

SUMMER 2019

Global Connections

KAY AND YVONNE WHITMORE GLOBAL MANAGEMENT CENTER / CIBER





COVER Annika Stacey LOCATION Colosseum, Rome, Italy

C O N T E N T S 2 0 1 9

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KAY AND YVONNE WHITMORE
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Letter From Our Directors

OUR DEAR FRIENDS,

The past year has been exciting for the Global Management Center and BYU Marriott, starting with a renewal of our designation by the U.S. Department of Education as a Center for International Business Education and Research (CIBER) for the next four years—one of only 15 such centers in the country. We count ourselves blessed to be associated with the distinguished list of business schools who were also named CIBER institutions. We have continued our commitment to providing the best international business education for students across the BYU campus. We have worked hard to reach out to constituents and support them in their efforts to globalize. Our valued relationships with faculty, students, other universities, and local businesses are a driving force behind everything we do.

The Marriott School of Business welcomed a new dean, Brigitte Madrian, who has demonstrated her commitment to supporting international business education. We see a positive horizon for our center and BYU Marriott as a whole.

Allow us to highlight a select few projects that we have been engaged in as we move people along the continuum to “Learn, Go, Become Global”:

- Global Management Certificate: The certificate program—our highest level of academic recognition in international business—continues to attract students seeking a steep trajectory of global competency.

- Global Business and Literacy Minor: This program continues to grow, with over 140 students participating from more than 50 majors across campus, speaking a variety of languages.

- Study abroad: The Marriott School continues to send large numbers of students from across BYU on study abroad programs—several hundred undergraduates and graduates—to all corners of the world: Asia-Pacific, India, Europe, Africa, and South America. We are on track to have one of our largest enrollments ever in study abroad programs.

- Project-based programs: Of our some 18 programs that go abroad, we are seeing an increase in hands-on projects for students to accomplish while abroad. This gives them real-world experience to leverage for resumes, job interviews, and their subsequent careers.

- Internships: More students participated this past year in international internships than have in each of the past five years.

- Student scholarships: We continue to work to provide broadly-gauged access to international programs for as many students as would like to participate, espe-

cially those who may not have the resources. The Eccles Scholarships help MBAs become more global and the Cardon International Scholarship (CIS) program remains strong as we work to develop job placement in other countries to help these students.

- Faculty development and involvement: More faculty than ever are engaging in International Business through research, conference presentations, text book creation, and mentoring students on international projects. Through center funding, numerous BYU faculty members globalize themselves and their careers, bringing broadened perspectives and experiences into their classrooms and research.

- Strategic partnerships: We deepened our relationship with community constituents including the World Trade Center of Utah and Salt Lake Community College, both of which are highlighted in this report.

- Case competitions: This past year was a landmark year as we added French to our business language case competitions, our fourth language. These events help students develop a level of polish and poise valued by global recruiters.

Increasingly, companies are looking for cultural competence, 360-degree thinking, intellectual curiosity, transnational perspectives, and global communication skills. We continue coaching students on how to “unpack” their international experiences and leverage their global learning on resumes and in interviews.

We are honored as U.S. News and World Report continues to rank BYU as a top-20 institution in the country for both undergraduate and graduate programs in International Business.

We express thanks to the Whitmore family, the Eccles Foundation, and the U.S. Department of Education for their invaluable support, by virtue of which BYU is an anchor for the community and society at large when it comes to International Business.

As we begin the next 4-year cycle of the CIBER grant and press forward, we are focused on continuing to innovate and improve International Business education at BYU Marriott. If you would like to know more about how you might help us continue to develop global leaders, please don’t hesitate to be in touch.



B. Bruce Money

Bruce Money
Executive Director



Jonathon Wood

Jonathon Wood
Managing Director



LOCATION Church of the Holy Sepulchre, Jerusalem, Israel



BYU Awarded \$1.14 Million International Business Grant

The US Department of Education has awarded BYU and the BYU Marriott School of Business a four-year, \$1.14 million grant to be administered through the Whitmore Global Management Center (GMC). The prestigious grant will allow BYU to continue to function as one of only fifteen Centers for International Business Education and Research (CIBER), providing valuable resources for the university, local communities, the Mountain West region, and the nation as a whole.

“The mission of the CIBER grant is to increase US competitiveness on a global scale,” says Jonathon Wood, GMC managing director. “From sponsoring high school case competitions to cutting-edge faculty research, we’ve designed initiatives to do just that.”

The GMC team worked for months to put together a proposal in order to renew the CIBER grant, which BYU has received every four years since 1990. That proposal laid out seventy initiatives, including

study abroad programs, national case competitions, and regional international business conferences. Each of these programs and events help further the CIBER grant mission to increase international business acumen in the United States.

The grant funds also support important research initiatives. Bruce Money, the GMC’s executive director, explains that the grant plays an essential part in helping BYU Marriott faculty publish internationally respected research.

“Our faculty have outstanding research capabilities and come from the best programs,” says Money. “The CIBER grant allows them to conduct path-breaking research that gets published in the best journals.” He adds that the grant helps drive BYU’s reputation as an outstanding university in an increasingly competitive landscape.

The list of CIBER universities included thirty-three schools just two years ago. Now, the Department of Education has trimmed that number to just fifteen. BYU’s CIBER renewal, despite increased competitiveness, is further evidence of the university’s unique international environment and its dedication to global business.

“It’s a privilege to be included among the fifteen CIBERs,” says Wood. “We love to be associated with that group of distinguished universities around the world,” he says. “Provo is a great place to learn, but it’s only a small portion of BYU’s world campus. You have to go global.” †



U.S. News and World Report Ranked the Marriott School

17TH FOR UNDERGRADUATE

19TH FOR MBA

In International Business

GMC Hosts Seventh High-School Business Language Competition



More than one hundred high school students from around the state of Utah participated in the seventh annual Business Language Competition held by BYU Marriott's Whitmore Global Management Center (GMC).

"This opportunity for high school students was great," says Jonathon Wood, managing director for the GMC. "Putting the language you are learning to use in a business setting isn't something most high school students realize they would enjoy."

This year's competition, held in the Tanner Building, added three additional languages and saw double the number of student teams participating compared to the last year's event. In previous years, the competition only included students participating in Spanish. For this year's competition, Chinese, French, and Arabic languages were also included.

Thirty-four teams competed and were tasked with learning how to market different types of bags made by Cotopaxi, a local Utah company that sells outdoor adventure goods, to youth in Japan. Students were given background information on the basics of business and research about their target audience, and then were asked to give a final presentation—in their selected language—about how they would market this product.

"The high school teachers talked about what a great experience this was for their students," says Wood. "My colleagues and I were pleased because we helped these

students start thinking about a future in international business."

Winners were selected by a panel of judges comprised of Utah Valley residents who understand the four languages. Wood says that the judges enjoyed listening to the students and being able to help them become more confident in their second language. First-place teams received \$600, second place \$300, and third place \$100.

Two teams tied for first place in the Spanish competition; those teams were from Taylorsville and Westlake High schools. First place in the Chinese category went to American Leadership Academy; first place in French went to Tooele High School, and first place in Arabic went to West High School.

"The staff work to put the competition together in a way that even if you don't win, you walk away with something new and you've learned a lot," says Wood.

The competition was funded through the GMC's CIBER grant, which is designed to foster an interest in global business among students of all ages. In hosting this competition, Wood says the GMC helps provide students with an opportunity to see that they can do more with their second language than just speak it.

"Events like this help the GMC fulfill its own goal of providing the global education and training necessary to take on the global market," says Wood.†



Timpview High School's French team, one of the many teams from throughout Utah.



Students prepare to compete at the High School Business Language Competition at BYU Marriott.

TOP: High school students are addressed by Davis Smith, founder of Cotopaxi, this year's company of focus at the Business Language Case Competition at BYU Marriott.



A Valuable Exchange

AN IMMERSIVE LEARNING EXPERIENCE DURING A SEMESTER ABROAD

From developing business relationships in France to watching a sunrise over a mountain in Peru, the Global Management Center's foreign exchange programs teach what a classroom can't. The foreign exchange program provides students the opportunity to learn the inner workings of international business, become proficient in a new language, experience a different culture, and build professional international relationships.

The BYU Marriott Global Management Center offers students the opportunity to study overseas for a semester in Brazil, China, Germany, France, Italy, Peru, Portugal, or Spain. While abroad, these students immerse themselves in new cultures on foreign campuses. "Being a foreign exchange student was a life-changing event," says pre-business student Amelia Charles, from American Fork, Utah.

Studying on foreign campuses gives BYU Marriott students a fresh perspective on international business. "Understanding business and learning about cross-cultural barriers is a passion of mine," says Charles. "Once I found out about the foreign exchange program, I signed up almost immediately." She chose to study at a university

in Lima, Peru, to learn about the cultural aspects of business in South America. Her experience included learning Spanish, a necessary skill to conduct international business in most South American countries.

For pre-business student and Rigby, Idaho, native Kai Johnson, enrolling in the foreign exchange program was about more than exploring a new culture, it was about opening doors for his future career. "I chose to study in Spain in order to develop relationships with people for future business opportunities," he says. Johnson was able to cultivate relationships with his professors and fellow classmates, learning from them and building a network along the way.

William Rose, an economics major from Dublin, Ohio, spent a semester in France and experienced the benefit of interacting and learning from international students. "I was at a university where thirty different nationalities were represented," he says. "It was amazing to hear others opinions and see how different cultures value different things." Rose expressed appreciation for cultural awareness and treating people with respect, lessons he learned while studying in France.

The Global Management Center's for-

eign exchange program ensures a personalized experience for each participant. Students choose where to live, what business classes to take, and how to spend their time. This flexibility allows room for an immersive experience. When not in class, Charles hiked mountains in Peru, Johnson explored Madrid with his new friends, and Rose routinely grabbed a French baguette from the shop below his apartment.

When it comes to the foreign exchange program, former exchange students are the best advocates. "Don't wait until you learn a language or feel comfortable," says Johnson. "Jump in head first. I realized that if you wait until you're ready, you will never go. Get out there, and spread your wings."†

Above Left: Amelia Charles hiking in Peru. Above Middle: Kai Johnson exploring Spain. Above Right: William Rose posing with new friends in France.

Eccles Scholars (Left to Right): Tiago Triumpho, Xun (Alex) Zhang, Matthew C. Lipps, Benjamin Anderson, Sophia Zhang, Wilson Moreno, Joshua Brooks, Andrew W. Daniels, James Ngai Not Pictured: Austin Pollard, Michael R. Moore

Eleven Students Awarded Eccles Honor

Eleven first-year MBA candidates were recognized from the Marriott School of Business at Brigham Young University as Eccles Scholars, an award presented by the school's Whitmore Global Management Center (GMC). Up to \$9,000 of financial aid is awarded to each recipient for schooling expenses, international projects, and global career exploration.

"The Eccles scholarship program has a long history of accelerating the global career path trajectory of BYU Marriott MBAs," says Bruce Money, executive director of the GMC. "This year's class is no different. We eagerly anticipate and appreciate the accomplishments and service of these students in the international business community and the worldwide church. They are to be heartily congratulated, and the Eccles family sincerely thanked."

The 2019 Eccles scholars are Benjamin Thomas Anderson, Joshua

Brooks, Andrew W. Daniels, Matthew C. Lipps, Michael R. Moore, Wilson Moreno, James Ngai, Austin Pollard, Tiago Triumpho, Sophia Zhang, Xun (Alex) Zhang.

A committee of faculty members interviewed applicants and selected the top eleven candidates, who were chosen on the basis of academic performance and trajectory toward a global business career.

The Eccles Scholars award is funded by the George S. and Dolores Dore Eccles Foundation. The foundation was created in 1960 to ensure that the Eccles' philanthropic work would continue beyond their lifetimes. The foundation supports many projects and programs, particularly in education, at nearly every college and university campus throughout the state of Utah.†

Excusez-Moi, No Need to Pardon our French Team



Marshall Smith, COO of Taft Shoes, addresses the competitors.



Two Arabic teams competed with the University of Utah taking first place and BYU Second.

BYU's French language team made no apologies at the Whitmore Global Management Center's (GMC) annual Business Language Case Competition (BLCC) held during the fall 2018 semester, taking first place in the brand-new French category. The French team competed against universities from across the country in the event, now in its twelfth year.

For its most recent competition, the GMC partnered with Taft Clothing, an upscale shoe retailer based in Provo, Utah, to create a case study for the participants. Teams were charged with creating a logistical plan for Taft to expand into foreign markets.

Adding French as a fourth language in addition to Spanish, Chinese, and Arabic generated further interest in the event. Students, such as Julia Hansen, a senior at BYU double majoring in French and Psychology, seized the chance to participate in an event that previously did not include their second language. For Hansen, the BLCC presented the perfect opportunity to develop business acumen without the risks of the real world.

"I own a company right now with a few partners," Hansen says. "I'm always look-

ing to get as much experience as I can, especially in the safe setting of a case competition." However, business experience was not the only motivation for students competing in the BLCC; winning teams from each of the four language categories received cash prizes of \$2,000 to split between the three team members.

Joining BYU's French team as first place winners were the University of Utah's Arabic team, American University's Spanish team, and Indiana University's Chinese team. For the winners, claiming first place wasn't just about the cash prize, it also served as a source of motivation.

"Winning the competition was extremely validating," says Ethan McAndrews, a sophomore on Indiana's Chinese team. "It's a great source of motivation as we look to see how we can incorporate Chinese in our careers." Amelia Reuben, a freshman on American's Spanish team, agrees. "I'm not sure yet how Spanish will influence my career," says Reuben, an international business major. "But now I'm definitely motivated to use Spanish more in the future."

As a Center for International Business Education and Research (CIBER), BYU

PHOTOGRAPH Persnikity Prints LOCATION Marriott School



Marriott seeks to increase the nation's capacity to excel in international business. Encouraging students to continue developing their business language skills is a key part of why the GMC hosts the annual competition.

"Mastery of these languages is an integral part of building global competencies for these students," says Jonathon Wood, GMC managing director. "The chance to apply what they're learning about business through a second language gives them a newfound confidence, strength, and ability as they prepare for future careers."

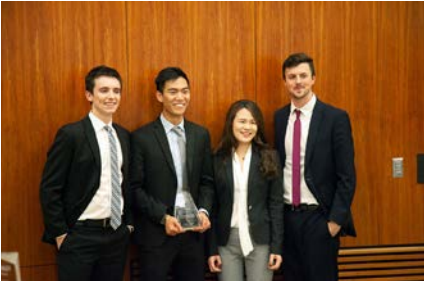
According to judges, the best presentations demonstrated superior language skills along with business expertise and, perhaps the most elusive component of all, an intimate and profound knowledge of the culture in question. "It's essential to learn the culture and how that culture influences the people to react in different ways," says one BLCC judge. The entire panel of judges agreed that a heightened cultural awareness is a crucial component of any successful international business venture and urged students to work hard to develop it.

Students that went the extra mile to think through cultural implications during their presentations ultimately provided added benefit to Taft Clothing. Marshall Smith, Chief Operations Officer at Taft, expressed his appreciation for the students' efforts. "We're excited to go through every one of your reports, as soon as we get them translated," Smith told the participants.

"We've loved being a part of the BLCC this year," he added. "Seeing the high caliber of students and the effort they've put into the project gives me great confidence that we'll find success in implementing their work."



Marshall Smith, COO of Taft Shoes, presents American University with first place in the Spanish competition.



First Place Chinese Team: Indiana University

TOP: First place winners from BYU in the inaugural French competition

FDIB Spotlight: Israel, Jordan, and Morocco

When studying the Middle East, many discussions will include Israel and its relationship with the surrounding countries. In January of 2019, twenty-eight professors and administrators from around the U.S. met in Israel to begin a two-week experience in Israel, Jordan, and Morocco, studying business practices and culture specific to the Middle East and North Africa. The group visited Tel Aviv, Jerusalem, Amman, Casablanca, Rabat, and Fez.

This faculty development in international business experience led by the Marriott School of Business CIBER at Brigham Young University and the School of Business CIBER at The George Washington University focused on providing participating faculty a unique international study opportunity, which will ultimately assist the United States in its international competitiveness via pedagogy, research and business outreach. The objective of the FDIB-MENA program is to raise faculty awareness of the economic, political and cultural environments that exist in the Middle East and Africa today, and ultimately, to leverage that first-hand awareness into competence and expertise in classrooms and on research campuses throughout the United States.

During the trip, participants visited a variety of businesses, universities, and embassies. Some of the highlighted business visits included:

- Start-Up Nation Central (Tel Aviv, Israel)—a non-profit focusing on connecting the world with Israeli innovation, a major theme throughout Israel.
- Ashkelon Desalination Plant (Ashkelon, Israel)—one of the reverse osmosis plants converting seawater to drinking water, both a business and national security concern in Israel.

- Petra Engineering (Amman, Jordan)—one of the largest HVAC engineering firms in the world with interesting competitive advantages due to supply chain efficiencies which help it compete globally.

- Queen Rania Center for Entrepreneurship (Amman, Jordan)—a non-profit established to help the development of technology and entrepreneurship in Jordan. An interesting compare and contrast to innovation in Israel.

- Hexcel Morocco (Casablanca, Morocco)—a division of Hexcel Corporation the world leader in honeycomb manufacturing for the commercial aerospace industry.

Jonathon Wood, managing director of the Global Management Center and co-leader of the program explained, “One professor told me he was making plans to incorporate what he learned on the trip in the classroom and for an upcoming study abroad program he was leading. Other professors from a smaller colleges said they had learned much and gained new insights into the region they had not considered previously. All talked of how they would bring this learning back into the classroom. I don’t think we could have received better compliments reflecting the success of the program.”

Of course, visits to cultural sites such as the Western Temple Wall, Petra, the ancient leather tannery, the Fez medina, the Dead Sea, the Hassan II Mosque in Casablanca, markets, and ethnic cuisine were also an integral part of the trip. Understanding the local culture is important when studying how business in a region is conducted. In January 2020, the FDIB-MENA will run again, most likely visiting Israel, Jordan, and Morocco. With the success of the 2019 program, potential participants have already begun to express interest.†



LOCATION Western Temple Wall, Jerusalem, Israel



THE KAY AND YVONNE WHITMORE GLOBAL MANAGEMENT CENTER

open possibility.

LOCATION Sheikh Zayed Mosque, Abu Dhabi, UAE





PHOTO



- 1 Global Marketing, Jungfrau, Switzerland
- 2 Asia Pacific Business, Sparton visit, Vietnam
- 3 Global Marketing, Pompeii, Italy
- 4 Latin America MBA, Peru
- 5 Latin America MBA, Machu Pichu, Peru
- 6 Global Marketing, Great Wall of China, Mutianyu, China
- 7 Global Marketing, Cape of Good Hope, South Africa
- 8 Global Marketing, London, England
- 9 Asia MBA, Caterpillar Finance, Bangkok, Thailand
- 10 Asia Pacific Business, Nu Skin visit, Sydney, Australia
- 11 Asia Pacific Business, Hong Kong
- 12 Global Marketing, Abu Dhabi, United Arab Emirates

Our Global Footprint

As you enter Brigham Young University you can see a sign that reads, “The World is Our Campus.” In the Marriott School we take that quite literally.

Students and faculty get out their passports, pack their bags, and rack up the frequent flyer miles. Whether they are engaged in faculty-led study abroad programs, research, student exchange programs, internships, field studies projects with multinational firms, social innovation projects, or doing research for a business they want to start, they are engaged in learning about international business. Remember, the world is our campus.

In the Global Management Center, we have adopted the phrase Learn, Go, Become Global. And they do go. †

COUNTRIES OUR STUDENTS & FACULTY VISITED IN 2018-2019

- Australia

Austria

Belgium

Botswana

Brazil

Bulgaria

Cambodia

Canada

China

Croatia

Czech Republic

Denmark

England

France

Germany

Ghana

Greece

Hong Kong

Hungary

India

Italy

Israel

Japan
- Jordan

Luxembourg

Malawi

Malaysia

Mexico

Morocco

Nepal

Netherlands

New Zealand

Peru

Poland

Portugal

Russia

Singapore

Spain

South Africa

South Korea

Sweden

Switzerland

Thailand

United Arab Emirates

Vietnam

Zambia



Berlin Internship Leads to Global Job Before Graduation



This summer Tanner Wegrowski interned for WINS Global Consult GmbH, an international consulting firm in Berlin, Germany.

At a young startup, Tanner was one of only a handful of other employees and immediately given responsibility that most interns at larger companies would never get. He worked directly with the consultants to evaluate the implementation of global development efforts valued at €3+ million in 5 different countries, including Bosnia and Herzegovina and several African countries. He personally authored several detailed evaluations, providing clients with critical insights into the impact of the international projects that they were working on.

Tanner reflected, “The people that I worked with were from myriad countries, and each one provided me with profound insights that have fundamentally changed the way I see international business. I was also able to leave the office, travel to beautiful places, meet new people, and experience culture in a way that I will never forget.”

This internship along with his international business education at BYU Marriott, helped him land a job to aid a multi-million dollar company expand into Europe.†

*Tanner while hiking the fjords of Norway.
Above: Tanner on a day trip to Luxembourg*

“...each one provided me with profound insights that have fundamentally changed the way I see international business.”



The Cardon International Sponsorship

STUDENT SPOTLIGHT

CAPACITY TO SERVE

For most eighteen-year-olds, graduating high school means freedom. For Daniel Villanova, it meant more responsibility. When he graduated high school, Villanova received a calling to teach seminary in his local ward in Brazil. This was the first experience to shape his leadership abilities, and Villanova learned that “great leaders lead their people from among them.”

Villanova has continued to fine-tune those leadership skills throughout his education and inimitable work and life experiences. As a Cardon International Sponsorship (CIS) recipient and a second-year student in BYU Marriott’s Masters of Public Administration program, Villanova plans to return to Brazil to lead and innovate in his community after he graduates.

“All CIS students should be committed to help build the kingdom of God in their home countries,” Villanova says. “I got the CIS because of my commitment.”

After teaching seminary for two years, Villanova served a mission for the Church of Jesus Christ then returned to Brazil to start college. A year later, he decided to move to the United States to attend LDS Business College in what was meant to be an exchange program to learn English. However, he met his wife, Leilane, that year, and they decided to both transfer to BYU.

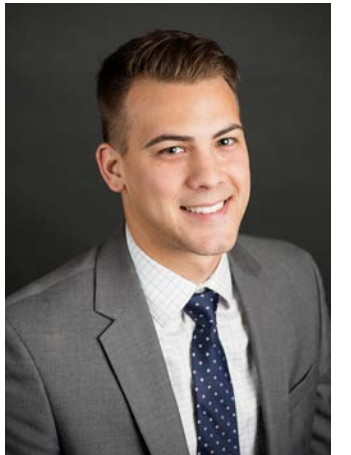
“I felt that my career aspirations and personal development would be accomplished best by coming to BYU,” Villanova says. “And I felt clearly that the Lord wanted me here.”

Villanova graduated from BYU Marriott with a bachelor’s in business management. He then decided to get an MPA because he wants his career to intersect the private and public sectors, and he knew the MPA program would help him become a better decision maker and accomplish his goals.

Villanova has past work experience ranging from consulting to education to LDS Philanthropies. For his internship this summer, he was officially appointed by the mayor of São Paulo as a team lead to work for the secretary of planning and management. This gave him opportunities to collaborate, make calculated decisions, and prioritize time and budgets.

Along with his education and work, Villanova seeks out unique experiences in his personal life to learn and grow. He and his wife have three children, and they have moved seven times in the last seven years because of school and internships. He and his family learned Spanish—their native language is Portuguese—and attend a Spanish ward in Provo. Being trilingual helps Villanova leverage his network around the world among different cultures. His family has also hosted five foreign exchange students in their home—from Saudi Arabia, Germany, Mexico, Chile, and Brazil.

“We love to interact with people coming from different backgrounds,” Villanova says. “We have so much to learn from them.” Villanova plans to use the skills he has learned at BYU Marriott to serve, innovate, and improve lives. He is particularly interested in education, economic development, and social programs. “My dream job would use my capacity to train, influence, communicate with, and engage people,” Villanova says. “Generally speaking, I want to help improve people’s experiences here on earth.” †



Daniel Villanova



An average day of studying for Villanova, an MPA student and father.



I can honestly say that whilst my educational experience at the Marriott School of Business was exceptional, the true highlight for me was my participation in the Cardon International Sponsorship program. It’s helped me prepare to serve, grow people and the church back here in Australia so much more effectively, as well as develop an international network of peers committed to the same goals.

—Brent Daire, Masters of Public Administration ‘17



Marketing Shakespeare:

An Experience Design Internship

This summer Shelley Bushman had the opportunity to intern with Shakespeare Birthplace Trust in their Marketing/PR and Public Affairs department, in Stratford-Upon-Avon, England, as an Experience Design Management major. Her goal was to have a global experience in her field to help better define her desired future career goals as well as gain further technical experience and skill sets.

As an intern, Shelley was given a variety of assignments that helped her build on skills learned from her classroom environment at BYU as well as develop new competencies that will carry her through to her career. She headed up a communications audit project, working directly with the head of Marketing, Development, and External Relations departments, helping to streamline and increase the effective communication going out to interested audiences across all departments. Her conclusions and findings are currently being implemented as they change some of SBT's marketing strategies. She conducted Instagram training for the Digital department, as well as participated in an Instagram campaign and takeover for BYU during her time with SBT. Her takeover videos received over 38,000 views, driving follow up messages and questions from people interested in her experience with her internship as well as questions regarding her major. Shelley attended press events and marketing events as well as planned, executed, and carried out all marketing for an annual fundraising event for the SBT education scholarship fund.



SHELLEY BUSHMAN

Drawing on a key component of the teachings from her Experience Design Management classes, Shelley says she has gained the most insights and learning from this experience as she has reflected back on this past summer. Aside from a new appreciation for eating lots of crumpets and scones with clotted cream, she has a newfound desire to continue the learning process. "Never stop learning! It's easy to become complacent, feeling like we know what we know and don't know what we don't know, but the key to staying relevant...is to continually be learning." †





Salt Lake Community College Students Study Entrepreneurship in India

A CIBER Sponsorship Story

The Whitmore Global Management Center had the privilege of partnering with Salt Lake Community College to enable two students to travel to India. The India Entrepreneurship Study Abroad students toured Delhi and Mumbai, interacted with students at MIT Pune, taught marketing principles to schoolchildren in Wai, and visited spectacular cultural sites like the Taj Mahal and Agra Fort. In perfect alignment with the values of CIBER, the trip provided a global experience by exposing bright SLCC students to India’s unique culture and thriving technical business scene, something they would not have been able to do without CIBER.

Silvia Araoz



Silvia Araoz is a Peruvian native, single mom, and a student at SLCC. She cares deeply for her community, and works to develop skills so she can better serve others. Silvia states that, “to be successful in life, education must be paired with civic engagement to have great impact in your life and in the community”.

Silvia demonstrated her desire to better the lives of others as she taught children in India and networked with other globally minded students at MIT Pune. She was inspired by the female entrepreneurs and said, “Even though there is inequality between genders, women have found ways to create their freedom.”

Her experience helped her to understand the business customs and selling techniques in India, and to expand her view of what business looks like internationally. †

Rita Anderson

Rita Anderson is from Peru, and a first generation college student at SLCC. She has an innate love for learning, and her international background has become an important contribution in class and in her community. She says, “Study abroad and humanitarian service of any kind brings its own reward. Delivering education internationally where it is scarce and in great demand offered a sweet journey.” Rita was fascinated by contrasting areas of India, like Old Delhi and New Delhi. She observed distinctive cultural norms, and aided children in their learning in Wai.

After spending time at MIT Pune, she said, “We interacted with students who combined their academic learning experiences with global technological innovation to achieve their goals.”

Her trip reinforced her passion for education and community development. †



GMC Partners with World Trade Center Utah

BYU Students & World Trade Center of Utah Unite to Help Local Companies Increase Exports

More than 3,500 Utah companies export goods or services internationally, and this semester, students at the BYU Marriott School of Business will help even more companies join those ranks. Thanks to the Global Management Center’s partnership with World Trade Center Utah, students will work with executives of local companies, performing an in-depth, product-specific analysis of global markets.

“Studying out of a book, memorizing concepts, and then passing a test can be the worst way to learn and prepare,” says Lee Daniels, associate teaching professor of marketing at BYU Marriott’s Global Management Center.

With that philosophy in mind, it is easy to see why Daniels agreed to partner with WTC Utah after the organization suggested his students conduct an International Market Selection Analysis (IMSA) for seven local companies. During Fall 2017 semester, Daniels split his students into seven teams and assigned each team to one of the companies, whose products ranged from children’s toys to high-adventure gear.

“Once the student team is matched with a company, an executive outlines the company’s goals and risk preferences,” says Cameron Corbridge, a BYU student from Kingman, Arizona, currently interning with WTC Utah. The students then use that information, along with tools from WTC Utah, to determine which international markets best fit the company’s product.

“The goal is for the students to identify roles and responsibilities within a team construct and deliver a quality product to an executive, both in a written report format and a quality presentation,” says

Daniels.

As part of that report and presentation, students are expected to recommend three countries best suited for their company’s product. In addition, students must give a detailed explanation of their methodology and the research that supports their recommendations.

Research databases such as Euromonitor, UN Comtrade, and IBISWorld form the backbone of student analysis, but course professors want to make sure students are not just crunching numbers.

“Anyone can go out and collect data,” says Daniels. “The real key is how you do the analysis, so it’s not just an accounting exercise of inputting numbers but really doing some strategic consulting.”

Due to the project’s growing popularity, a record fourteen businesses have requested to participate in this semester’s IMSA. The list of businesses includes Owllet Baby Care, a company launched in 2013 by four BYU students.

“This kind of support is invaluable,” says Jacob Colvin, Owllet co-founder and director of international operations. “I’m looking to the IMSA project to complement a study done prior, but I feel this deeper analysis will be helpful in making better decisions going forward.”

Since the project’s inception, both Daniels and Corbridge have worked hard to incorporate student feedback and their own observations in order to make the project even more meaningful for international business students. The GMC is confident the student IMSA project, now in its third semester, will be even more rewarding for both the students and the businesses they consult.†



An example of one report the students generate for Utah companies. This one ranks potential countries based on economic and political stability, market potential, ease of doing business as well as an aggregated overall score.

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