

A high-angle photograph of a mountain valley. In the background, jagged mountain peaks are covered in snow and partially shrouded in white clouds. The middle ground shows steep, green mountain slopes with patches of forest and a small waterfall. In the foreground, a lush green hillside is covered with dense evergreen trees. A small village with several buildings is visible in the valley floor.

# **globalconnections**

kay and yvonne whitmore global management center/CIBER

**2011 In Review**



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## LETTER FROM THE DIRECTOR



2011 was a fascinating year. From the birth of the Arab Spring to the earthquake and tsunami in Japan to the ever-widening debt crisis in Europe to political gridlock in the United States, it's been an exciting year to be involved in international business. I can't wait for what 2012 brings.

A fun thing about international business is that you need to have a general idea of what is going on around the world in order to plan for the future. It's good to have specific knowledge about a language, culture, and country, but you can't always pick where you are going to work.

As will be pointed out in several of the articles in the newsletter, that first exposure you have internationally will change how you think about the world and may lead to a deeper dive. The important thing is to have a general idea of what's going on internationally so that you can frame your experiences in a way that will help you be more successful as you get involved in the global economy.

Take the Middle East, for example. In 2010 we took one of our EMBA groups to the Middle East and to North Africa. Only one of the students had ever been there, and it was an eye-opening experience for everyone, not only politically and culturally but also in terms of the opportunities in that region. Most of us are comfortable with Europe and Latin America because of historical and geographical proximity and a growing number are becoming more comfortable with Asia.

However, there are emerging opportunities in the Middle East and in North Africa as well as in Sub-Saharan Africa. It's time to get comfortable with business in those regions. The reason we try to expand our footprints around the world is to expand the vision of our students and faculty and to better equip them with the tools to best frame their new experiences.

Rewind to 2011. In January, BYU CIBER/GMC co-sponsored a Faculty Development Program in the MENA region as discussed later in the newsletter. It was a great trip, leveraging what we did in the EMBA program in 2010, and our high-quality business and government visits provided good insights for the faculty and gave us great encouragement for the future.

But less than a week after we left Egypt, Cairo erupted in violent demonstrations that resulted in regime change and continued instability. We even met with the U.S. Ambassador to Egypt and there was no indication that the Arab Spring would move to Egypt so quickly and so dramatically.

Needless to say, we had to drop Egypt from our EMBA 2011 itinerary, the larg-

est Arab country in the world and one that is rich in history and tradition. We still kept the United Arab Emirates and Istanbul, Turkey. No, we didn't repel off the Burj Khalifa in Dubai like Tom Cruise in his new movie, but we rode the world's fastest roller coaster at Ferrari World Abu Dhabi, and we learned about how to market a theme park in the middle of the desert.

The bonus is that we got to see the impact of the European debt crisis up close and personal in Greece as we stayed a block away from the Parliament and the location for many of the massive demonstrations you saw on TV. It gave us a greater appreciation and understanding of the massive challenges facing Europe.

It may be a few more years before we return to Egypt, but there are still areas in the Middle East we can visit that are relatively safe and give us a taste of something very unique. Now it's on to the rest of the world. In January we've substituted China for the MENA region for our faculty development program, and we'll examine the westward expansion development, the gradual shift from manufacturing to servicers, high value-added R&D, the struggle with sustainability, Asian entrepreneurship, and how China is struggling to improve quality of life.

Our students will be everywhere. The world really is their campus. What an exciting time to be involved in international business.

## 2011 In Review

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Cover photo by Harsh Vora, 2011 Europe Business Study Abroad Participant



## SUMMER STUDY ABROAD PROGRAMS CHANGE THINKING

Reading headlines about the Greek debt crisis is one way to stay informed about current events. But for twenty eight Brigham Young University students, talking directly to a chief officer at the second largest bank in Greece seemed a lot more intriguing.

“You’re definitely not going to get that perspective in the United States,” quips Bruce Money, marketing professor and director of the Whitmore Global Management Center’s new study abroad program to the Mediterranean.

Money’s program was one of seven study abroad programs offered by the center last summer. Students were given the opportunity to visit prominent companies and meet with top officials in the business sector.

“There’s no better way to learn international business procedures than from those who are actually practicing them,” Money says. “Talking to the Greek banker, for example, was a thought-provoking experience that helped students better understand the Greek debt crisis from an insider’s perspective.”

The Mediterranean Business Study Abroad featured trips to Nike in Istanbul, DHL in Rome, and a small side trip to the world headquarters of Nestlé in Switzerland—among many other business visits and cultural excursions. The Nestlé visit became a student favorite, and not just because of the free chocolate. Ryan Frome, an exercise science major from Albany, Oregon, says he enjoyed learning about Nestlé’s focus on serving customers and their nutritional goals, which applied directly to his major.

“I was able to get a feel of what it is like to work in business, which gave me some insight on my future career,” Frome says. “One day I will be a business owner, so it



*The 2011 Mediterranean Business Study Abroad program at mosque in Turkey.*

was useful to see how corporations operate behind the scenes.”

Experiences like these were frequent in each program including an accounting study abroad to London and a global marketing study abroad that stopped in India for the first time on its way through New York, Asia, and Europe. There were also business study abroad itineraries to Europe, China, Italy, and Asia where students were able to make an inaugural trip to Mongolia.

Troy Carpenter, director of the Asia Business Study Abroad, says he appreciates the new viewpoint a study abroad offers and uses his group’s visit to Playco, a toy supplier to Walmart, as an example. The group was able to observe the ins and outs of a high-intensity labor environment with mostly young adult female workers. He says it was interesting for students to see those conditions and it definitely added a new element to their perspective.

“Students should take advantage of these opportunities simply because the experience widens their views of the world,” Carpenter says. “It takes them out of their element and sometimes out of their comfort zone, and they are never the same again.”

Philip Volmar, a senior from Fullerton, California, studying public relations, participated in the Asia Business Study Abroad and said that the experience left him with a greater understanding and context to the world outside of his textbooks. Because of the Playco visit, he says when he sees a “Made in China” sticker, he doesn’t just think of affordable goods but of the faces of the workers who made them.

“My education was able to extend past the scope of a classroom when I studied abroad,” Volmar says. “I came home with lots of pictures and souvenirs, but more importantly, I believe I am beginning to grasp what it means to be a global citizen in a flattening world.”

## FIRST WHITMORE CENTER GLOBAL AMBASSADORS

Business savvy, a passion for international travel, and excellent presentation skills set seven Marriott School of Management students apart and earned them the title of the Whitmore Global Management Center’s first Global Ambassadors.

After a thorough interview process, a group of six professors and professionals selected the students out of more than forty applicants. As alumni of Whitmore Center study abroad programs, ambassadors will promote internationalism by representing study abroad programs and hosting international businesspeople at the Marriott School. In return for their efforts students will receive a \$250 stipend at the end of the semester.

The inaugural group of Global Ambassadors consists of Harsh Vora from Gujarat, India; Timothy Colvin from Preston, Idaho; Amie Isom from Bountiful, Utah; Scott Nelson from Orem, Utah; Emily Eckley from Elizabeth, Colorado; Nicholas Romano from Tooele, Utah; and Christopher Law from Gilbert, Arizona.

“They’re enthusiastic about their study abroad experiences and the fact that every student at BYU could have a similar life-changing experience,” says Sherstin Creamer, program director for the center. “Each of them has a sincere desire to make a difference in another student’s life. That is what makes Global Ambassadors such a unique and engaging program.”

Creamer was inspired to start the Global Ambassadors program as she saw students return from study abroad experiences brimming with enthusiasm for international travel and reaching out to other students to involve them in study abroad programs.

As part of the formal group, ambassadors will work with students and program directors while learning leadership skills as they interact with visiting international businesspeople. Among their responsibilities are promoting study abroad programs by giving classroom presentations, video blogging on international topics, and sharing their knowledge of international business with other students.



*2011 Global Ambassadors. From left, Harsh Vora, Emily Eckley, Scott Nelson, Nick Romano, Timothy Colvin, Amie Isom, and Christopher Law.*



## GRADUATE STUDENTS INCREASINGLY EXPLORE THE MIDDLE EAST AND ASIA

It was not without reservation that Joe Rivest and his wife chose to go to the Middle East for his EMBA Foreign Business Excursion.

“It was quite scary,” he says. “We thought it was crazy. Then we realized we could go to Europe whenever we wanted to, but we were never going to pack up and go to the Middle East on our own.”

More than ever, MBA and EMBA students are taking advantage of opportunities available every year to experience life and business in areas of the world they had never before considered. The increased interest in Middle East and Asia programs coincides with a rise of these areas’ importance in the business world.

“From a business standpoint, India and China are more interesting than Europe because they are growing rather than declining,” says Burke Jackson, a professor of strategy who has accompanied EMBA groups to Asia, the Middle East, and Europe.

His observation is that during the past few years, students have increasingly chosen exotic locations for their study abroad locations, while the popularity of the study abroad trip to Europe has declined. “I think that our students have gotten older, have a little more money, and have become more adventurous and willing to try new things,” he says.

EMBA students are required to participate in a Foreign Business Excursion, which offers choices to Europe, Asia, and the newest program, the Middle East. MBA students have the option of joining an MBA study abroad program, which usually travel to Asia, the Middle East or Europe.



EMBA students visited Hagia Sofia in Istanbul, Turkey, on their Middle East excursion.

China’s economic growth is one factor that spurred Mason Chenn, an MBA student from Hong Kong, to help organize the trip to China this year. Drawing upon his experience living in the country, he showed his classmates how dramatically the economy has changed within the past two decades as a result of foreign investment.

“You go into Shenzhen and there are taxis and subways that just weren’t there before,” Chenn says. “They sprung up during the last twenty years. As more people have started investing in China, the economy has absolutely exploded.”

Although not all students participate in the more exotic study abroad opportunities, Mike Swenson, a marketing professor who has accompanied students on the Europe study abroad program multiple times, says

students learn from all of the business excursions.

“It’s nice to have multiple options because when we come back we give students time to collaborate and share what they’ve learned with each other,” Swenson says.

Rivest says he never regretted the decision he and his wife made to participate in the Middle East trip, where they were able to compare different economies and connect with family history in Turkey.

“We used this opportunity to see things that we’ve never seen, and I’m so glad we did,” Rivest says. “It was a life-changing experience to go to Istanbul, and now I wouldn’t mind an expat assignment out there.”



Photograph by Jared Colton, 2011 Asia Study Abroad Participant



## INTERNATIONAL EXPERIENCES FAIR SHOWCASES STUDY ABROAD AND STUDENT EXCHANGE OPPORTUNITIES

Rows of booths and smiling study abroad alumni greeted students during the second International Experiences Fair, held 14 September in the Tanner Building.

On display were posters and souvenirs from the various Business Study Abroad programs to Asia, Europe, and Latin America, along with the London Accounting Study Abroad. In addition to the study abroad programs there was information about field studies, internships, scholarship opportunities, and exchange programs with universities all over the world. Program directors and alumni shared information from their international experiences in hopes of encouraging students to study abroad.

Cynthia Halliday, managing director of the Whitmore Center, says study abroad programs are invaluable experiences for those who wish to enter the field of international business. She is directing the new Europe and Latin America Study Abroad program in Spring 2012 Term, which includes business visits in Brazil, Argentina, Spain, and Portugal. She says the five-week program allows students to see beyond familiar American businesses to the diverse economies that are outside the U.S.

“It’s important for students to realize that most of these countries are advanced in business,” Halliday says. “A lot of students are surprised to see the sophistication of the business world and the strength of the economy in these countries.”

Steven Hall, a senior studying supply chain management, participated in the Asia Business Study Abroad program in Spring 2011 Term and promoted the program at the fair. He was similarly sur-



*Asia Business Study Abroad alumni Steven Hall and Minji Choi talk with a student about international business opportunities at the International Study Fair.*

prised to see the diversity of businesses as he traveled to Japan, Mongolia, Hong Kong, South Korea, and China. Hall says he was able to see how different cultures work together to create international companies.

“I saw how interconnected the world is,” he says. “Globalization is not only in your textbook. Going to the store I could see it as I looked at all the products. Companies are worldwide.”

Scott Nelson, a senior studying marketing management, participated in the France Student Exchange in Fall 2010. He loved the diversity in his classmates.

“The advantages are impressive. Most of the work is done in groups. One of my classes consisted of a Lebanese stu-

dent, four Spaniards, three Georgians, a Moldovan, an American, ten French, five Chinese, an Italian, three Germans, two Russians, a few Moroccans, and the list continues,” he says.

Once together, the groups work together to braid different backgrounds, beliefs, and thoughts into a progressive think-tank. “The entire experience is synergetic and the variety of perspectives are invaluable,” Nelson says.

“This fair is great because students get to interact with alumni and the directors,” says Bruce Money, a professor of marketing and international business, who has led more than eight study abroad programs. Money emphasizes it doesn’t matter which program students choose as long as they grab their passports and go.

## FIVE GLOBALLY MINDED MBAs AWARDED ECCLES SCHOLARSHIPS

The Kay and Yvonne Whitmore Global Management Center at Brigham Young University named five first-year MBA students as Eccles Scholars and awarded each recipient \$10,000 to explore careers in global business. The honor encourages them to make the world their campus.

“The award recognizes students who, immediately into their MBA program, begin thinking about their interest in international business,” says Lee Radebaugh, director of the Whitmore Global Management Center. “It helps them engage in international experiences in their first summer as graduate students.”

This year’s Eccles Scholars include Mason Chenn from Hong Kong; Benjamin Rich from Kaysville, Utah; Ammon Shumway from Moab, Utah; James Toone from American Fork, Utah; and Cecilia Yiu from Hong Kong. Scholars were selected based on international experience, foreign language proficiency, GPA, GMAT score, career goals, and faculty recommendations.

“It was a difficult decision because every candidate fit the profile of an Eccles Scholar,” Radebaugh says. “These five students stood out because of their impressive backgrounds and their high potential to succeed.”

A team of six professors specializing in global management, including Radebaugh, interviewed each applicant and gave their recommendations for the prestigious award. The scholarship provides funds for tuition and travel, allowing scholars to trot the globe, meet with multinational organizations and executives, and learn more about the intricacies of a career in international business.

The Eccles Scholarship is funded by the George S. and Dolores Doré Eccles Foundation. The foundation is committed to promoting quality education—it funds programs on nearly every college and university campus in Utah.



*2011 Eccles Scholars. From left, Benjamin Rich, Ammon Shumway, James Toone, Mason Chenn, and Cecilia Yiu*





Photograph by Scott Nelson, France Student Exchange Participant

## GHANAIAN FISH FARMS TAKE GLOBAL CATEGORY AT 2011 BUSINESS PLAN COMPETITION

A team of MBA students are putting the age-old maxim of teaching a man to fish to the real-world test. Social venture Tilapiana won first place for its fish-farming franchise model in the global category of the 2011 Brigham Young University Business Plan Competition.

Tilapiana, whose name comes from the tilapia fish, received \$5,000 from the Kay and Yvonne Whitmore Global Management Center to operate sustainable fish farms in Ghana in an effort to decrease poverty and malnourishment.

According to Justin King, co-founder of Tilapiana, Ghana currently produces less than half of the country's demand for fish. Tilapiana's solution leverages local production and distribution so Ghanaians can grow and sell their own fish and feed their families in a sustainable way. The organization provides the hatchlings, feed, and training to help the fish farmers successfully manage multiple ponds.

"Although fish farming is done around the world, there's not much done in Africa," says King, a second-year MBA student from Kaysville, Utah. "It's a fairly new industry, and Ghana has passed recent laws and initiatives because it wants this to be its next big economic stimulant."

The genesis of the idea came when King and fellow co-founder Andrew Steward, a second-year MBA student from South Jordan, Utah, lived in Ghanaian villages last summer working on small business projects. "We came back knowing we wanted to do business in Ghana, particularly in social endeavors," King says.

Together with teammate Janice Kirk, a first-year MBA student from Blanding, Utah, the team has partnered with aquaculture experts and government officials both in the United States and abroad. They also plan to expand their model to five countries in Africa within five years.

"Our hope is to prove the methods in Ghana and take them throughout the continent," King says. "And we don't want to stop with fish farming. We'll expand to other sustainable agricultural models because there is a great need in Africa and around the world."

The Whitmore Global Management Center/CIBER sponsors the global category of the BPC to encourage businesses that reach beyond the borders of the United States. Plans are judged by a panel of Marriott School professors and an international business professional. Although judged separately, plans submitted for the global category also compete in the general BPC.

"The global competition rewards good business plans that result in the penetration of foreign markets and helps students negotiate the cultural, administrative, and economic challenges of doing business abroad," says Lee Radebaugh, director of the Whitmore Global Management Center/CIBER.

*"The global competition rewards good business plans that result in the penetration of foreign markets."*

—LEE RADEBAUGH



Justin King, Andrew Steward, and Janice Kirk of Tilapiana received \$5,000 for their innovative fish-farming franchise at the 2011 Business Plan Competition.



## BYU TEAM WINS INTERNATIONAL CASE COMPETITION

*“It was about using our knowledge to the best of our ability and forming relationships with other schools.”*

—CECILLY FRANCISCO

With team members from three majors and three countries, diversity of thought was a strength that helped Brigham Young University place first in the 2011 Consortium of Undergraduate International Business Educators Competition.

The competition, which is meant to expand participants’ knowledge of international business, was held 3-5 November at Northeastern University. Sixteen teams from universities belonging to the consortium were invited to participate.

“The BYU team worked incredibly hard to prepare for this competition, and it was a valuable experience that ultimately paid off,” says Liz Dixon, an adjunct faculty member and coach. “The students’ international experience and training with professors gave them a real advantage.”



The CUIBE team competed at Northeastern University. The team from left to right: Luke Ball, Wilfried Eyi, coach Liz Dixon, Cecilly Francisco, and Adam Gassin.

Universities such as George Washington University, New York University, and the University of Southern California participated in the competition. Teams had one day to work on a case that involved the international expansion of the Carlsberg Group before presenting their solutions to a panel of business executives from the Boston area.

The BYU team consisted of Adam Gassin, a senior studying strategy and Chinese from Irvine, California; Cecilly Francisco, a senior studying marketing from Vernal, Utah; Luke Ball, a junior studying strategy from Christchurch, New Zealand; and Wilfried Eyi, a senior studying finance from Libreville, Gabon.

The four students’ different ways of thinking were ultimately invaluable to their solution, but they say working together began as somewhat of a challenge.

“It was hard at first because a person from strategy is going to think differently than a marketing person, but it worked out in the end,” Eyi says. “We were able to take a more holistic perspective of the case, and I think that was the key to why we won.”

Members of the team, which received support from the Whitmore Global Management Center, say the networking opportunities and chance to represent BYU were some of the most rewarding aspects of competing, and they value the relationships they built with other students during and after the competition.

“We weren’t just there to win, although that was nice,” Francisco says. “At the end of the day, it was more about using our knowledge to the best of our ability and forming relationships with other schools.”

## INDIANA UNIVERSITY WINS BUSINESS LANGUAGE CASE COMPETITION

Competing against nine other teams, Indiana University took top honors at BYU’s fifth Business Language Case Competition. This year the event, held 11 November, challenged students to apply their Spanish skills to critical business decisions.

Coming in after Indiana were teams from American University and University of Nevada–Las Vegas, which received second and third place, respectively.

Teams of three non-native Spanish speakers were given two weeks to tackle the task of deciding whether a large company should revamp or drop a struggling product. They presented their strategies in Spanish to a panel of judges consisting of twelve Spanish-speaking professionals and three BYU MBA students. The judges made their decision based on the skill of the presentation, mastery of the language, and effectiveness of the business strategy.

“All of the teams were ready with their sources and explanations and were able to come up with a variety of solutions

to the problem,” says Gabriella Poletti, a project manager at MultiLing and a judge for the competition. “Some teams went the extra mile, looking not only at the case but also at other issues that could come up, and that really made the difference between those that did very well and those that did not.”

Indiana University’s team impressed judges with its preparation and ability to answer questions on the spot. The team consisted of Nicole Budzynski, a finance and economics senior; Jeff Carlson, a finance and business economics junior; and Claire Ranzetta, a finance and accounting senior. The first place team received a prize of \$1,000.

Emily Moore, a member of American University’s team, says she is proud to have participated in the competition.

“It’s something my major has worked for as far as being able to apply Spanish to business contracts, and it’s given me confidence to apply for jobs that would ask for this type of skill,” she says.

Nine schools, including Bryant University, Purdue University, and the University of Miami, came from across the nation to participate in the event, which was sponsored by the Whitmore Global Management Center/CIBER and the University of Miami CIBER. In the past the competition has included Portuguese and Mandarin Chinese sections, but this year the event focused solely on Spanish.

Luz Robles, Utah state senator and vice president and Hispanic/Latino market manager at Zions Bank, was an example of using Spanish in the business world as she spoke at the awards banquet held after the winners were announced. She says the competition prepares students to enter a job market where being able to speak Spanish is becoming an essential skill.

“Look at the global market,” she says. “In order to succeed we need people who are linguistically and culturally competent. The sky’s the limit when it comes to being able to communicate with people around the world.”





## INTERNATIONAL MARRIOTT SCHOOL STUDENTS PREPARE FOR A LIFETIME OF SERVICE

A group of graduate students from across the globe experienced a once-in-a-lifetime opportunity as they visited with leaders from The Church of Jesus Christ of Latter-day Saints about the importance of education and service. These students, part of the Cardon International Sponsorship program, also received a tour of church headquarters during their visit last semester.

One of the highlights of the visit was meeting with Elder Neil L. Andersen, member of the Quorum of the Twelve Apostles. This was the first year an apostle visited with the CIS students during their annual visit.

“The entire trip, especially visiting with the church leaders, gave us a sense that the church really appreciates this program and us individually,” says Stephen Haynes, a first-year MBA student from Brisbane, Australia. “It helped reinforce the spiritual leadership preparation part of the program—to help develop strong church leaders worldwide.”

International students admitted to a Marriott School graduate program are eligible to apply for the CIS program. Applicants must also be members of the LDS Church and commit to return to their home countries after receiving their diplomas to develop their communities and the church. The purpose of the CIS program is to increase these students’ business knowledge, preparing them for their careers and to become leaders in their local areas and strengthen the church.

To increase their leadership knowledge students received insights on church operations and implementing their developing acumen in their respective countries after graduation.



*Current CIS students and their advisor, Tad Brinkerhoff, visited with LDS Church leaders in Salt Lake City about the importance of education and service.*

Prior to visiting with Elder Andersen the seventeen students toured the LDS Humanitarian Center, Welfare Square, and Temple Square. Elder Richard E. Cook, managing director of the Perpetual Education Fund spoke to the students and challenged them to be true to the gospel every day of their lives.

“Whenever we get together as a CIS group it helps me realize the true reason I’m here at BYU—not only to learn business skills but also church leadership principles,” says Seiya Komatsu, a second-year MBA student from Osaka, Japan.

Since the initiation of the program in 1986, 174 students from countries in Africa, Asia, Europe, Latin America, and the

Pacific Islands have participated in the CIS program.

Trajano Lima, a first-year MBA student from Salvador, Brazil, says the biggest benefit of the CIS program is to receive a quality education combined with leadership training. But unlike many sponsorship programs the CIS experience doesn’t end when these students receive their diploma.

“The program is not only about coming here,” Lima says. “It’s about going back and helping the church to develop in our countries as well.”

For more information about the CIS program, visit [cis.byu.edu](http://cis.byu.edu).



*Photograph by Timothy Colvin, 2011 Global Marketing Study Abroad Participant*





The Global Management Student Association (GMSA) is an organization of students at Brigham Young University. These students are committed to expanding their experiences with international business. This includes participating in discussions with international business people, visiting and learning from international businesses in Utah, and expanding leadership skills and opportunities. In addition to the lectures and business visits below, the GMSA hosts leadership training activities each month focusing on various traits of international business leaders.

#### 11 January 2011

*Business Presentation: World Trade Association, Air & Sea International*

Lisa Cox, president of the World Trade Association and Director of Operations for Air & Sea International, presented to students on the trade relations of Utah. Students received valuable business advice on organizing their education to prepare for international business. Cox answered students' questions regarding appropriate character for working in an international setting.

#### 8 February 2011

*Future Career Opportunities: Qualtrics*

Chris Adams, from Qualtrics, presented to the club on the history and future goals of Qualtrics. He supplied valuable career advice for those interested in working in international business. Students became more aware of the opportunities available to them as students and received feedback on resumes and career planning.

#### 8 March 2011

*Future Career Opportunities: US Commercial Services*

Nathan Seifert presented on US Commercial Services, a division of the US Civil and Foreign Service. Students learned how starting an international business may be jumpstarted by contact with US Commercial Services. Seifert supplied valuable career advice for students interested in the Foreign Service or international business.

#### 18 March 2011

*Company Visit: IM Flash*

Students visited the international production center for the joint venture between Intel and Micron: IM Flash. The visit included a tour of the facilities as well as a presentation of the venture's goals, initiatives, and achievements. Club members learned how international supply chain works from the unique perspective of a product being produced in the U.S. and shipped to China.

#### 22 March 2011

*Student Experiences: Trade and International Commerce Presentation*

Kristie Seawright, professor in the Marriott School, presented on international trade and its bearers. Club members were able to get hands-on experience with an activity Seawright prepared with legos. The activity highlighted the common challenges that countries and businesses face as they establish themselves in an international market.

#### 5 April 2011

*Student Experiences: Marketing your International Experience*

Sherstin Creamer, from the Global Management Center at BYU and director for business study abroad experiences spoke to the club on using international experiences in interviews and résumés. The club learned the correct way to incorporate their study abroad and foreign travel experiences into job application material.

#### 15 September 2011

*Guest Speaker: Jim Engebretsen*

Jim Engebretsen, former vice president at Goldman Sachs, presented to students about international business and how to prepare their careers for it. The club members received valuable business advice on organizing their education to prepare for international business. Engebretsen answered students' questions regarding how they can best prepare for a career in international business.

#### 27 September 2011

*Business Presentation: Samsung Korea*

Yong-In Shin, the former vice president of Samsung, addressed club members on his career path and how to be a competitive applicant. He focused on the challenges associated with working in an international business, paying particular attention to demanding work schedules. He encouraged students to figure out what is most important to them before agreeing to work in a company culture. His background at Philips and at Intel also provided insight into the competitive work of electronics business.

#### 18 October 2011

*Student Experiences: International Negotiation Activity*

Sherstin Creamer, director for business study abroad experiences at BYU's Global Management Center, conducted a role-play negotiation scenario between the United States and Japan. She discussed the importance of different cultures and how they affect day-to-day interactions, especially within business negotiations.



*Students discussing their résumés and seeking advice on ways to better market their brand with members of the National Advisory council.*

Club members were able to get hands-on experience with an activity placing them in real international negotiation scenarios. The activity highlighted the common challenges that present themselves during international negotiations.

#### 3 November 2011

*Guest Speaker: Craig Smith, COO Marriott International Asia*

Craig Smith, COO of Marriott International addressed students about an expat lifestyle. Club members learned about the international hotel hospitality business and the challenges presented by an American executive running a business in Hong Kong. Smith also gave valuable advice about how to prepare for an international career.

#### 15 November 2011

*Guest Speaker: Dr. Bruce Money*

Bruce Money presented on negotiating across cultures and the intricacies involved. He highlighted different cultures within the United States and then made

parallels across borders. Money has spent more than fifteen years studying and teaching about international negotiations. His lecture focused on how students can gain cultural competency to avoid the most common mistakes made in international negotiations. Students were challenged to identify their own culture script and learn how to blend it with other cultural scripts.

#### 15 November 2011

*Student Experiences: The Global Car*

Club members came together to watch the David M. Kennedy Center's documentary film *The Global Car*. The movie introduces you to the people behind the automobile-making process and how the new global economy is not only changing the way people do business but also people's lives. Student learned about trade balance, domestic content, offshoring, outsourcing, and what these things mean to the average American and to their counterparts in India and elsewhere. Students discovered by looking at one vehicle—the Dodge Ram pickup—and

tracing the origins of its component parts from all over the world, a symbol of the world economy appears in their garage.

#### 16 November 2011

*Guest Speaker: Becoming an International Brand Employers Want to Buy*

Lee Daniels, professor in the Marriott School and former CEO of AT&T Japan, presented on entering emerging markets. Daniels has spent more than thirty years working in the Asian market. He eventually became the first non-Japanese to be president and CEO of a nationally owned telecommunications company. Daniels discussed personal career paths and how to make certain decisions in an uncertain world. He helped students assess their personal brand and understand how they can make themselves more marketable internationally. He also highlighted the common ethical and moral challenges that people face as they enter different emerging markets.

#### 29 November 2011

*Company Visit: IM Flash*

Students visited the international production center for the joint venture between Intel and Micron: IM Flash. The visit included a tour of the facilities as well as a presentation of the venture's goals, initiatives, and achievements. Club members learned how international supply chain works from the unique perspective of a product being produced in the U.S. and shipped to China.

#### 6 December 2011

*Student Experiences: Creating Your Most Valuable Network*

Students gathered to discuss with each other how to create their most valuable network—each other. They participated in activities helping establish more meaningful relationships between one another and gained a better understanding of the power of a network.





Photograph by Sherstin Creamer, 2011 Asia Business Study Abroad Director



## WHITMORE CENTER HOSTS INTERNATIONAL WEEK EVENTS WITH \$1,000 SCHOLARSHIP

The Whitmore Global Management Center/CIBER joined with the David M. Kennedy Center hosting lectures and activities during International Week 14–18 November 2011.

International Education Week (I-Week) is a joint initiative of the U.S. Departments of State and Education. The week first began in 2000, and in 2011 more than one hundred countries worldwide participated in planning I-Week activities. This is the first year the Whitmore Center became actively involved in planning activities.

“The Kennedy Center was already hosting some great cultural and political events,” says Sherstin Creamer, program coordinator of the Whitmore Center and director of International Business Week. “I thought it would be beneficial to expand its efforts to include aspects of international business and really focus on helping Marriott School students realize all business is international business.”

Through a series of events and activities across campus, I-Week highlighted different regions and aspects of the international business world. Students benefited from lectures addressing global negotiation challenges, and exchange rates. They could also listen to an engaging discussion led by Lee Daniels, professor in the Marriott School and former CEO of AT&T

Japan, who discussed becoming an international brand employers want to buy.

“Listening to Lee Daniels was great, especially with all the negative talk about the economy and the percentage of jobs that college graduates gets can be a little unsettling. But after Lee Daniels spoke I had a brighter outlook with the future,” says Robert Ostler a senior studying recreation management and youth leadership.

Students participated in table discussions focusing on business in Asia, Latin America, or Europe. There was a showing of the Kennedy Center’s documentary film *The Global Car* and cultural activities ranging from an International Food Fest to a Passport to Dance where students learned dances from different cultures.

The highlight of the week was a lecture given by Sergei N. Khrushchev, senior fellow at Brown University. who spoke on the cuban missile crisis. He is the son of the former Soviet prime minister Nikita Khrushchev and offered personal insights into the controversial topic.

Students who participated in multiple events during I-Week were able to compete for a \$1,000 scholarship toward an international experience program of their choice. More than sixty students qualified for the drawing, and Chi Nguyen, a sophomore from Vietnam, won the scholarship.

*“Many thanks to International Week that made my dream come true!”*

—CHI NGUYEN

“People say I’m a jumbled mess of languages and cultures. An American English-speaking girl from Vietnam going to study abroad in Germany, I can’t deny that. Many thanks to International Week that made my dream come true!”

The Whitmore Center plans to add more lectures and activities iduring International Week in 2012.

## MPA STUDENTS GAIN EXPERIENCE WHILE STUDYING ABROAD

From the long history and booming economy of China to the bustling marketplaces and lush jungles of Ghana, twenty-one BYU MPA students saw a different side of public administration as they participated in the program’s two study abroad opportunities last summer.

In China students focused on working with and managing employees from different cultures while students in Ghana strove to overcome challenges that come with nonprofit work. Both relatively new, the China and Ghana programs have grown in popularity as they crystallize their objectives to provide a practical and cultural experience.

“The programs give students a feel for living in another culture, an appreciation for America, and the ability to see management principles applied in various settings,” says Catherine Cooper, associate director of the Romney Institute of Public Management.

Cooper has participated in both the China and Ghana programs as an administrator and says the trips expose students to new cultures, preparing them for future international careers.

“I got to integrate myself into the culture beyond what I would have as a tourist,” says Liz Fukui, a first-year MPA student from Tremonton, Utah, of her experience in China. “I not only saw in practice what I had learned in class, but I also heard what the Chinese people thought of it.”

Fukui and other students in the China program worked closely with students from Xiamen University in Xiamen, China, to compile and present research on international human resources. Each MPA student was grouped with three or four Chinese university students, and



MPA students visit young students in a school outside of Xiamen, China.

they learned about one another’s culture as they worked during the six-week program.

“The most important part was understanding and living in another culture,” says Lori Wadsworth, the accompanying professor on the China program. “You can talk about culture forever in the classroom, but until you sit down next to others and work with them, you can’t understand it.”

Students who traveled to Africa gained an appreciation for Ghana’s culture as they observed and consulted those addressing poverty in the developing nation. Their hands-on experience included consulting and visiting various nonprofit organizations such as International Development Enterprises, World Bank, and the West Africa AIDS Foundation.

“The Ghana trip has proven invaluable for my education because I was able to put what I had learned about development

into practice,” says Andrew Heiss, an MPA student from Orem, Utah. “When applying for jobs in the international sector, I’ve been able to use that experience to get a leg up on other applicants who have only studied development theory.”

Among their experiences was researching Ghanaian markets and farming techniques with International Development Enterprises to see which crops would be most profitable for farmers using new irrigation equipment. Aaron Miller, a public management professor, accompanied the students on the trip and says the work they do in Ghana opens students’ eyes to the ups and downs of public administration in a developing country.

“Solving the world’s problems is complex,” Miller says. “The things that cause poverty in the world are difficult to change. Working with these groups gives students an accurate picture of why international development is hard and why it is ultimately rewarding.”





## L EARNING IN THE BEEHIVE STATE

*"It's really fun here because we have a lot of discussion in class, we debate a lot, and we can express our own ideas."*

—THERESA ABELE



Theresa Abele, Alexandra Ximenes Rodrigues Alves, and José Renato de Sá Ribiero visit Zion National Park near St. George, Utah.

Every year a few students from around the world choose to spend a semester at the Marriott School, getting to know the American side of business and experiencing Utah culture. They come as participants of the school's Student Exchange Program, which partners the school with universities in seven countries.

Native to Brazil and Germany, the three exchange students who came to the Marriott School fall semester were studying general business. They called the Crestwood Apartments in Provo home and enjoyed exploring the Beehive State together.

Alexandra Ximenes Rodrigues Alves is from São Paulo, Brazil, where she studies at the Brazilian university Fundação Getúlio Vargas. She likes BYU's friendly environment as well as the skills she is gaining from her marketing classes.

"The teachers have really helped me and have become my friends," she says.

"BYU is teaching me how to act in a business environment. Before I had trouble expressing myself or taking the lead in groups and here I'm learning how to do that."

Another student of Fundação Getúlio Vargas, José Renato de Sá Ribiero decided to come to BYU because of its good rankings and, although he has studied many of the same topics at his home university, he says he is gaining new practical skills here.

"One class that really stands out to me is my sales management class," he says. "You really learn how to sell how to talk to people and what questions to ask to develop conversation."

Practical experience is one benefit that Theresa Abele has also found while studying at the Y. Abele is in her third year at Pforzheim University, located in Pforzheim, Germany. She says it is interesting to see education from both an American and a German point of view.

"It's really fun here because we have a lot of discussion in class, we debate a lot, and we can express our own ideas," she says. "In Germany it's more of a lecture about theories."

Along with the differences in education style, the difference in culture has also made an impact on the three.

"Everything focuses around church, which I think is really cool," Abele says. "I'm going to church with my roommate, and it's been interesting to see how everyone makes their friends at church."

Renato de Sá Ribeiro noted that although the atmosphere of the school is different, people still know how to have fun.

"I expected people to be more conservative at parties, but they still rock and dance," he laughs.

## I NTERNATIONAL GRADUATE STUDENT ASSOCIATION

The purpose of IGSA is to provide services to graduate international students in the Marriott School of Management through social, school, and encouraging family time. IGSA strives to accomplish this through supporting recreational activities, events, networking, and advisory services.

Last August the ISGA kicked off fall semester with an instructive orientation, welcoming the newest international graduate students to the Marriott School.

"This is an eight-day event in which the students are instructed on everything from things to do in Utah to how to set up a bank account," says Chad Sloan, marketing and projects specialist for the Global Management Center. "Presenters were there to help make the transition to the United States as smooth as possible."

The international graduate representation is growing, and Sloan says the Global Management Center is working toward a goal of thirty percent international graduate students. They currently have ninety two enrolled in the program and are hoping to triple this number to accomplish their goal.



Members of IGSA and family at their annual Halloween activity.

The incoming class features much diversity, including the school's first graduate student from Madagascar and three students from India—the most there has ever been. There is also representation from Argentina, Brazil, Canada, China, Guatemala, Indonesia, Italy, and Japan.

## R EGIONAL LEADERSHIP CONFERENCE BYU MANAGEMENT SOCIETY

The São Paulo Chapter of BYU's Management Society hosted the 2011 Management Society Regional Leadership Conference on 23 July.

Twenty chapter leaders from six countries in Latin America met for the one-day conference to address regional issues.

"The conference brings together the leadership of international chapters within a geographic area," says Rixa Oman, executive director of the Management Society. "We are able to give them very specific, individually tailored instruction in a conference setting."

This year the conference focused on growing chapters and coordinating events, managing resources, and programming with nearby chapters. After the training conference, the São Paulo

Chapter held an open Management Society event, which included a banquet and guest speakers.

Cynthia Halliday, managing director of the Whitmore Center, directed the event and says Management Society leaders are enthusiastic about improving their chapters.



Aerial view of São Paulo's concrete jungle.

"It was great to see how committed they are to developing their chapters," Halliday says. "They were energized about making a difference in their communities, and after the conference we have seen them succeed with that goal."

Previously, regional leadership conferences have also been held in Asia and Europe.





Photograph by Timothy Colvin, 2011 Global Marketing Study Abroad Participant

## FACULTY DEVELOPMENT IN INTERNATIONAL BUSINESS: MIDDLE EAST AND NORTH AFRICA

Just two weeks before political unrest would upheave Cairo, Egypt, Lee Radebaugh and twenty-one other faculty members from BYU, Temple University, University of Colorado, and University of South Carolina were taking a tour of PepsiCo Egypt, learning about the only country in the world where Pepsi has the market share over Coca-Cola.

The trip was organized by the four universities as part of a CIBER Faculty Development on International Business (FDIB) program and took participants to visit organizations throughout the United Arab Emirates and Egypt.

The influence of the exuberant wealth of the United Arab Emirates and the rich history of Egypt on their respective business cultures was one of the main themes faculty members noticed in their travels, which served to enrich their business instruction.

“The idea is to give faculty members a chance to see what makes the region unique, what companies do to survive in that environment, and what the future for business there looks like,” says Radebaugh, director of the Whitmore Global Management Center/CIBER.

Although he and other faculty members could not foresee the uprising that would eventually overthrow Egypt’s government, Radebaugh says he is now able to look at the revolution and understand the factors behind it.

“The president had been around for thirty years, and a large percentage of the population was under thirty and dealing with high unemployment. It was just a powder keg,” he says. “When you’re teaching inter-



Members of the FDIB: Middle East and North Africa outside a mosque in the UAE.

national business, you need to be able to relate to current events, and this trip was really invaluable for that.”

Louis Dessau, director of the Office of International Activities at the University of South Carolina, helped organize the company visits in Egypt. He says one of the most interesting aspects of some Egyptian businesses was their approach to supply. In the PepsiCo snack division, distributors would take orders from owners of roadside kiosks, who paid cash in advance for their supplies. The distributor would then drop off the supplies on a route.

“It’s important for people to see what the realities and logistics are,” he says. “What works in the U.S. may be totally impractical for others.”

In the United Arab Emirates, participants spent time in Dubai and Abu Dhabi where they toured sites such as the United States

Embassy, Dubai Women’s College, and NASDAQ Dubai. Kim Cahill, director of Temple CIBER at Temple University, organized the visit to Dubai Women’s College and says that along with the insight she gained into business in Dubai, she appreciated experiencing the culture for herself.

“It was good to have a firsthand experience rather than get information from the news or web sites, which can be propagandized,” she says. “In both countries I gained great respect for Islam both as a religion and as a way of life that emphasizes peace, mercy, and forgiveness.”

The trip enlightened faculty about the realities of business in an increasingly important area of the world. Cahill and other participants say they will use their experiences to enhance their teaching and to encourage students to study in the areas they visited.



## TWO CHINESE STUDENTS PARTICIPATE IN VISITING SCHOLARS PROGRAM

Across the world in Beijing, doctoral student Cathy Gao heard about BYU's renowned accountancy program and wrote a letter requesting the opportunity to be a visiting scholar. After completing the application process, permission was granted, and she arrived in September 2010 for a one-year stretch—long enough to feel right at home.

"I loved studying at BYU," says Gao, a student at the Central University of Finance and Economics in Beijing. "I loved the people I met and everything around me. I didn't want to leave."

Gao was one of two international scholars hosted by the Global Management Center in 2010–2011. The scholars conducted researched, took classes, and immersed themselves in the culture of BYU.

Her colleague, Jenny Wei, spent six months at BYU studying the effects of managerial behavior in small companies, especially when considering merger and acquisition. Wei is also attending the Central University of Finance and Economics and working toward her master's degree.

"BYU's accounting program is of the highest quality, and the professors had such a new, different perspective from my professors at home," Wei says. "I was able to use this time to interact with my foreign classmates so we could learn from each other."



*Cathy Gao and Jenny Wei outside the entrance to the Tanner Building, where they conducted their research.*

The Beijing municipal government sponsored Wei, and David Wood, assistant professor in the School of Accountancy, was her host professor.

Ted Christensen, a professor in the School of Accountancy, acted as Gao's host professor. He said that the visiting scholars program gives faculty the chance to work with international scholars while the international scholars get a glimpse of the differences between China and the U.S.

While at BYU, Gao researched the effect of information disclosure on earnings quality, focusing on the United States' generally accepted accounting principles. She was sponsored by the Chinese Scholarship Council.

Both graduate June 2012 and hope to find a job in China after earning their respective degrees.

## INTERNATIONAL BUSINESS FACULTY PROJECT HIGHLIGHTS FROM 2011:

### FDIB

FDIB-Middle East North Africa 2011  
*Paul Lowry*

### Conference Presenter

CIBER Business Language Workshop at the University of Memphis  
*Robert Russell*

## BYU CIBER Hosts SECOND HIGH SCHOOL BUSINESS LANGUAGE COMPETITION

Seven teams of students from Utah high schools put their marketing and Spanish skills to the test as they competed in the second High School Business Language Competition. The event, sponsored by the Whitmore Global Management Center/BYU CIBER, the Center for the Study of Europe, and Nu Skin Enterprises, was held at Brigham Young University's Marriott School of Management on 29 April.

Bruce Money, an international business professor, says the competition offers high school students a unique chance to improve their language and business skills.

"A young person with a second language in America is a rare and a very marketable commodity," he says. "I believe that events like this turbo charge students' careers with bilingualism. It's a very powerful thing."

The participating high schools organized teams that included heritage and non-heritage Spanish-speaking students. These teams had about four months to prepare a business plan marketing a Nu Skin product to the Utah Hispanic community. Within that time, students created their strategies and honed their presentations while learning business terms in Spanish.

A panel of Spanish-speaking professionals, including Nu Skin managers and BYU employees, judged the presentations—given in Spanish—and awarded Bingham High School first place. Skyline High School and Orem High School came in second and third place, respectively. Other participants included Spanish Fork High School, Timpview High School, Wasatch High School, and Lone Peak High School.

Second-time participant Alan Tovar, a senior from Skyline High School, says his experiences competing taught him what is important in a business strategy: teamwork and focusing on consumer wants.

In addition, he says he was able to apply the language he grew up speaking—Spanish—to business.

"It's fun because I can see how to use the language in a different way," he says. "I'm planning on going into international business, so this will help my career."

Non-heritage Spanish-speaker Vanessa Wall, a junior from Bingham High School, overcame the challenge of presenting in a relatively new language.

"I was a little nervous presenting in Spanish, but the whole experience was great," she says. "It opened my eyes to the business world."







Photograph by Amie Isom, 2011 Asia Study Abroad Participant

## TWO NEW STUDENT EXCHANGE PROGRAMS ANNOUNCED FOR WINTER 2012

Although the Earth isn't expanding, the opportunities for students to explore it are growing with the announcement of two new international exchange programs through the Whitmore Global Management Center at Brigham Young University.

Beginning Winter 2012 students will have the opportunity to study for one or two semesters at either the Escuela de Administración de Negocios in Lima, Peru, or the Hong Kong University of Science and Technology.

"We looked at the most prevalent business languages spoken and offered at BYU as well as the schools' prominence in the business world to narrow our selection of schools," says Cynthia Halliday, the Whitmore Center's managing director. Currently ESAN ranks No. 14 among business schools in Latin America according to *América Economía* magazine, and HKUST holds the No. 1 spot in the World's Top 200 Asian Universities according to QS Asian University Rankings.

The exchange is not just for those who speak the language native to the countries, explains Lee Radebaugh, director of the Whitmore Center. The schools were also chosen because they offer classes taught in English, opening the experience for any Marriott School student. In addition to English, HKUST offers classes in Cantonese and Mandarin and ESAN offers classes in Spanish.

"The language options are extremely valuable because there are so many foreign-speaking BYU students, and they're always looking for ways to practice their second-language skills," Radebaugh says.



Jorge Talavera, president of ESAN University, and Lee Radebaugh, director of the Whitmore Center, seal the agreement between BYU and ESAN. The Escuela de Administración de Negocios in Lima, Peru, is one of the newest options offered by the GMC for student exchange.

Halliday agrees and says that the student exchanges not only allow students to delve into the language but also immerse themselves in the culture. She says there is no better way to learn the vernacular and customs of a country than by living there and interacting with students and professors.

Dan Lee, a Latin American studies major with a management minor from Coeur d'Alene, Idaho, went on an exchange to Monterrey, Mexico, during Winter semester 2009 and recommends every student take advantage of the opportunity. While in Mexico he learned Spanish, which he now uses frequently in the workplace.

"I gained a love for another part of the world," Lee says. "My eyes were opened more into what others around the world have to deal with on a daily basis, and I've developed skills and made friendships that I will cherish forever."

Due to the success of past programs Halliday says they are continually working on new programs with other highly accredited universities. There are five other exchange programs currently running in Pforzheim, Germany; Clermont-Ferrand, France; Lisbon, Portugal; São Paulo, Brazil; and Guadalajara, Mexico.



## WORLD TRADE ASSOCIATION OF UTAH

The World Trade Association of Utah (WTA) is an organization comprised of individuals from business, government, and academic sectors sharing a common interest in promoting and expanding international business opportunities.

The WTA hosts monthly luncheons and periodic seminars with expert speakers addressing various aspects of international business and trade.

**18 January 2011**

*EU Customs Regulations and their Impact on Trade with Europe*

Jack Martens President of European Distribution Center—Holland, presented on customs regulation in the EU and how it affects U.S. trade with Europe. He gave an overview of the implications of customs regulations on the international business market in 2011.

**17 February 2011**

*Everything You Wanted to Know about Exporting but were Afraid to Ask*

David Fiscus of the U.S. Commercial Service, Bill Waterbury of Cargo Link International, and Franz Kolb of the Utah Governor's Office of Economic Development hosted a roundtable discussion about exporting. The panel answered attendees' questions and addressed how to expand local businesses into international businesses through exporting initiatives.

**16 March 2011**

*Ways to Not Fall Victim to Acts of Identity Theft While Traveling*

Jennifer Vander Veer, FBI special agent, spoke about keeping safe from identity theft while traveling internationally. She has been a special agent with the FBI for three years specializing in counterintelligence matters including espionage, economic espionage and counterproliferation. Vander Veer is also a certified crisis negotiator with the FBI, handling domestic as well as international kidnapping and hostage situations.

**21 April 2011**

*Staying Healthy while Doing Business in Foreign Countries*

Holly Birich, BSN, and Cynthia Jorgensen, RN, presented about staying healthy internationally. Immunizations and infectious diseases were focal points of the presentation. Birich is the Clinic Director of the Salt Lake Valley Health Department's International Travel Clinic, and Jorgensen is a nurse in the International Travel Clinic at the Salt Lake Valley Health Department.

**9-10 May 2011**

*Utah-Europe Days 2011*

This conference provided an opportunity for Utah business leaders to receive current, updated information on doing business in the European market. Several different events covered economic, cultural, and educational topics that are important for understanding/expanding the European market.

**26 May 2011**

*Zions Bank 10th Annual Trade & Business Conference*

This half-day conference helped business leaders understand current trends in global risk and the latest economic developments, supplying them with tools to help them better compete in the world marketplace. Attendees were given references for resources and services and networked with other business leaders.



**9 June 2011**

*On-Site Business Visit with Backcountry.com*

Backcountry.com is dedicated to being "the best online retailer of the best built outdoor and backcountry gear on the planet." Attendees visited the Backcountry.com offices and learned about this Utah start-up's expansion into international business.

**14 July 2011**

*The Governor's Trade Mission to Canada*

Miguel Rovira (regional director of the Americas in the International Trade and Diplomacy Office) of the Governor's Office of Economic Development spoke about Utah Governor Gary Herbert's trade mission to Canada and how Utah businesses can benefit from increased business with its northern neighbors.

**30 August 2011**

*Free Trade Agreements and Economic Outlook with U.S. Senator Orrin Hatch*

U.S. Senator Orrin Hatch spoke about three pending free trade agreements with Colombia, Panama, and South Korea. He used NAFTA as an example of how free trade agreements are great for business, since under NAFTA, Utah's exports to Mexico increased 154 percent. Hatch also spoke about the general financial situation in the United States. Hatch is the ranking member of the Senate Committee on Finance and stated that international trade is one of the key pillars to past and present economic success.

**9 September 2011**

*WTA of Utah Scholarship Golf Tournament*

At this golf tournament, participants raised funds for scholarships for local students pursuing an education in international business. Scholarships will be awarded based on outstanding achievements and merit.

**17 October 2011**

*Health Care and Finance with U.S. Congressman Jim Matheson*

U.S. Congressman Jim Matheson had a discussion with Utah business leaders about health care provided by businesses and the economic outlook from Congress. He answered questions from the audience about specific parts of the health care bill and gave some insights as to how things might be in Washington for the next few years.

**17 November 2011**

*On-Site Business Visit with Ultradent Products, Inc.*

Ultradent Products Inc. designs, manufactures, markets, and distributes dental products to eighty countries. While at Ultradent, attendees of this event heard from Dirk Jeffs, president of Ultradent, about the unique issues associated with international expansion of the business, including tariffs, taxes, and copycat lower-quality products from foreign companies. The site visit included a tour of the company in all different stages of product development.

**15 December 2011**

*How to be Safe and Secure as You and Your Employees Travel Internationally*

Landes Holbrook, international security expert from BYU, discussed how individuals and companies can determine what the risks are as they and their personnel travel abroad, and what they can do to minimize threats as well as respond to dangers or natural disasters when they arise. He gave some specific examples of what can happen internationally and offered online resources for analyzing country security.

## JOHN STROPKI HONORED WITH INTERNATIONAL EXECUTIVE OF THE YEAR AWARD



The Marriott School of Management and Brigham Young University named John Stropki, chairman, CEO, and president of Lincoln Electric, as the 2011 International Executive of the Year. The award is given annually to honor outstanding executives who have demonstrated exceptional leadership and high ethical standards.

"At Lincoln Electric Mr. Stropki has shown that a U.S. company can more than compete in the world market while doing the right things in the right way," says Gary Cornia, dean of the Marriott School. "We are honored to recognize him with the International Executive of the Year award."

Stropki says the current negative attitude toward business executives, as demonstrated by the Occupy movement, can be overcome if business leaders will uphold ethical standards.

"We need to work—through our own example and through institutions like BYU and the Marriott School of Management—to tip the scale more in the favor of business as a calling to be proud of," Stropki said. "It's time for all of us to stand and do our part. Most of us know what the right choice is. Let's hold everyone accountable for that."

Stropki began working as an intern for Lincoln Electric while studying engineering at Purdue University. From this summer job in Cleveland, Ohio, Stropki worked his way up within the company, starting as a sales representative after graduation in 1972 and making his way to

senior vice president of sales in the U.S. and Canada. In 1996 he was named executive vice president and president of the company's North America division and in 2004 was elected chairman and CEO of the global company.

"As CEO, Stropki has driven change throughout Lincoln's organization," Cornia says. "He has taken the 116-year-old arc-welding company into a new century."

The IEY award was established in 1974 and past recipients include John E. Pepper, Jr., former CEO and chairman of Procter and Gamble; Nolan D. Archibald, former CEO and president of Black & Decker Corporation; and Steve Reine-mund, former CEO of PepsiCo and dean of business at Wake Forest University.





Photograph by Scott Nelson, France Student Exchange Participant

## CIBER Hosts CHAMBER LEADERSHIP ACADEMY

Global negotiations took place in the Tanner Building on 26 April, but they didn't result in earth-shattering mergers. Instead, dozens of local business leaders gathered to better understand global cultures and learn about worldwide business through presentations and activities.

The half-day workshop was part of the Utah Valley Chamber of Commerce's Leadership Academy—a five-part series focusing on important and timely business issues. Previous Leadership Academy events have focused on government policy and technology.

"We hold this event for the up-and-coming leaders of our valley," says Gina Roberts, director of programs and events at the chamber. "It's important that we discuss the hot issues of business today."

Professionals from all industries were in attendance, with representatives from companies such as Intermountain Healthcare and Nu Skin Enterprises. A goal of the event was to showcase the importance of global business across all industries, not just those that specialize in international products.

Participants heard from representatives from the Governor's Office of Economic Development and World Trade Center Utah, among others, about the changing face of globalization. They also heard from GMC director Lee Radebaugh on the importance of understanding global business. Other speakers discussed emerging countries and the role Utah plays in the global market.

Professionals then learned about the importance of understanding culture. They were divided into small groups and each assigned a country to represent in a series of hypothetical negotiations. Participants had to follow the culture of their assigned country but still hold effective negotiations.

"It really made me aware of not just getting my way in negotiation but understanding and respecting the cultures I'm working with," says Barry Allred, BYU associate registrar and event participant. "When you understand someone and make a connection, negotiations go much smoother."

Allred said the event opened his eyes to things he had never thought about before.

"I realized the personalization of leadership and the importance of understanding global markets," he says. "Things are changing, and we really have to be able to communicate and understand each other to be successful."

The collaborative nature of the Leadership Academy creates an environment of understanding for participants. "It gives them experiences they might not have otherwise," Roberts says. "It really allows business leaders to engage, ask questions, and apply their learning to their ventures."

*"It made me aware of not just getting my way in negotiation but understanding and respecting the cultures I'm working with."*

—BARRY ALLRED





Cities in Ohio, Japan, China, Massachusetts, Indiana, France, and New York have formed a cohesive road for Mark A. Baker. Baker’s career path has been truly international, making him the perfect member of the Whitmore Global Management Center Advisory Board where he has served more than ten years.

Baker recently returned from working in France to accept a new position in Saint-Gobain as director of world class manufacturing, quality, safety, healthm and environment. He has been entrusted and challenged with this global responsibility. However, Baker has had a lifetime of preparation to see continued success in this new role.

Baker’s international journey began early as a result of his LDS mission in Japan and his determination to find his core competency.

“I believe that each person must have a core competency and then the added second-language ability will help augment your value,” Baker says.

Baker attended the Ohio State University where he graduated with a BS in mechanical engineering and a BA in Japanese in 1986. Baker found his core competency and his value is evident in

the career he has led. Utilizing lessons learned from his mission (hard work, integrity and dependability) and his language abilities, Baker was offered a position with Honda Motor Company’s Japanese operations in Marysville, Ohio, upon graduation.

After four years at Honda, Baker returned to school at the University of Pittsburgh where he received his MBA in 1991. Upon graduation Baker moved his young family to Hiroshima, Japan; where he accepted a position with the French based company Saint-Gobain.

“It was not a difficult decision to go abroad to work because my wife, Linley, and I were young and excited to get out and experience the world, plus we knew that people who are willing to travel abroad usually have greater opportunities in their careers over time. The added benefit is that it gave our children a great opportunity to see the world from a different perspective than they might have had staying in the states,” Baker says.

Baker’s career with Saint-Gobain has flourished since those first days in Hiroshima. After a short three years in Japan, Saint-Gobain asked him to help start a new plant in Shanghai, China. Baker successfully got the plant running and in 1996 was asked to return to the states as manager of quality for all of Saint-Gobain’s North American operations. Leaving Asia was difficult but the best thing the Baker family left China with was an adopted daughter that had been abandoned.

“Leaving China with our newly-adopted Chinese daughter and our other five children was the end of an exciting phase of our lives but the beginning of a new phase in the States. With six young children we were quite busy but within three years of returning I was made the stake president so life got much busier,”

says Baker. “With this big change the need to balance life, work, and church was even more important. This was a very special time for the whole family, and we were blessed in my work, church, and family. I even competed in the Ironman Triathlon World Championships in Hawaii during that time, which made things even more interesting.”

Baker was promoted to vice president over quality and process control in 1999, and in 2007 he was asked to move to Paris, France, to accept the role of vice president over enterprise excellence and quality. Having learned Japanese, Baker understood the process and importance of acquiring a second language. Through hard work Baker successfully mastered French, enabling him to excel further within Saint-Gobain.

“We loved living in Japan, China, and France. The best part of my work is meeting and working with great people around the world,” Baker says. “We are not so different, and I learn from my friendships.”

Baker has had a successful career. However that is not enough for him. He finds satisfaction in helping others succeed and is constantly seeking to find ways to serve others. In Baker’s leadership roles both in church and professionally people often ask how to have the kind of international career he has experienced. He has developed his three-point formula.

“It’s really quite simple. First, establish a core competency. Second, develop a second or third language proficiency and a cultural understanding. Third, obtain real international business experience through an internship,” he says. “If students do that and continue to live their lives working hard, being dependable, and maintaining unquestionable integrity – they will find success.”

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