to be more than a guy working in a production line," he says. Da Silva set a goal to gain more education in business to help him grow. "My main objective was to deepen my understanding of the administrative facets of business," he says.

He felt concerned about his ability to pay for graduate education in the US, especially while supporting a growing family. "Living in South America and paying for a US education is tough," Da Silva explains.

Around this time, Da Silva learned



about a sponsorship for members of The Church of Jesus Christ of Latter-day Saints who live outside the United States or Canada and are interested in obtaining a graduate degree from the BYU Marriott School of Business. The Cardon International Sponsorship supports students who plan to return to their home country upon graduation to be leaders in their professions and communities. "One of the biggest reasons I needed the sponsorship was so that I could support my wife and my kids for two years," Da Silva says. He applied, was accepted, and received the sponsorship.

Da Silva brought his wife and children to Utah, and he was soon immersed in the MBA program. The program not only introduced Da Silva to theories in finance, marketing, strategy, and other business areas but also gave him practice applying those theories. "Each class emphasized applying our knowledge to the real world," Da Silva explains. "In the process of learning business theories, I gained a holistic perspective of the impact of theory." Da Silva focused his studies on global supply chain and operations, which helped him apply his manufacturing engineering experience to business. "The MBA program provided me with tools to bridge the gap between my work experience and decision-making skills," he says.

For Da Silva, the relationships he built during the program impacted him as much as the coursework. "I love the people in the program. It's something that you can only understand through experiencing it," he says. "Professors are experts in their fields and approachable mentors who paused their commitments to help me with whatever I needed. I have never experienced a similar collaborative environment as that one before."

Near the end of his first year in the MBA program, Da Silva applied for internships at several companies, and many opportunities fell through. Eventually he received an offer from doTERRA Brazil to work as an operations intern. This internship led to a full-time job offer as the doTERRA Brazil operations manager after Da Silva finished his MBA in 2023.

Now in Brazil with his family, Da Silva leans on his education to impact his community. He says, "I hope to help shape a better future for everyone I interact with."

Written by Jake Holt





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