

Embracing Challenges Leads
MBA Alum to Dream Job at Nike ▶ 4

The Epic Trek of a
Common Piece of Tech ▶ 10

Meet Dean Madrian: Coming Home
with Hope and Optimism ▶ 18

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◀ THE MAJESTY OF THE WASATCH MOUNTAINS IS REFLECTED FROM THE TANNER BUILDING, WHERE STRENGTH OF CHARACTER AND IMMOVABLE ETHICS ARE FOUNDATIONAL PRINCIPLES OF A STUDENT'S EDUCATION.
PHOTO BY NATE EDWARDS.

Wahoo! Our presentation's gonna have pictures! • I really don't think that door is for student access. • I have to find her; I think she has my iClicker. • Is it hard? *Not if you don't care.* • She said don't worry about it, we should be able to do it. Should. • Is that a weekend project or a 150-hour capstone project? • I'm like really chill about everything in college now, so . . . • Looks like we're already collecting data we won't use. • I know he has a business idea. It's got something to do with cones. • I like him, but I don't like him. So the distance thing is good. • You should rejoin. It's going to be much more fruitful this year. • Why can't you ever get off on the right floor? • This is for fun, right? • Did you leave after introductions? *You know it.* • Did we wanna backtrack on that? • I don't usually do the costume thing. • Do you know where we're supposed to go? *Up.* • How was the volcano? *It was good! It was fun!* • I could have felt guilty about it. • I'm over here—not that you care. • I don't know if *revenge* is the right word. • I'm studying security infiltration, so it's roughly a good time. • I missed the memo on the grilled-cheese thing. • Do you even have any classes in here? *No, I just take the elevator.* • Hey, Taylor, are you Cosmo? *No.* See? He's not Cosmo. • If the final is cumulative, I'm out. • I want to make something like \$10 million a year. • This room always smells like pizza. • I really couldn't tell you what he was thinking. • Anybody got a nail file? • It's OK. You don't have to remember my name. • Wait—I don't want to take this class! • I'm looking to add much more “me” time. • He said no chapter should take more than a half an hour. *Great, so it should take me three.* • Why did I think this book would only be \$20? • I'm a senior, and I just barely found out where all the Y lots are. • Yeah, we dated for a few days, and it was fun. But then she got over it. • I need some more enthusiasm from you. • I don't even want to have an online business. Why am I taking this? • How else do you succeed? *It's all in the breakfast.* • Man, there are too many classes I want to take. • My idea is to essentially help people achieve their dreams. • Everything is completely put together—except for my neurobio class. That's way out there. • Ohhhh, yeah. Taxes. • How are you? *Busy! Lovin' it!* • I'm the guy he's been telling you about. • I don't even know what's going on with my life. But hey, opening social, right? • Can I cry? *No, it's only day three.*

OVERHEARD
 IN THE
 TANNER



4



9



16

Contents

| WINTER 2019



10

Features

4

FOR THE LOVE OF THE SPORT

Even after eighteen years working at Nike, Michael Hansen is still amazed by where he goes and what he does as senior director of global sports marketing. Turning his lifelong passion for sports into a dream job didn't happen without effort and deliberation as the 1983 MBA alum followed his own playbook for prioritizing faith and family.

10

THE TREK OF SMARTPHONE TECH

Mapping out the travels of an iPhone as it's being produced piece by piece takes thousands of steps. Each move plays an integral part in getting the right items from the right suppliers in the right time to the right place. An efficient global supply chain makes the journey of a smartphone possible—and a little bit magical.

18

"I HAVE COME HOME"

Noting that she "quite literally grew up on campus," BYU Marriott's new dean, Brigitte C. Madrian, feels excitement and a profound sense of love and responsibility for the faculty, staff, and especially the students at one of the top business schools in the country. As she begins her tenure, the former Harvard professor observes a unity of purpose that is unique at BYU Marriott. "I look forward to . . . contributing all I can and all I have to furthering the mission and purpose of BYU Marriott."

Plus . . .

9 INSIDE THE CLASSROOM

Do Good Better

16 BY THE NUMBERS

The Age of Change

22 SCHOOL NEWS

27 ALUMNI NEWS

Cover photo by Bradley Slade



FOR THE LOVE OF THE SPORT

Paris Fashion Week isn't really Michael Hansen's scene.

He's a sports-arena guy, feeling more in his element at a Final Four basketball game or a French Open tennis match. But last fall, Hansen's work in sports marketing at Nike took him to Paris, where he found himself backstage at a fashion show that included Bella Hadid and Kendall Jenner, wondering at the abstract high fashion of the runway.

BY SARA SMITH ATWOOD PHOTOGRAPHY BY BRADLEY SLADE

Michael Hansen
MBA, 1983





he energy was palpable,” Hansen remembers. “A Nike colleague asked me what it felt like to be at the center of the fashion universe.”

Though the 1983 MBA alum has worked at Nike for the past eighteen years, he’s still often amazed by the places his job lands him—such as a fashion show unveiling Nike’s latest collaboration with designer Virgil Abloh, one of the biggest names in sports fashion.

As senior director of global sports marketing, Hansen spends much of his time working with Nike’s sponsored athletes. Most of the athletes—celebrities known to sports fans the world over—are surprisingly down-to-earth, he says. Take Vashti Cunningham, for example. The reigning USA national champion high jumper with Tokyo 2020 aspirations, Cunningham and several other Nike athletes joined Hansen in Paris to model Abloh’s track-and-field-inspired line. A fashion aficionado, Cunningham was beyond excited to walk alongside a star-studded field of supermodels—and even more giddy when Hansen texted to tell her she’d made the cover of the fashion journal *Women’s Wear Daily*. “She freaked out,” Hansen says. “That was fun.”

After a series of career pivots, from commercial real estate and university administration to strategic planning and marketing, Hansen turned his lifelong passion for sports into a dream job.

“Each move felt like a natural progression in which I could leverage my experience and skill set in new ways,” he says. “I loved the challenge of stepping a bit into the unknown.”

Hansen’s playbook for landing the dream job and living his best life? Staying grounded in what matters most—family and faith—and always being open to new possibilities, all while giving back to the university that set him on his journey.

THE DIVINE CENTER

A native of Southern California, Hansen was raised in a hardworking family and grew up nurturing a love for sports. “From the time I was young, I was fascinated by sports both as a fan and participant, but I figured out pretty early that I wasn’t going to be the next Jerry West,” he observes.

Hansen always knew he’d study at BYU. “The unique combination of academic rigor in a faith-based, values-oriented institution led me to choose BYU,” he says. “It also didn’t hurt that I was a big fan of BYU sports.” After completing a mission in France for The Church of Jesus Christ of Latter-day Saints in 1980 and then finishing his bachelor’s degree in general studies in 1981, Hansen enrolled in BYU Marriott’s MBA program, where several experiences set the course for the rest of his life.

During his second year, Hansen took a class from Stephen R. Covey, author of *The 7 Habits of Highly Effective People* and something of an idol to his business students. “On the morning after a major snowstorm, Professor Covey mentioned that he was worried about the deck at his Sundance cabin collapsing under the weight of all the snow,” recalls Hansen.

Knowing that Covey had back problems, Hansen offered to help him remove the snow. After shoveling together, “we had a wonderful discussion about his new book, *The Divine Center*. He gave me a signed copy of the book, which remains a prized possession,” Hansen says. “The key theme is how to manage conflicting demands on our time—work, school, family, church, and so on. The secret to achieving balance is to always keep God at the center of our lives, and He will tell us what should come second at any given time. I’ve not always been

completely successful in achieving the balance I would like, but that ‘divine center’ principle has been my guiding philosophy.”

BYU Marriott also led Hansen to his wife. He met Jeanne, a fellow MBA student, in the MBA lounge in the annex of the Jesse Knight Building. “For me, it was love at first sight,” he remembers. “For her, not so much.” Once he finally convinced Jeanne that he was worth taking a chance on, they were married in the Los Angeles California Temple.

Jeanne graduated the year after her husband, and the young couple settled in Pasadena, California. Hansen became involved in commercial real estate while Jeanne worked at Bank of America, eventually rising to a vice president position before scaling back as each of their four children arrived.

WHAT SHIPS ARE BUILT FOR

Hansen still remembers sitting in MBA professor Garth Hanson’s communications class. “He mentioned that the average person makes three major changes over the course of a career,” Hansen says. “Not job changes but career changes. I remember thinking how crazy that was, but that’s exactly what has happened over the course of my life.”

After several years in private-sector real estate, Hansen was recruited by UCLA to join the administration as director of real estate. He was responsible for the university’s real-estate ventures, including the leasing and acquisition of office space, and the development of faculty housing. In those ventures, Hansen worked closely with the university chancellor and was soon hired as his assistant.

After thirteen years at UCLA, Hansen got a call from a friend with news that would change his life: a position in strategic planning at Nike had opened. Would he be interested in applying?

Hansen knew that a move to Nike headquarters in Oregon and a jump into the corporate world would be a big change, but he and Jeanne had spent their lives together preparing for a chance like this. Once when they were in the midst of making a big decision, Jeanne emailed him a John A. Shedd quote that has guided every step they’ve taken since: “A ship in the harbor is safe, but that is not what ships are built for.”

“I had developed a philosophy guided by two main principles,” Hansen says. “First, just being open to possibilities and opportunities, and never being afraid to take risks. That’s the career advice I’ve given my own family and those I’ve mentored. The second principle is to maintain a network. And often, these insights materialize into real ventures—like a job opening at Nike.” Hansen pursued the lead, and the next thing he knew, he and his family were headed to Portland.



TOO GOOD TO BE TRUE

At Nike headquarters, Hansen felt right at home.

“The chance to be a part of an amazing brand such as Nike was too good to be true,” says Hansen, who eventually moved from strategic planning into sports marketing. “Early on at Nike, I read a quote from founder Phil Knight that said something like, ‘Nike is the place where you can watch college football on a Saturday afternoon and have it count as work research.’ That helps define what I like about Nike: it combines my career with my passion for sports.”

Being conversant—about key players, competition schedules, upcoming milestones—in just about any sport is a day-to-day job requirement. That’s no problem for Hansen, who prides himself on being a fan of every sport, though he did have to work a bit to appreciate soccer. “I didn’t grow up a fan,” he says, “but I’ve gotten to the point where I genuinely enjoy it, and that’s something I wouldn’t have thought possible twenty-five years ago.”

Part of his current position is keeping tabs on up-and-coming stars around the world and staying current on Nike’s roster of contracted athletes. Hansen works with marketing creatives to select athletes for campaigns that span sport and region and with production teams to coordinate logistics at photo shoots. “Inevitably, when schedules don’t go according to plan, we’ll make adjustments to make sure the athletes are taken care of while also making sure the content we need gets captured,” Hansen explains.

“There’s nothing quite like the feeling of seeing one of our ads on TV for the first time after having played a role in the creative process,” he continues. “I love walking through one of our retail doors and seeing imagery from a photo shoot I helped execute.”



THE POWER OF SPORT

Hansen is often asked which athletes he has met. Though he’s reluctant to provide a comprehensive list—his kids tease him about name dropping—he does admit that after nearly twenty years and countless campaigns, he’s been at photo shoots with nearly all of Nike’s elite athletes. Pressed for examples, he lists shoots with Neymar in Barcelona, Maria Sharapova in Malibu, Kobe Bryant in Los Angeles, Alex Morgan in Hawaii, Tiger Woods and Rory McIlroy in Florida, and a particularly memorable shoot with Katarina Johnson-Thompson on the roof of the Paris Opera.

But if he had to choose a favorite, Hansen says it would probably be the shoot with tennis player Rafael Nadal in his hometown of Manacor on Mallorca, a Spanish resort island. “Walking through the streets with him and visiting the club where he learned to play tennis was a bit surreal,” he says. “Then having dinner with him and his family was amazing. It was a day I’ll never forget.”

From Paris to Malibu, Hansen’s work takes him across the globe to some of the world’s most visually stunning locations. Some years he spends up to a quarter of his time on the road, once racking up 200,000 miles of air travel in one year. Jeanne often joins him, and Hansen prioritizes making it back by Sunday whenever possible to attend to his duties as bishop of a Portland young single adult ward. Olympic years are the busiest; he attended both the London 2012 and Rio 2016 events, calling them a “three-week adrenaline rush.” He’s already gearing up for



the 2020 games in Tokyo, attending planning meetings and trying to predict which Nike athletes will be competing.

Without a doubt, working for Nike was the best professional decision he's ever made, says Hansen. Beyond the brushes with celebrities and the breathtaking world travel, the brand espouses a mission he can get behind.

"At Nike we believe in the power of sport to move the world forward," Hansen explains. "Our mission is 'to bring inspiration and innovation to every athlete in the world.' A key part of that mission is our marketing, our storytelling. The goal is to move people, to inspire them to action. I love being part of the process that strives to deliver on that ideal."

PAY IT FORWARD

Since graduating Hansen has maintained close ties with BYU and BYU Marriott. He credits his education with many of the skills that have served him well throughout his career, and he feels called to give back. "One of Nike's first athletes—Steve Prefontaine—once said that to give anything less than your best is to sacrifice the gift," Hansen says. "I feel like I was given a gift—the privilege of attending BYU—and I want to pay that forward."

Hansen spent several years on BYU Marriott's marketing board, and about ten years ago, he began lecturing each semester in professor Mike Swenson's marketing class, a course all four of Hansen's own children have completed. With each visit, Hansen looks forward to reconnecting with the university and interacting with students.

"My goal is to help students see a real-world application of the things they are studying in class," Hansen says. "I try to share examples of opportunities that might be of interest to them and provide mentoring about career choices that I've made that may be relevant as they make their own decisions."

Two years ago, Hansen upped his dedication to BYU Marriott by joining the National Advisory Council (NAC), a board of professionals offering support and direction to the entire school.

"The opportunity to interact with the women and men who not only have been successful in their careers but also share the same love for BYU that I have has been great,"



"I feel like I was given a gift—the privilege of attending BYU—and I want to pay that forward."

Hansen says. "Jeanne and I both feel a particular sense of gratitude for BYU Marriott. We both got our MBAs here, and we have two sons and a daughter-in-law who are also BYU grads. Currently our daughter is a senior in BYU Marriott's supply-chain program, and our youngest son and his wife are current students. Our family bleeds blue, and it feels great to give back."

LIVING THE DREAM

When someone asks him how he's doing, Hansen's typical response is that he's "living the dream." He knows the phrase may sound cliché, but "it pretty accurately describes how I feel every day." He loves spending time with his family and recently became a first-time grandfather. Serving with his wife in the YSA ward has been his favorite Church calling and his current role at Nike is the highlight of his career. "I can honestly say I've found my dream job—I plan on being here until I retire," he says.

Hansen feels a deep sense of pride in affiliation between BYU and Nike. When he found out that BYU coach LaVell Edwards was going to be in Portland, Hansen arranged a meeting between Edwards and Nike cofounder Phil Knight. Edwards was one of the first coaches Nike signed in the 1980s, and Hansen loved sitting in as Edwards and his wife, Patti, reminisced with Knight about Nike's early days. Hansen remembers being especially honored to witness how highly Knight regarded the company's relationship with BYU.

As part of the visit, Hansen also took Edwards on a tour of the Nike campus, where the outdoor hallways are lined with bronze plaques honoring notable coaches and athletes from the 1990s, the era when the campus was built. "One of those plaques was of Coach Edwards, and he didn't know about it," Hansen notes. "So I walked him and Patti over and took a picture of them standing next to it. That is one of the best memories of my career."

Every time Hansen sees BYU athletes, he's thrilled to spot a Nike swoosh across the blue and white uniforms. "BYU is one of Nike's longest-standing partnerships," he says, "and as a BYU alum and Nike employee, it's a great source of pride for me that they've chosen to wear the swoosh." **M**



ABOUT THE AUTHOR

Sara Smith Atwood worked in magazines before becoming a freelance writer. A BYU graduate, she lives in Orem, Utah, with her husband and their two children.

Do Good Better

DOING GOOD EVEN BETTER is a tall order, but it's one that BYU Marriott's MSB 375 course, Social Innovation: Do Good Better, has successfully taken on since its inception in 2011.

According to the course description, the class "focuses on the most prominent approaches used in social innovation and entrepreneurship. Students [who attend the class] develop skills in analyzing social ventures, including root-cause analysis, solution evaluation, and social-impact measurement." Todd Manwaring, the director of the Ballard Center for Economic Self-Reliance, which oversees the course, adds, "The goal is to have students leave the class with the confidence to pursue a life of purpose."

Charged with helping students learn to solve social problems, the Ballard Center hosts the Peery Social Entrepreneurship program. Manwaring calls the Social Innovation course a "bedrock foundation" of that program. "We wanted to focus on teaching students the process of taking the time to understand exactly what's going on—what's causing the problem—so they can participate completely in the solution," he explains. "That understanding brings long-lasting benefits that go far beyond simply solving a problem."

As an advisor to the Ballard Center, Jessamyn Shams-Lau, executive director of the Peery Foundation, worked closely with Manwaring and others to create the course curriculum. As they researched what should be included in the course, Shams-Lau noted that most universities, including BYU, provided ample courses, competitions, and training for students interested in becoming social entrepreneurs, but only a small fraction of students fall into that category. "The greater number of students were hungry for a way to learn about and build skills relevant to social innovation without starting their own organizations," she says. "These students might want to work for an existing social-innovation organization or sit on a nonprofit board—or simply want to be more informed about their own charitable giving."

There was no curriculum for this, observes Shams-Lau, who actually taught portions of the class via video from her office in Palo Alto, California, the first

Manwaring calls the social innovation course a "bedrock foundation" of the entrepreneurship program.

INSIDE *the* CLASSROOM



semester. "So we created a course where students could learn about what social innovation is and isn't," she says, "as well as how to assess which approaches and organizations are doing the best work, and how they can individually incorporate doing good into their lives and careers to the degree that suits them."

BYU Marriott offers three sections of the course every semester: two for undergrads and one for MBA students. Although it's not required for graduation, each section fills up quickly. "It's an elective class for a number of majors throughout the university,"

says Manwaring. "Out of the one hundred students who take the class every semester, fifty different majors may be represented. Our mandate at the Ballard Center is to reach everyone across campus, and this course is one of the ways we do that."

Much of what the center does helps the world in a prosaic way, he notes. "But there's always a group of students in every major who are trying to identify how they can use what they're learning to make the world a better place. For those students, this is where they find that connection."

—KELLENE RICKS ADAMS

"Our mandate at the Ballard Center is to reach everyone across campus, and this course is one of the ways we do that."





THE TREK OF SMARTPHONE TECH

By the time a new smartphone lands in your hands, it has likely completed a journey around the globe that would make even the most well-traveled passports look skimpy.

Some estimate that, piece by piece and from start to finish, tracing back to the miners extracting the elements and the resources needed to sustain workers, an iPhone will travel upward of five hundred thousand miles during production and delivery—the equivalent of going to the moon and back.¹

It's all part of an intricate supply chain, or as some may see it, a supply web, considering that sometimes smartphone parts even backtrack to a previous assembly stop.

The iPhone home button, for example, starts in China with artificial sapphire crystal. Once bonded to a metal ring that came from another Chinese location a few hundred miles away, it is shipped to Taiwan and attached to two other parts that came from Shanghai and Germany. Two more pieces—one from Japan and the other from Shanghai—are added by a different manufacturer in Taiwan. The piece heads back to Japan for welding and then back to China for final assembly.²

And the home button is only one of the thirty-plus components of an iPhone 8.³

It would take thousands of steps—including stops from Boise to Britain, San Jose to South Korea—to map out the journey of an iPhone, but each move plays a part in getting the right items from the right suppliers in the right time to the right place.

Generally, people have no idea how complex most products actually are, especially something as complicated as a smartphone, says Scott Webb, BYU Marriott associate professor of global supply chain management. “The fact that you can walk into a grocery store year-round and buy bananas is a miracle of supply chain,” he notes.

types of metals that go into the average phone,⁵ including decisions about avoiding conflict minerals in production. Conflict minerals come from areas of the world in which their extraction can be sold to finance fighting.

“Some companies have employees whose entire jobs are to ensure they’re not buying conflict minerals,” says Cindy Blair, BYU Marriott associate professor of global supply chain management. “They want to make sure they can trace back something so it doesn’t come from a conflict country. They don’t want their supply chain to be hurting anyone ethically or environmentally.”

Apple’s efforts to keep the iPhone responsibly sourced have made it the first company to map its supply chain for tin, tantalum, tungsten, cobalt, and gold (the main conflict minerals), as well as publish a list of the smelters in its supply chain.⁶ As a result, the Enough Project, a nonprofit that aims to end genocide and crimes against humanity, ranked Apple No. 1 for its efforts to develop conflict-free mineral supply chains in the Democratic Republic of Congo.⁷

There is only so much a company can control, however, when other political issues come into play. “Cobalt in the batteries comes from Congo,” Webb says. “If the government is unstable, that affects the reliability of a supply chain.”

And it’s not just internal conflicts that can cause headaches. Negotiating natural resources with governments can also turn into power plays. “It can be about who has control over the resources,” Blair explains. “If the people controlling those supplies refuse to make them available, you have to figure out another way to



IT'S A CONSTANT TRADE-OFF. COMPANIES HAVE TO ASK AT WHAT POINT DO THEY WORRY ABOUT THE ENVIRONMENTALLY FRIENDLINESS OF SOMETHING IN RELATION TO THE COST.

■ The Minerals Inside

The iPhone journey begins, as many products do, with minerals—some quite rare. The natural minerals that go into a smartphone may remind you of studying the periodic table in chemistry class. You’ll recognize names such as tin, aluminum, and potassium, but praseodymium, neodymium, and boron may be less familiar.

Although smartphones do include a few precious metals, such as gold, platinum, and silver, it’s just a couple dollars’ worth⁴—not enough to be considered bling.

There are a handful of considerations that companies weigh as they choose suppliers for the sixty-two

obtain them. That often means either paying more or forming some kind of alliance to get what you need.”

Another consideration is rare-earth minerals, which tend to live up to their label. For example, some estimate that in the next few decades dysprosium, a mineral that your phone relies on to vibrate, will run out.⁸

“The challenging part is that if there’s a mineral a company can’t get, their phones don’t work,” Blair says. “Rare minerals don’t make phones work better or make them look cooler, they make them work.”

When there is a shortage in a necessary material, she says, two things typically happen simultaneously:

(1) buyers work to lock up existing capacity through contracts and long-term relationships with existing suppliers or potential new suppliers, and (2) engineers work to redesign the product.

“I would guess both things are happening right now,” Blair says. “The biggest companies typically have the best access to supply because suppliers want their business—the biggest companies buy a lot and will be around for a long time. I doubt we need to worry about being able to buy the next-generation iPhone. But things like this do affect the cost and resulting price to the consumer.”

Another possible solution to a mineral shortage is that companies could figure out how to recycle the minerals from old phones to make new phones.

■ A Constant Trade-Off

Beyond the availability of the minerals, many companies are also looking at their ecological footprint.

While some argue that it's impossible to make an environmentally friendly electronic device,⁹ Apple seems committed to ensuring its supply chain is as green as possible, Webb says.

The company frequently audits its suppliers and works to help them find environmentally friendly ways of manufacturing and shipping component parts, he says. The company also touts that 100 percent of iPhone final-assembly facilities are zero-waste certified and publishes reports¹⁰ in an effort to be transparent. Other companies—especially larger ones—are following suit as consumers become increasingly aware of and sensitive to these issues.

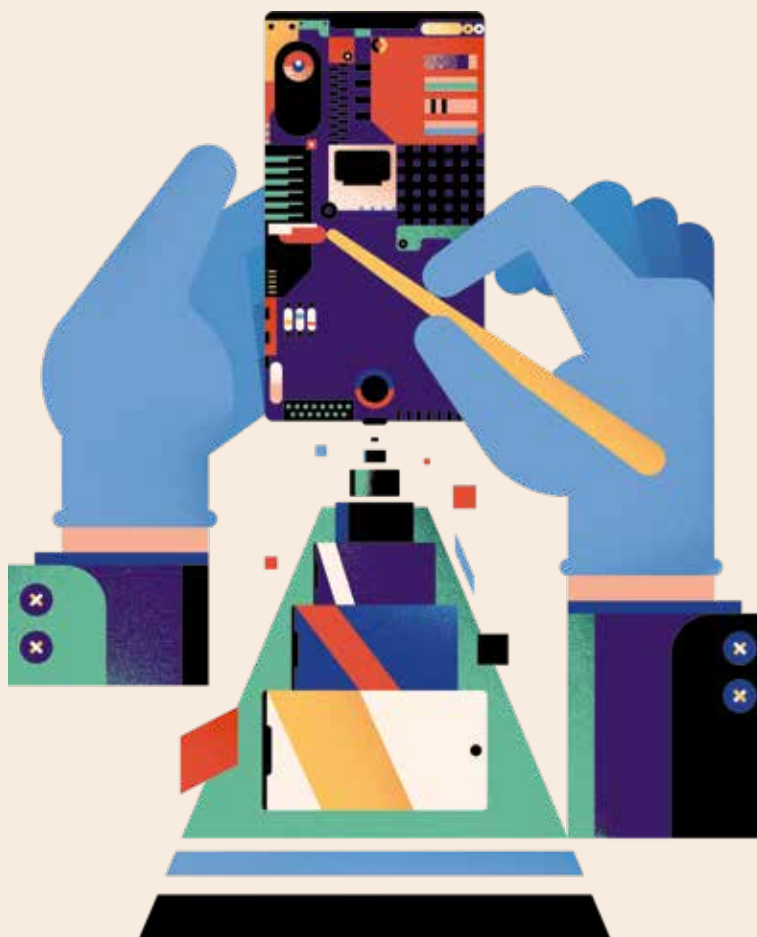
“It’s a constant trade-off,” says Webb. “Companies have to ask at what point do they worry about the environmental friendliness of something in relation to the cost. Companies have to make money, but showing their commitment to being environmentally friendly and politically aware can pay off too.”

And that’s not all. Our modern way of living is resource intensive, Webb points out. “Companies today have a lot of motivation to reduce waste as well,” he says. “But regardless of how aware of and committed companies are as they manufacture their products, there is always going to be an environmental cost.”

■ Life in the Real World

After minerals around the world come together to become smartphone parts—cameras, processors, circuit boards, and speakers, to name a few—they are shipped to a factory for final assembly.

The globetrotting smartphone pieces, provided by more than two hundred suppliers, land at a plant—such as the enormous Foxconn plant facility in Zhengzhou, China—where they’re constructed and packaged.¹¹

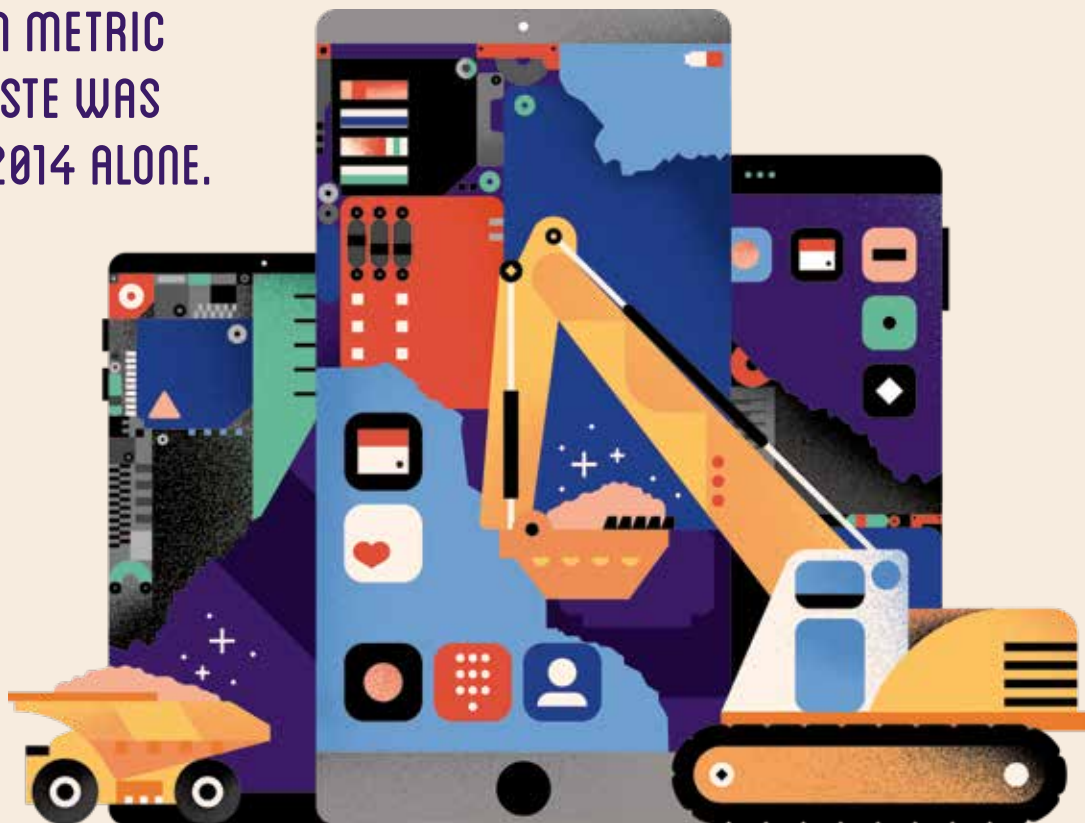


Little is left to machines in the hands-on operation of creating an iPhone. Final assembly involves a four-hundred-step process, which includes soldering, drilling, and testing. With an estimated three hundred fifty thousand workers, the Zhengzhou facility can manufacture about three hundred fifty iPhones every minute.¹²

“Some of it can be automated, but if you’re in a country with low-cost labor, it’s better to have workers,” Blair explains. “A lot of the reasons to use labor instead of automation are cost related. When something changes in relation to technology, which it does so often, adjustments have to be made. It can be a huge expense if those things are automated, while it is relatively easy to teach people how to change things up.”

Once the smartphones are ready to experience life in the real world, the US-bound boxes are loaded on Boeing 747s, each of which can hold one hundred fifty thousand phones. The first stop for the planes is usually for fuel in Anchorage, Alaska, before they depart to other hubs to deliver their popular cargo into consumers’ hands.¹³

+ LESS THAN 16 PERCENT
OF E-WASTE IS RECYCLED,
AND 3 MILLION METRIC
TONS OF E-WASTE WAS
PRODUCED IN 2014 ALONE.



Both Webb and Blair are quick to point out that this manufacturing journey would not be possible if all the pieces of the puzzle didn't come together at the right time. What makes a good company great, particularly in this Earth-traversing process, is hiring reliable suppliers. And in Apple's case, the company's strategy involves developing a supreme supply chain. "This creates end products that are of the highest quality," Webb says. "It also creates vital supplier relationships."

Interestingly, Samsung—a top iPhone competitor—is actually one of Apple's two-hundred-plus suppliers, providing microchips for the iPhone. Blair speculates that this business relationship likely occurs because Samsung offers the best combination of quality for the price, which is often referred to as value.

Webb says he has a huge regard for Apple's supply chain capabilities. "By picking the best suppliers in the world, Apple doesn't have to worry so much," he says. "They just have to manage and work closely with their suppliers."

One of the miracles of the modern world we live in is reliable and inexpensive transportation. "We take logistics for granted," Blair says. "We all like free shipping, but at some point, someone has to pay for the transportation. For example, most of the cost of a bottle of water is the transportation."

Webb adds, "It's all this tightly wound system—supplier base, transportation, inventory, and then assembly—and each piece has to work totally in sync. If not, you end up carrying too much inventory. Global supply chain is a fascinating field focused on being so organized that things arrive at just the right time so the factory floor is running on cadence."

■ The End of the Road

A culture in which people upgrade their phones frequently can lead to headaches over the gently loved phones that still have some life—and the sunk environmental costs—left in them. Greenpeace estimates that more than seven billion smartphones have been manufactured since 2007.¹⁴

The disposal of smartphones is a big issue, Webb says, but fortunately for Apple, there is a huge secondary market for its products. Companies exist that buy dead phones and try to farm some of the precious minerals out of them, while other businesses, such as Gazelle and uSell, buy and resell old phones to developing countries.

“Sometimes the phones just need a new screen or something simple,” Webb says. “Samsung has a program where they’ll strip it back down so you don’t feel like you’re throwing it away.”

Apple does too. Through Apple GiveBack, people can find out if their old electronics have trade-in value. If so, the company will send owners a gift card; otherwise, Apple will recycle the phone for free.

Even though there are recycling options, many consumers seem to be unaware of how to take advantage of them. One study estimated that less than 16 percent of e-waste is recycled and that 3 million metric tons of e-waste was produced in 2014 alone.¹⁵

Then there’s another option for outdated—but usable—phones: keep them in the family. “People often waterfall them down to their kids,” Blair says. “Phones tend to have life for some extra years after original owners are done with them.”

Even if it’s not used for making calls, a smartphone can still snap and store photos, run apps on Wi-Fi, and play music. They can entertain toddlers on road trips without making parents’ stomachs drop if a screen breaks after a fall from clumsy hands.

■ The Price We Pay

Squeezing out every ounce of usability makes sense now that new smartphones hover in the \$1,000 range. But once you understand the process, technology, and miles that go into creating a mini-computer such as the iPhone, it makes more sense why the price tags are so high—even before significant markups.

“Companies don’t release what their margins are, but Apple’s are huge,” Webb says. “A lot of that is just brand.”

Phone companies have been strategic about how they price their phones. “Generally speaking, they’re not selling to the consumer but to cell-phone providers,” says Webb. “iPhone has gotten enough scale that the phones won’t get any cheaper because they’re already at a point where making a few more isn’t going to make them less expensive.”

Effective supply chains are what make the process and products even remotely affordable, Blair says. “It’s amazing we have the products we have for the price we pay for them,” she observes.

Blair points to \$5 T-shirts sold at US chain stores as an example. “A lot of textiles come from Bangladesh,” she says. “Think about the labor from growing

the cotton to turning it to cloth to getting it on a ship. That had to have happened for less than \$5.”

The fact that countries can work between borders is the function of a mostly friendly political environment, Blair says. “We overcome a lot of language and cultural barriers, transport things from part of that world here, and make it to a price we can afford all due to good supply chain management,” she says.

Yossi Sheffi, an MIT professor, has said that anyone can reverse engineer a cell phone: pull it apart and see what the pieces are.¹⁶ “But the hard thing to reverse engineer is the supply chain—the relationships between the companies. Those have to be built over time,” Webb explains. “A lot of what you’re buying is that long-term relationship between the manufacturers and the suppliers.”

Most people tend to see business as very competitive, Webb observes, but what he likes about supply chain management is that it’s really about relationship building. “It’s a much more cooperative approach to business than the purely ‘How do we compete?’ mentality you normally see in business,” he says. “We’re kind of the science of business relationships.” ■

■ About the Author

Emily Edmonds is a former Marriott Alumni Magazine publications editor. She now works as a freelance writer—when not using her iPhone to snap pictures of her two little girls.

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The Age of Change

It's been called the Information Age, the Computer Age, and the Digital Age, but whatever the name, the last few decades have brought a whirlwind of change. Computers combined with the internet and technology offer unprecedented access to the world. Check out these facts and figures that barely begin to tell the story.



2,000

THE NUMBER OF POUNDS—EQUALING ONE TON—THAT FIVE MEGABYTES WEIGHED IN 1956.

That was the year IBM launched Random Access Method of Accounting & Control (RAMAC), the first computer with a hard drive remotely similar to what we use today. The entire cabinet weighed more than 2,200 pounds, and the five megabytes of data was spread over fifty huge aluminum disks.

Source: economictimes.indiatimes.com

1936

THE YEAR THE FIRST BINARY PROGRAMMABLE COMPUTER BEGAN DEVELOPMENT.

German inventor Konrad Zuse built the Z1 in his parents' living room. The machine is considered the first truly functional modern computer. Today, 73 percent of Americans own a desktop or laptop computer.

Sources: computerhope.com and statista.com/statistics/756054/united-states-adults-desktop-laptop-ownership



1.67 BILLION

THE NUMBER OF WEBSITES AVAILABLE ON THE INTERNET IN OCTOBER 2018.

More than 550 new sites are created every minute, although a majority of those receive few or no visitors. An estimated 4.2 billion people worldwide use the internet. BYU Marriott hosts forty-plus sites for programs, departments, and centers.

Sources: [statista.com/statistics/617136/digital-population-worldwide](https://www.statista.com/statistics/617136/digital-population-worldwide) and [news.netcraft.com](https://www.news.netcraft.com)



90

THE PERCENT OF MARKET SHARE THAT GOOGLE HAS IN THE MOBILE SEARCH WORLD.

Although the company hasn't released official numbers since 2012, reliable estimates say that Google now processes more than 40,000 search queries every second, which adds up to more than 3.4 billion searches a day and 1.2 trillion searches a year.

Source: [BusinessInsider.com](https://www.businessinsider.com)



1

THE NUMBER OF PETABYTES OF DATA THAT BYU EXCHANGES OVER THE INTERNET EVERY WEEK.



A petabyte is one thousand terabytes, and a terabyte is one thousand gigabytes. The Tanner Building alone exchanges about 174.6 terabytes of data every week. Almost 114,000 unique client devices connect to the BYU Wi-Fi network during a twenty-four-hour period, generating more than 2,468,000 sessions.

155,000

THE NUMBER OF FEET OF NETWORK CABLE RUNNING THROUGH THE TANNER BUILDING.

Those cables connect at least 2,184 devices throughout the building. BYU Marriott web and systems and support teams have opened and resolved more than 25,000 IT-support incidents since June 2008.





“I HAVE COME HOME”

Dean Brigitte C. Madrian often stands in the hallway leading to her new digs on the seventh floor of the Tanner Building and observes the atrium below.

“From that vantage,” she explains, “you can see faculty working in their offices, students walking to and from classes, and the dozens of flags representing the countries of the world from which our students hail. As I stand there surveying the school, I feel a profound sense of love and responsibility for the faculty, the staff, and the students. I also feel the weight of the stewardship that comes with this job. But more than anything, I feel great hope and optimism about the impact our students will have on the world after they leave BYU Marriott. I am excited to be a part of the important work of teaching and training this next generation of students.”

On 23 May 2018, BYU academic vice president Jim R. Rasband announced that Brigitte Madrian had been named the ninth dean of the BYU Marriott School of Business. On 1 January 2019 Dean Madrian officially began her term as dean, although she visited the campus frequently in the intervening months.

“Every time I stepped on campus, I felt excitement,” says Madrian. “And that feeling increased with each succeeding visit. It is clear that at BYU people are willing to build and lift each other as they work toward a common goal. They don’t always agree on how to achieve that goal, but there is a unity of purpose that is unique.”

GROWING UP COUGAR BLUE

The unique atmosphere at BYU is not new to Madrian. In 1969, when she was three years old, her father, Spencer J. Condie, accepted a job as a professor of sociology at the university.

“That decision shaped my life in more ways than I can fathom,” she observes. “When my father started teaching classes, I matriculated into the university’s Child and Family Studies Laboratory preschool program. The view from the kitchen windows in my childhood home was of the giant Y on the mountain. My summers growing up were spent swimming on campus and later attending summer camps on campus. I had my first high school crush at Especially for Youth.”

Madrian graduated from Provo High School in 1984—the same year the BYU Cougars football team went undefeated and was named national champion, she notes. “That was also the year I performed a solo piano recital in one of the recital halls in the Harris Fine Arts Center and delivered the first of two different commencement addresses from the floor of the Marriott Center.” BYU was the only university Madrian applied to. The thought of attending college someplace else honestly never even crossed her mind, she says. She met her husband, David, on campus, and the two held their wedding reception in the Skyroom.

“I quite literally grew up on the campus of Brigham Young University,” says Madrian, who was the Aetna Professor of Public Policy and Corporate Management and chair of the Markets, Business, and Government Area at the Harvard Kennedy School until she accepted the position as dean of BYU Marriott. “And it is the only school for which I can imagine leaving Harvard.”

AN ANALYTICAL THINKER

Although Madrian’s roots were planted early and deep in BYU Blue soil, in 1989 she left Provo after graduating with both bachelor’s and a master’s degrees in economics. She and David headed to Boston, where she earned her PhD from MIT and he earned a joint MBA/MIS degree from Boston University.

Madrian remembers her BYU professors pulling her aside as early as her sophomore year, encouraging her to pursue a PhD. “They didn’t realize that I already had that goal in mind,” she says. “I can remember the moment I decided I was going to get a PhD. I was sitting in an eighth-grade math class. I don’t remember what sparked the decision, but I remember thinking, ‘I want to get a PhD.’ So that was my plan from then on.”

While Madrian knew she wanted a doctorate, she wasn’t certain in which field she was going to get that degree—or any

other degrees. “I was thinking about political science, so I took Poli Sci 110 during my freshman year,” she recalls. “Econ 110 was recommended for the major as well, so I signed up for that class too.

“I’m an analytical thinker, so I liked the analytic frameworks in economics,” Madrian continues. “Plus that intro class didn’t have much math—I liked that. What I didn’t know is that there is a lot of math in economics. But by the time I realized that, I’d made my decision, and it was too late.”

IMPACTING THE LIVES OF OTHERS

Math certainly hasn’t been an obstacle for Madrian. She excelled in school and continued that pattern of excellence throughout her teaching career, instructing first at Harvard, next at the University of Chicago Graduate School of Business from 1995 to 2003, and then at the Wharton School at the University of Pennsylvania from 2003 to 2006, before landing back at Harvard, this time at the university’s Kennedy School of Government.

She has enjoyed the opportunity to teach, lead, and influence those in her classroom just as her professors had influenced her. But it is perhaps her research that Madrian has become most known for. An expert on behavioral economics and household finance, with a focus on household saving and investment behavior, Madrian and her research in this area have directly impacted the design of employer-sponsored savings plans in the United States and have influenced pension-reform legislation both in the States and abroad. She also uses the lens of behavioral economics in her research to understand health behaviors and improve health outcomes.



“

The expectation at BYU to integrate faith into the curriculum and make living a life of integrity the highest priority is both rewarding and refreshing.

What an honor to be part of that.

”



Madrian has received the Retirement Income Industry Association's Achievement in Applied Retirement Research Award and is a three-time recipient of the TIAA Paul A. Samuelson Award for Outstanding Scholarly Writing on Lifelong Financial Security. She is a member of the Financial Industry Regulatory Authority Board of Governors, the Consumer Financial Protection Bureau's Academic Research Council, and numerous other advisory boards. Before becoming the dean of BYU Marriott, she served as the codirector of the Household Finance Working Group at the National Bureau of Economic Research.

"If you're in a job where you were automatically enrolled into a retirement savings plan, that is a result of research in which I've been involved," she says. "It's been extremely rewarding to be engaged in work that has had an impact on the lives of people—work that has given people peace of mind and made them more financially secure and better prepared for retirement."

|| WHAT MAKES US UNIQUE

As a new dean, Madrian hopes to continue her beloved research at some level, although her focus now is on new horizons.

"When I was at MIT, I always planned on ending up at BYU," she says. "Although my journey wasn't as direct as I anticipated, I'm thrilled to be here. And now I can appreciate even more what makes us unique: that commitment to provide our students with a quality education, with academic rigor, but in a context of faith.

"You'll find other religious institutions, but many of them are religious in name only," she continues. "The expectation at BYU to integrate faith into the curriculum and make living a life of integrity the highest priority is both rewarding and refreshing. What an honor to be part of that."

As a wife and a mother of two daughters (Erika, age twenty-two, who studies biochemistry at Tufts University, and Liesel, age

eighteen, who is a freshman at the University of Utah), Madrian also recognizes the significance of being the first woman dean at BYU Marriott. "I'm excited about the opportunity to be a leader and role model, to be an example of a woman who has had a successful career, a family, and strong faith in the gospel of Jesus Christ," she says.

Last August Madrian attended the university's annual conference. As part of the week-long event, BYU Marriott's faculty and staff met together. "That meeting was easily the most fun meeting I have ever attended in my professional career," Madrian says. "Important work was done, but there was also time for fun and joy and laughter. Before officially becoming dean, I looked forward to my campus visits in part for that reason; now I am able to be part of that every day. I look forward to my time here and contributing all I can and all I have to furthering the mission and purpose of BYU Marriott. I feel like I have come home." **M**

School News

Entrepreneurship Programs Place in Nation's Top Ten

#4

In its 2019 entrepreneurship studies rankings, the Princeton Review has recognized BYU Marriott as a top twenty-five school for both undergraduate and graduate entrepreneurship programs. The undergraduate program was ranked No. 4, while the graduate program was ranked No. 10, making this the ninth straight year that BYU Marriott has placed in the top ten for both programs. It is also the fifth consecutive year that the undergraduate program has been ranked No. 5 or higher.

"We are honored to be recognized as a top school for entrepreneurship," says **Jeff Brown**, associate director of operations for the Rollins Center for Entrepreneurship and Technology. "These rankings are a testament to all of the efforts BYU Marriott faculty and staff are making to help our students achieve

unparalleled success. From world-class curriculum and a robust mentoring program to outstanding events, competitions, and networking activities, there is no better place to launch a business."

BYU Marriott currently offers forty-nine entrepreneurship-related courses for undergraduate students and thirty-one courses for graduate students. Of the roughly 33,000 students at BYU in 2018, nearly 6,500 were enrolled in entrepreneurial courses. Students were supported by 140 donors and 182 mentors and were awarded nearly \$630,000 to work on, validate, and launch business ideas.

In the last five years, undergraduate and graduate students from BYU Marriott have created 612 new startups and collectively raised \$950 million in funding. The BYU Marriott entrepreneurial management program and the Rollins Center have played a central role in helping students reach these numbers.

MBA Program Among the Best

#5

With its *Bloomberg Businessweek* No. 5 ranking in learning, the BYU Marriott MBA program continues its tradition of creating an environment that provides one of the best learning and collaborating opportunities for MBA candidates. It is also the third straight year that the BYU Marriott MBA program has been ranked in the top twenty-five among all business schools nationwide, coming in this year at No. 25.

"I'm always pleased when the high quality of our MBA students and program is recognized by publications such as *Bloomberg Businessweek*," says **Grant McQueen**, MBA director. "In addition to the bright students, generous alumni, and loyal recruiters, this year's ranking highlights the excellence of our faculty. Being ranked No. 5 in the learning category speaks not only to our faculty's academic

Undergraduates Receive Paul Morris Marriott Scholarship

Sixteen undergraduates received the Paul Morris Marriott Business Management Scholarship, given to undergraduates who demonstrate a strong work ethic and a dedication to service.

The scholarship was founded by Rebecca Marriott Champion in 2010 to honor her father, Paul Morris Marriott, who was a vice president at Hot Shoppes Inc. (which became Marriott International) and who helped grow the In-Flite catering division of the company.

Recipients include (left to right) **McKayla Jackson**, **Tarryn Aubuchon**, **Jake Bishop**, **Joshua Hill**, and **Karen**

Clark. Recipients not pictured in the photo are **Leah Benson**, **Anna Caldwell**, **Brandon Christensen**, **Rebekah Jacot**, **Chris Olsen**, **Spencer Reynolds**, **Kathryn Robbins**, **Adam Sierra**, **Skyler Smith**, **Colton Spilsbury**, and **Sara Willis**.



standing but also to their love for and commitment to our students.”

For this year’s rankings, *Bloomberg Businessweek* implemented a new methodology designed to better represent the experiences of graduating students, recent alumni, and recruiters who hire MBA candidates. Under this new methodology, BYU Marriott’s MBA also received individual rankings of No. 24 for networking, No. 26 for entrepreneurship, and No. 31 for compensation.

“Our goal is to provide students with all the resources they need to be successful,” says MBA associate director **Glenn Christensen**. “Our faculty and staff take every step to ensure that the experience in the BYU Marriott MBA program is one that inspires innovation and molds the next generation of leaders in business.”

BYU Marriott Fares Well in National Rankings

#2 Year in and year out, BYU Marriott boasts one of the country’s most prominent undergraduate accounting programs. This year, *U.S. News & World Report* ranked BYU’s accounting program No. 2 in the country—a one-step rise from No. 3, where the program has consistently placed in recent years. In addition, BYU Marriott ranked well in other areas, placing No. 18 in entrepreneurship, No. 20 in international business, and No. 36 in finance.

“The excellent rankings assigned to our programs are made possible by a very productive and devoted faculty working with highly capable and motivated students,” says **Michael Thompson**, interim dean of BYU Marriott. “Other avenues, such as excellent placement and advisement services, are also important factors.”

The business school fared well as a whole, coming in at No. 35 for best undergraduate business programs on the national university level. BYU Marriott has seen steady placement through the years, proving that the school—including its programs and professors—continues to maintain the standard of excellence for which BYU Marriott is known.

“Our mission as a college and the overall mission of BYU provide our direction,” Thompson says. “Good rankings help confirm our efforts.” On the university level, BYU placed No. 3 for grads with the

least debt, No. 11 for best value, and No. 66 for best national university.

\$1.14 Million International Business Grant



Centers For International Business Education & Research

The US Department of Education has awarded BYU and BYU Marriott 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 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 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.

BYU Marriott’s First-Ever Strategy Conference

More than five hundred business professionals, students, and alumni of BYU Marriott crowded the ballroom of the Provo Marriott Hotel and Conference Center on October 4–5. They came from all over the country to learn from business strategy experts such as Harvard Business School professor Clayton M. Christensen and Domo CEO **Josh James** at the first-ever BYU Strategy Professionals Conference.

During the conference, BYU Marriott honored Christensen with the first Distinguished Alumni Award in Strategic Management at Thursday evening’s dinner. On Friday, Christensen and James headlined the conference’s plenary sessions. In his comments, Christensen explained concepts that form the backbone of his upcoming book, *The Prosperity Paradox*—namely, how some impoverished nations, such as South Korea, have turned into economic

Clayton Christensen and coauthor Efosa Ojomo during BYU Marriott’s first-ever Strategy Professionals Conference.



juggernauts, while others, such as the Philippines, have largely remained in poverty.

“Innovations that make products affordable and accessible so that larger populations of people are able to have access to them are innovations that we call disruption,” says Christensen. He categorizes these disruptions as “market-creating innovations” because they generate thousands of jobs and stimulate economic growth.

Attendees also learned from executives at companies such as Vivint, Bain & Company, Cicero Group, Ivanti, and Traeger Grills, as well as BYU Marriott strategy professors **Jeff Dyer** and **David Bryce**. Speakers in every session emphasized practical application of the concepts they outlined, something that most attendees found particularly helpful and refreshing.

“We go to a lot of conferences, and this was among the most valuable because people actually talked about how to solve strategic problems, and the speakers were interesting, not self-serving,” says conference attendee **Alex Erickson**, strategy and business development manager at Adobe.

This inaugural Strategy Professionals Conference comes nearly a decade after the creation of a strategic management major and strategy minor at BYU Marriott. “With the program now in place for almost ten years, we decided it was time to try and bring that community back, to give us a chance to come together, to network and learn from each other,” says Dyer. “This year’s Strategy Professionals Conference has been a next step toward building our community and brand in strategy, and we’re excited to keep moving forward.”

FACULTY NEWS

Political Competition Is Hurting Our Charitable Giving

As the midterm election recently ended and the fallout of the Supreme Court nomination rings across the political divide, a new study coauthored by a BYU researcher presents a unique angle of American politics: how party affiliation affects charitable donations.

In that study, published in October, BYU Marriott public management



professor **Rob Christensen** and colleagues at the University of Georgia, North Carolina State University, and Indiana University–Purdue University Indianapolis break down the philanthropic giving of voters in red counties and blue counties across the country. What they found: voters who live in counties where political competition is high give less to charity.

“The more politically divided we get in our communities, the more we’re going to see consequences of that spill over into other facets of life, including our charitable giving,” says Christensen. “The more political competition in a county, the more suspicion there seems to be in how we spend our charitable dollars.”

According to Christensen and colleagues, the findings may indicate a sense among voters that they’re unsure if their charitable contributions are going to go to like-minded people. The good news for charities is that donations will likely increase in red counties that get redder and in blue counties that get bluer—something we are increasingly seeing in America.

“Lower levels of competition may be an indication that we’re sorting into enclaves of like-minded political preferences,” says study coauthor Rebecca Nesbit of the University of Georgia. “While this sorting may lead to higher levels of charity, it may not help heal the political divisions in our country.”

Researchers analyzed 2012 and 2013 itemized deduction tax data from the Internal Revenue Service’s Individual Master File, which aggregates information from individual income tax returns at the

county level. To measure political ideology, they looked at the percentage in each county that voted Republican in the 2008 and 2012 presidential elections.

The research revealed that counties with a higher proportion of Republican-voting residents give more to charity than counties with a higher proportion of Democrat-voting residents. However—and here is a major caveat—the researchers also found that the proportion of those voting Republican actually decreases charitable giving in counties that are not Republican-dominated.

“If we ignore other things like tax burden and political competition, then Republicans appear more generous,” Christensen says, which, on the surface, “supports the notion that conservative communities prefer to redistribute resources through private rather than public efforts.”

In other words, Republicans don’t love taxes, and if taxes are high in a county, they tend to give less to charity. On the flip side, the study revealed that Democratic-leaning counties are less stingy overall in redistributing their money, both through charity and government channels.

Researchers believe the findings are increasingly important as major shifts in political competition and philanthropy continue. Other research has shown, for example, that younger generations are giving less to institutional charities (such as United Way) and more to charitable causes that are more closely connected to them (such as a GoFundMe page for a social-media friend).

Christensen says the next step for researchers is to examine individual-level

Five New Professors



Jason Kotter



Darren Aiello



John Howell



Clark Pixton



David Matkin

BYU Marriott welcomes five new faculty members, all of whom began teaching at the beginning of the Fall 2018 semester. The new additions are **Jason Kotter** and **Darren Aiello** in the Department of Finance, **John Howell** and **Clark Pixton** in the Department of Marketing and Global Supply Chain, and **David Matkin** in the Romney Institute of Public Service and Ethics.

Kotter received a bachelor's degree in economics from BYU, a master's degree in economics from the University of Michigan, and a PhD in finance from the Ross School of Business at the University of Michigan. Prior to graduate study, Kotter worked as a senior research assistant in the international finance division of the Board of Governors of the Federal Reserve System. He then taught advanced corporate finance at the Smeal College of Business at Pennsylvania State University for four years before returning to Provo.

Prior to joining BYU Marriott, Aiello spent eight years in the professional world working in various analytical and managerial roles. He received bachelor's degrees in business administration and economics from Pepperdine University before earning an MBA in finance and a PhD in finance from the Anderson School of Management at UCLA. Now at BYU, Aiello is enjoying the opportunity he has to work alongside fellow BYU Marriott faculty members.

Howell worked as a consultant to Sawtooth Software and as a pricing analyst and software engineer for Novell Inc. before receiving his PhD from Ohio State University. He has conducted a significant amount of research in his field and has recently published papers in top-tier, peer-reviewed journals, including the *Journal of Law and Economics*.

Pixton received a bachelor's degree in mathematics from BYU and later obtained a PhD in operations research from the Massachusetts Institute of Technology. Prior to joining BYU Marriott, he consulted for the pharmacy startup PillPack—a company that was recently acquired by Amazon. Pixton enjoys teaching and has experience educating students in analytics and operations. He also specializes in supply chain research and analytics.

Matkin obtained an MPA from BYU Marriott before earning a PhD in public administration from the University of Kansas. Matkin taught for six years at Florida State University's Askew School of Public Administration and Policy and five years at the University at Albany's Rockefeller College of Public Affairs and Policy.

dynamics and ask charitable givers how conscious they are about the impact of politics on their giving.

Breaking Down Uncle Sam's Loans

The US government gives loans to students seeking higher education and to entrepreneurs launching small businesses, but did you know that they're also in the business of lending billions of dollars to automakers like Ford, Nissan, and Tesla? That blurring of the boundaries between public and private sectors is something the public should be more aware of, says **Eva Witesman**, BYU Marriott associate professor of public service and ethics. A new study coauthored by Witesman



and Charles Wise of the University of Arizona—which appeared in *Public Administration Review*, the top journal in the field of public administration—shows just how much taxpayer money is being gambled in potentially risky investments.

"Typically, government regulates markets, taxes markets, or corrects market failures," Witesman says. "Now government is inserting itself directly into high-risk markets and basically playing roulette with taxpayer money. This isn't isolated to one program or even to the federal government; we are seeing government investment as a trend at all levels of government."

The study examines direct government investment by breaking down a federal program that provides loans to private companies for projects that produce more fuel-efficient vehicles. The \$25 billion Advanced Technology Vehicles Manufacturing (ATVM) Loan

Program has so far resulted in loans to five companies:

- \$5.9 billion to Ford to develop EcoBoost engine—Status: Repaid
- \$1.4 billion to Nissan to expand electric-vehicle factory—Status: Repaid
- \$465 million to Tesla to develop Model S—Status: Repaid
- \$529 million to Fisker (only \$192 million authorized) to produce hybrid vehicle—Status: Defaulted on loan; \$139 million lost
- \$50 million to Vehicle Production Group for natural-gas powered, wheelchair-accessible vehicle—Status: Defaulted on loan; \$42 million lost

Five applicants—Carbon Motors, Aptera Motors, Brammo, Local Motors, and Bright Automotive—had their applications denied. Interestingly, General Motors applied for a \$14.4 billion ATVM loan in 2010 but withdrew its application after a year of waiting for a decision. In November 2018, GM announced cuts to 14,000 jobs and the shuttering of five US-based factories.

The study points out that the failures of Fisker and Vehicle Production Group, both now out of business, cost the government \$181 million in taxpayer money. And while Ford, Nissan, and Tesla were able to use the money and pay back their loans, Witesman and Wise's paper suggests that neither Ford nor Nissan actually needed the money because they had clear access to cash assets and private capital markets.

According to the analysis by Witesman and Wise, the subjective process of loan approval is also problematic. A federal audit of the program found that applicants had been treated inconsistently, favoring some and disadvantaging others. "Usually government [funding] has a level field and if you apply and meet criteria, then you get benefits or access to programs," Witesman says. "In this case, the government is picking who benefits and who doesn't."

Other concerns with the program include the lack of control over the end products, the unfair advantages to beneficiaries of the program, and the high financial risk. Witesman and Wise believe acknowledging these pitfalls at the outset of the program might have helped mitigate the losses incurred by failed loans.

The ATVM program concerns aside, Witesman says direct government investment still has its merits—especially when you consider the alternatives within the context of government involvement, such as increased regulation. "People who are tempted to judge government harshly for using investment as a tool would do well to think about other tools government has," she says. "Investment is better than a subsidy because at least there is a chance for return. As opposed to government options such as regulation—putting limits on how vehicles must perform or how we use them—people are probably going to like the investment option the best."

Women Tech Council Honors Two Students

Two BYU Marriott information systems students were honored at the eleventh annual Women Tech Awards, a ceremony hosted by the Women Tech Council to recognize influential women throughout the technology sector. The students, **Jerika Ostler** and **Haley Kirk**, were two of three finalists for the Student Pathways Award.

Professors and academic advisors from universities throughout the state of Utah nominated female students in STEM

programs who had exhibited dedication to their field and studies. The Women Tech Council then reviewed the nominations, narrowing the list of hundreds of candidates down to just three finalists. After conducting interviews and completing final evaluations, the award was given to Ostler at a luncheon held at the Grand America Hotel in Salt Lake City.

"Receiving the Women Tech Council Student Pathways Award is a great honor," says Ostler, a senior from Loa, Utah. "I am excited and grateful to be recognized as a woman who makes an impact on the lives of the women around me, particularly those who are considering pursuing a STEM degree. I truly want women to know that they can raise a family while making a difference as a professional."

While at BYU Marriott, Ostler has been involved with the Women in Business Club, where she currently serves as a mentor to female students. This experience has given her many opportunities to inspire women to work hard and believe in themselves.

Ostler also credits her education for helping her receive the award. "The information systems program at BYU Marriott is rigorous and is always being adjusted to help students be cutting-edge," Ostler says. "The professors continually do an excellent job at setting their students up for success."

Kirk, a first-year MIS student from Marina, California, agrees that BYU Marriott prepared her for this recognition. She says that the information systems program has helped her push past her limits and go above and beyond what is expected.

"I didn't have any experience with technology or coding until my sophomore year," Kirk says. "This nomination has shown me that with hard work, anything is truly possible. It is also a great reminder that BYU Marriott students can make a difference in their respective fields and throughout the world."

The finalists for the Student Pathways Award are some of the most talented women in STEM programs across the state, says **Cyndi Tetro**, president of Women Tech Council. She says, "By highlighting and promoting top talent in technology, these awards amplify the impact of women across the technology industry and accelerate the growth of the entire sector."



Jerika Ostler



Haley Kirk

Alumni News

MANAGEMENT SOCIETY

'In the Cause of Liberty' Timely Theme of Conference

Americans cannot accept as normal the continued degradation of politics in today's world, said Jeff Flake, then US senator from Arizona, during his presentation at the fourth annual Moral and Ethical Leadership Conference sponsored by the BYU Management Society's Salt Lake chapter.

During his speech, Flake shared several personal stories about civility and the lack of civility he witnessed as he attempted to work with politicians on both sides of the aisle during his sixteen years in the House and the Senate. "I think sometimes pendulums do swing, and sometimes with a vengeance," Flake said about the current state of politics. "I do think in the end this fever will break, and we'll be ourselves again."

An estimated four hundred participants attended the conference, which was held 14 September 2018. In addition to Flake, attendees heard from Utah Lt. Governor Spencer Cox and his wife, Abby; author Tim Ballard; Deseret Management Corp. vice president Sheri Dew; artist Eric Dowdle; and BYU Marriott associate professor **Eva Witesman**.



Jeff Flake



Sheri Dew

"We were excited to be able to offer an amazing lineup of speakers again this year," says Salt Lake chapter president **Matthew Sadowski**. "It is rare to hear so many top-notch speakers in one place during the same day. With the events and news happening across the nation, this year's topic, In the Cause of Liberty, could not come at a better time."

The theme of the conference was carefully chosen, notes **Dave Austin**, vice president of the Salt Lake chapter, and presenters were selected based on their experience, passion, and ability to speak on the cause of liberty and how it applies to moral and ethical leadership.

"When you can attend a conference and learn from individuals who have achieved success at a high level and who are sharing their experiences with a focus on moral and ethical behavior and decision-making, that takes an event to a whole new level," he says.

"We work to provide a conference that inspires business and community leaders to not only make a positive difference in the lives of those they touch but also both exemplify and inspire moral and ethical leadership," he continues.

Austin reports that many participants said the conference was the best management conference they'd ever attended.



Tim Ballard



Eric Dowdle

CLASS NOTES

1970



Retirement has been treating **John Parks** well. He spends his time reading news, metal detecting, and volunteering for the

Democratic Party. He also writes a weekly column for his hometown newsletter and spends time with his three children and seven grandchildren. Parks had a long career working for the US government before retiring at age seventy. He worked for the US Coast Guard as a realty specialist and for the General Services Administration (GSA) as an asset manager. Parks assisted the GSA with planning, budgeting, and compliance for government real-estate projects. He enjoyed great success in his position and received praise from the Government Accountability Office for his exemplary work. Parks prepared for his career in government as a student at BYU, where he earned a BA in history in 1969 and an MPA in 1970. Parks currently resides in Burke, Virginia.

1993



Cherlyn Little

Johnson graduated with her BS in organizational behavior from BYU Marriott in 1993.

She began her career

in program design and development at the Third Circuit Court in Salt Lake City, creating the first collections unit. Her program is now the state's Debt Coordination Committee. Johnson supported her husband, Blake, through medical school in New York by working nightshifts in a medical office. After ten years of school and residency, the growing family relocated to Salt Lake City, where Johnson focused her efforts on full-time motherhood. Three years ago, she began preparing to re-enter the workforce. She applied to the MPA program at BYU Marriott and graduated in 2018 in the first class of healthcare

industry scholars. Johnson has recently been hired as the CEO of the Utah Down Syndrome Foundation.

1996



Greg Chandler first graduated from BYU in 1994 with a BA in public relations. He then jumped right into the university's MBA program, graduating in 1996. Following graduation, Chandler took a job with the Pillsbury Company in Minneapolis, where he worked as a brand manager for four years. He then worked for Frito-Lay, promoting its products from 2000 to 2005. Chandler worked in Ancestry's marketing department for a year before taking a job at Walmart. He worked in different departments over the years

and helped the company articulate its mission to help people save money to live better. Two years ago, he left Walmart and joined Information Resources Inc., an analytics company. His talents are still benefiting Walmart, as his new position helps the retailer innovate using data. Chandler and his wife, Valerie, have six sons and live in Bentonville, Arkansas.

1998



When **Sean Poynter** started college, he declared computer science as his major. Two weeks later, he was ready to switch and

decided accounting would open the most doors for him. Poynter graduated with his MAcc degree in 1998 and took a job at KPMG. He enjoyed public accounting,

but as he explored different facets of business, Poynter found his sweet spot in supply chain and operations management. He currently serves as vice president of operations for doTERRA. In his eight years at the aromatherapy company, he has seen the company grow from \$12 million to \$1.5 billion in revenues, and he has led the supply chain team to keep up with that growth. Poynter and his wife, Laura, have two children and live in Lindon, Utah. He enjoys being outdoors, traveling internationally, and dabbling in the stock market.

2003

Ginger Belnap discovered her love of plants as a high school teenager growing up in New Hampshire. She turned that passion into a career through her landscape design company. To prepare

Above-and-Beyond Service



Close to one hundred thousand people in the United States are currently waiting for a kidney transplant. The average wait time to obtain a kidney is three to five years, and some patients may never receive one.

Last year, **Nicole Polatis**, CFP, made the decision to donate her kidney. The recipient? A woman Polatis had met only briefly while serving a mission in West Virginia. "People think it was such a sacrifice, but it

felt like a blessing in my life," Polatis says. "It was a great medical miracle that I got to be a part of. I only wish I had another kidney to give away."

Though she had only one kidney to donate, Polatis finds ways to render selfless service on a daily basis. Through her career as a financial planner, she is able to help people better manage their money and alleviate financial stress.

"Growing up in rural Idaho, I saw family and friends who seemed to be winging it with their finances, and I saw how much stress and worry came with money," Polatis says. "I wanted to help people who were struggling in that way."

While a student at BYU, Polatis took an interest in a variety of fields before deciding to study finance. A personal finance class with associate

teaching professor **Bryan Sudweeks** confirmed her decision and directed her career path. "In that class, I learned how much the gospel related to being wise stewards of our finances, and I wanted to teach that to people," Polatis says. "That class solidified my goal to become a financial planner."

To reach her goal, Polatis first took a job as a registered representative at Fidelity Investments in Salt Lake City following her 2011 graduation. While at Fidelity, she passed both the Series 7 and Series 63 securities exams as part of the training process. In her position, she gained extensive knowledge of trading and annuities.

Two years later, Polatis took a job as a financial advisor for Waddell and Reed in Cottonwood Heights, Utah. In her three years at the company, she became a certified financial planner and began working directly with clients to help them reach their financial goals.

Now at Rock House Financial in Farmington, Utah, Polatis develops financial plans involving investment management, strategic tax planning, forecasting, behavioral analysis, and education for families and individuals.

Reaching this point was no easy feat. Polatis worked hard to get started in the finance industry, and she continues to research to improve her skills. She also earned her life and health insurance licenses to have the knowledge to help clients in new ways. Over time, she has developed quality relationships with her clients. "I am a trusted resource and am able to help many people make wise financial decisions," Polatis says. "I am grateful to all my clients who have invited me to be a partner in their lives."

Outside the office, Polatis encourages others to engage in service. She is a member of the Junior League of Salt Lake City, which promotes volunteerism throughout the community. Polatis plays a large role in planning an annual health fair to provide free medical and dental services for those in need; she is currently the dental chair and will become fair director in 2020. She is also a member of the BYU Management Society.



for owning her own business, Belnap earned an associate's degree in landscape horticulture from Ricks College in 2001 and a

BS in entrepreneurship from BYU in 2003. After graduating, Belnap gained hands-on experience managing landscape projects for a local company. In 2006 she opened Meadow Brook Design and has been helping customers in American Fork, Utah, ever since. Belnap creates the landscape designs, manages the company's finances, and directs her team of three employees. Other accomplishments include building homes in Guatemala, summiting Grand Teton, and finishing three marathons. Last March, Belnap married Covy Jones and is looking forward to the opportunities of being a wife and a mother.

2004



While an undergraduate student, **Joseph LeGrand McAvoy** took an MBA-level course on real estate investing, which

inspired his career path. He graduated in 2004 with his BS in management with an emphasis in finance and then started his own business after declining job offers from Fortune 500 companies. McAvoy's company, LeGrand Real Estate Professionals, has grown over the past fourteen years as he has served the people of southeastern Virginia. The majority of the firm's brokerage business comes from repeat and referred clients. McAvoy's clients have consistently voted McAvoy a five-star professional for his service. He enjoys consulting clients and helping them with their residential, commercial, and real-estate investment needs. McAvoy is a regular volunteer with the American Red Cross and enjoys scuba diving, astronomy, and soccer. He and his wife, Taylor, have five children and live in Yorktown, Virginia.

2005

Kalani A. Morse credits his mentors for helping him discover his aptitudes and interests that led him to where he is today. He earned a BA in public relations in 2001 and a joint MPA and law degree

Taking Flight

Trevor Findlay has always had his sights on the skies. Several of his family members worked for Boeing, so he grew up learning about planes and helicopters. As a young boy, he set a goal to one day be in the cockpit of a Boeing AH-64 Apache helicopter. Now as a helicopter pilot for the US Army, he is living out his lifelong dream.

"I was fortunate enough to find a career that was exactly what I was looking for," Findlay says. "This experience is a culmination of many years of hard work."

To pursue his goal of becoming a pilot, Findlay accepted a scholarship to join the BYU Reserve Officer Training Corps (ROTC) in 2009. He spent all four years of his undergraduate career as a member of the ROTC, taking time off only to serve a mission in St. George, Utah.

Findlay has fond memories of learning land navigation, first aid, and other basic soldier tactics alongside his fellow cadets. "The ROTC program was the highlight of my undergraduate career," Findlay says. "It's a great program, and I absolutely enjoyed the time that I spent there, working with my peers and developing leadership skills. All the things I learned I now use on a daily basis."

Over summer breaks, Findlay was deeply involved in training with the US Army; during the school year, he spent his time not only training with the ROTC but also forecasting cash flows and assessing risk as part of the finance program. He chose to study finance because it combined his interests in math and business.

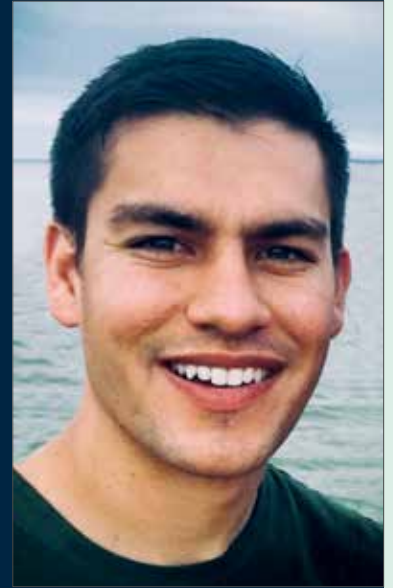
Following his 2015 graduation, Findlay was selected to go to Army Aviation School, beating out thousands of other candidates for the choice opportunity. For the next two years, he underwent intensive training on leadership, survival, and flight skills at Fort Rucker, Alabama. "Flying a helicopter is exciting," Findlay says. "The magical feeling of being in the air hasn't worn off yet."

Upon completion of flight school, Findlay was assigned to Fort Campbell, Kentucky, as part of the 101st Combat Aviation Brigade. He lived and trained there until his team was deployed to Iraq for eight months. As part of Operation Inherent Resolve, he participated in strikes against the Islamic State of Iraq and Syria (ISIS).

Findlay recently finished his final days as a platoon leader, as he has been promoted to captain. As platoon leader, he oversaw the training of air crews and maintainers at Fort Campbell. He also ensured all helicopters and associated equipment were prepared for future attack, scouting, or security missions.

With the promotion, Findlay, his wife, Monse, and their pet husky, Tundra, are back at Fort Rucker for captain training. Once he completes training, Findlay will be assigned to a new unit. He looks forward to the new opportunities in the army and someday hopes to transition back to the business world.

"I love finance and would love to get an MBA or move to the US Army acquisitions branch later in my career," Findlay says. "To get back into the industry will be a little scary because I don't do finance on a daily basis, but I look forward to that transition. I hope to work with people because that's something I do well."



in 2005. Following graduation, he became an attorney for a law firm in Honolulu. After working there for almost eight years,

Morse took a job at Hawaii Human Resource Inc. leading a team of attorneys and HR professionals. In 2017 he joined Durrett Lang LLLP as an attorney. He works with a variety of clients, managing litigation teams and structuring acquisitions, among other responsibilities.

Morse is also a board member for the Society of Human Resources and the J. Reuben Clark Law Society. Among all his achievements, Morse considers his family—his wife, Elizabeth, and their four children—to be his greatest accomplishment. The family lives in Kailua, a beach town near Honolulu.

2006

Sarah Adams Mitchell chose to study marketing because of the way it "perfectly blended creativity and analysis."



She earned her BS in management with an emphasis in marketing from BYU Marriott in 2006. Following graduation, Mitchell served an eighteen-month mission in Germany and Austria. Upon her return, she took a job as a marketing manager for Mortgage Compliance Advisors in Salt Lake City. After almost three years with the company, she decided to return to school, a step that would take her closer to her goal of working in the food industry. Mitchell graduated with her MBA from BYU Marriott in 2013 and landed her dream job as the marketing manager at Harmons Grocery. For four years she oversaw the grocer's strategy and content creation. She recently transitioned to life as a stay-at-home mom to her baby girl. Mitchell and her husband, Jeff, are raising their daughter in Salt Lake City.

2007



Colton Loder got his start in the business world as a finance student at BYU Marriott. He graduated in 2007 and went on to earn a global MBA in 2009 from the Thunderbird School of Global Management in Glendale, Arizona. Loder has an impressive track record as a risk and portfolio manager for Goldman Sachs, Russell Investments, and Verus Investors. His experience abroad as a missionary in South Korea prepared him for interactions with global clients. After successfully managing billion-dollar portfolios, Loder started his own investment management and advisory boutique, Cohalo Advisory LLC. The company was founded in July 2018 and is based in Snoqualmie, Washington, where Loder and his wife, Andrea, reside with their three daughters.

2008



Nick Sorensen has been a part of three successful startups since graduating from BYU Marriott in 2008, and each company has been founded by BYU graduates. Using

what he learned in the entrepreneurship program, Sorensen first joined Klymit as the outdoor-gear startup's fourth employee. In 2010 he cofounded American HealthCare Lending, which provided loans for healthcare services. He served as COO until Prosper Marketplace bought the company in 2015. Sorensen stayed on as senior director of customer success and sales during the acquisition before leaving to start Whistic. He has served as president, COO, and now CEO of the risk-management software company. He leads the rapidly growing company as it fulfills its mission to protect data shared with third parties such as vendors or customers. Sorensen and his wife, Katie, and their four children live in American Fork, Utah.

2009



Brittany (Cook)

Hanks was drawn to Nike because of its creative and vibrant culture. She started at the sportswear company in 2013 as a merchandising operations data analyst. Just over a year later,

Hanks transitioned into Nike's emerging markets division, where she managed databases and analyzed seasonal trends to drive business decisions for women's merchandise. Hanks was introduced to the business world by her father, who ran his own structural engineering firm. She followed in his footsteps and studied business, earning her BS and MISM degrees from BYU Marriott in 2009. Hanks worked for KPMG in Salt Lake City and Huron Healthcare in Portland before joining the team at Nike. She and her husband, Bryce, have a two-year-old son, and now Hanks is a stay-at-home mother. In her free time, Hanks enjoys swimming, painting, and trying new restaurants near her home in Beaverton, Oregon. She also once completed a 180-mile bike trip through southern Utah without any preparation.

2010

Though he has a successful marketing career, **Cory McBride** didn't always love the discipline. In fact, he hated his first marketing course. Despite that first exposure to the major, he felt prompted



to follow in his father's footsteps and pursue marketing—leaving behind his childhood dream of attending medical school.

McBride graduated from BYU with his BS in marketing in 2010, and served as the vice president of marketing for Kahuna Creations and the chief marketing officer for Comivo in California. He then returned to BYU and graduated with his MBA in 2017. Following graduation, McBride landed a job as a strategist at 3M in Minnesota and has since been promoted to supervisor. He coordinates the marketing and business strategy for the company's business groups. Though the transition from sunny Los Angeles to snowy Minneapolis was difficult, McBride is enjoying the area's winter sports.

2011



Mary Wilson is no stranger to the Fortune 500 after working for some of the top companies in the country.

While an undergraduate student at BYU Marriott, Wilson landed an internship with Target. She graduated with her BS in strategy in 2011 and returned to Target full-time. At the Minneapolis headquarters, she worked as a merchandise-planning business analyst, a senior analyst, and a strategic pricing expert. In 2015 Wilson took a job as an inventory planner for Levi Strauss & Co. in San Francisco. Three years and one promotion later, Wilson switched to work for Apple as a worldwide supply-and-demand product planner. She forecasts product demand and generates supply plans that meet Apple's financial objectives. She has enjoyed the first few months working for the company she deeply admires. Wilson lives in Palo Alto, California, and in her free time enjoys traveling, reading, and hiking.

2013



To learn the language of business, **Justin Birtcher** pursued a degree in accounting. While a student at BYU Marriott, he

interned at Banner Health, Cisco Systems, and PricewaterhouseCoopers. He also served as student body vice president of the Marriott Undergraduate Student Association. After graduating in 2013, Birtcher took a full-time job at PwC in Phoenix, working as an audit associate before being promoted to senior audit associate. While at PwC, Birtcher earned his CPA license and rubbed shoulders with in-house attorneys, which inspired him to pursue a law degree. He will graduate this year from the law program at the University of Arizona. While earning his JD, Birtcher has worked as a legal intern for Intel, negotiating business agreements. He and his wife, Jacqueline,

live in Mesa, Arizona, and welcomed their first child last fall.

2014



Information systems alum **Jennifer M.**

Nichols is a scrum master, but bowing down to her isn't necessary. As scrum master for 3M Health Information Systems, she leads a team in following scrum guidelines and practices to address complex problems and develop software products. Nichols obtained her scrum master certification while working as a project management intern at FamilySearch following

her 2014 graduation from BYU Marriott. That training landed her a job a year later at Bluehost in Orem, Utah, where she served as a customer-experience program manager before starting at 3M in 2017. Nichols's current position has enabled her husband, Jarrett, to stay at home with their two young children. The couple recently purchased their first home in Murray, Utah. In her free time, Nichols enjoys gardening, camping, and baking.

2015

Laura Cutler's first summer job required her to manually process data. Two weeks in, she wrote her first lines of code and automated the entire project. She chose

Positive Impact



From an early age, it was clear that **Brian J. Baldus** was destined for the world of business. In fact, he started his first company as a nine-year-old. Now as a professor and an academic researcher, Baldus strives to make a positive impact on the business community on campus and around the area.

Baldus teaches undergraduate- and graduate-level marketing classes at California State University, Sacramento. Fall 2018 marked his fifth year as an assistant professor of

marketing, teaching topics such as marketing management and strategy. Baldus also recently created the university's first digital marketing course.

"I strive to develop innovative curriculum to help students get the jobs they want and employers to find the talented hires they need," Baldus says. "More than half of the university's graduates stay and work in the area and will impact the region's economy and culture."

Baldus's involvement with students extends beyond the classroom. He recently finished a three-year term as the faculty coordinator for the campus's Center for Small Business, which gives students the opportunity to consult with local companies. Baldus also helped revive the campus's American Marketing Association chapter, and he has seen the club grow during his four years as the chapter's faculty advisor.

For his service, Baldus has earned the praise of students and has been formally recognized by the university's College of Business Administration

as the 2017 recipient of the Outstanding University Service Award and the 2018 recipient of the Outstanding Teaching Award.

Faculty members also benefit from Baldus's service. He is the chair of the newly created Academic Standards Committee for the College of Business Administration, and for three years he mentored faculty as part of the Center for Teaching and Learning. In addition, Baldus will start as the director of the center's Summer Teaching Institute in 2019.

On top of these responsibilities, Baldus finds time to conduct extensive research on the topics of online brand communities, marketing strategies, and sales management. His findings have been featured in the *Journal of Business Research* and the *Journal of Internet Commerce*. He implements software such as Qualtrics and Sona Systems to collect his data.

"Using technology enables me to be more efficient and effective in my job," Baldus says. "I strive to help faculty, staff, and students find new ways to use technology so that they can do the same."

Baldus became interested in research as a pre-management student at BYU Marriott while taking the introductory marketing class from **Sterling Bone**, now an associate professor at the Huntsman School of Business at Utah State University. Baldus and Bone teamed up to conduct various research projects, including a study involving a major North American airline.

Baldus graduated from BYU Marriott in 2008 with a BS in management with an emphasis in entrepreneurship. To further pursue his passion for marketing research, Baldus received a PhD in marketing at Michigan State University in 2013. Following graduation, Baldus started teaching at Sac State, where he's been ever since.

Baldus and his wife, Angelle, have two daughters. The couple's oldest daughter was diagnosed with leukemia at age three. "We made it through two and one-half years of chemotherapy and treatments," Baldus says. "I'm a proud parent of a cancer survivor."

In addition to being a dedicated husband and father, Baldus serves as elders quorum president in his ward. He has previously served as Scoutmaster and first counselor in a bishopric. He is also the vice president of collegiate relations for the American Marketing Association Sacramento Valley chapter.

Inspiring IS Professionals



While studying at BYU Marriott, **Jordan Barlow** accepted an invitation to participate in the PhD preparation track of the MISM program. That decision set him on the path to become an information systems professor.

"I've always liked the idea of teaching," Barlow says. "Once I realized I had the possibility to teach at the college level, along with doing interesting research, I was hooked."

Now a professor, Barlow is inspiring another generation of information systems (IS) professionals. He began his teaching career at the Mihaylo College of Business and Economics at California State University, Fullerton (CSUF). For three years he taught database management, introductory programming, systems analysis and design, and informational technology security and privacy. He also mentored students through independent study courses.

Recently Barlow started as an assistant professor at the University of St. Thomas, a private Catholic university in St. Paul. "It has been a pleasure to work with such hardworking students at CSUF," he says. "I consider this job move to be a new opportunity with interesting new changes."

In this new position, Barlow works with graduate-level engineering students, helping prepare them for careers in software engineering, data science, information technology, and software management. Barlow hopes his expertise in human behavior research, online teaching, and business—as well as his religious background—can round out the department's faculty and add new perspectives.

"The University of St. Thomas is a faith-based university," Barlow says. "Like BYU, the university not only focuses on teaching students practical skills but also encourages students to use their education to promote good in the world. I'm excited to be working in that type of environment and to bring my LDS background to the table." As a student, Barlow benefited from the spiritual environment at BYU Marriott. He graduated with a BS in information systems and a MISM degree in 2010. While a student, he taught software classes and developed training videos at the Church's Missionary Training Center in Provo.

Following graduation Barlow worked as a small-business technology advisor at Squire and Company in Orem, Utah, before starting graduate school at the Kelley School of Business at Indiana University in Bloomington. In 2014 he was one of three graduate students honored by the school with the Outstanding Graduate Student Award, and he graduated with his PhD in information systems the following year.

While at Indiana University, Barlow discovered his passion for research on human behavior. He focuses his efforts primarily on collaboration and information security. He is proud to have had his research published in the *Journal of the Association for Information Systems* and *MIS Quarterly*, among other top-tier IS publications.

Since first stepping in front of a classroom full of IS students, Barlow has influenced a countless number of young professionals. "I enjoy making a difference in students' lives," Barlow says. "The most rewarding feeling is getting a thank-you note or email at the end of a semester saying that I've helped students not only in the classroom but also in a personal way."

Alongside his many professional achievements, Barlow's favorite accomplishment is fatherhood; he has two children, ages eight and six. The Barlows live in Lakeville, Minnesota, where Barlow is involved with the National Alliance on Mental Illness. He also enjoys arranging piano music in his spare time.



to study information systems to free others from mundane tasks and enable them to focus on more engaging projects. While a student at BYU Marriott, Cutler served as president of the Women's Association of Information Systems. She connected

with Capital One at a BYU career fair and took a job with the company as a software engineer after graduating in 2015. Her bachelor's in information systems and her MISM degree contributed to her promotion to project manager in 2017. Cutler leads a tech team to expand the company's online digital payment options for auto loans. She created the

first online tool for Capital One customers who total their vehicles and was one of the first employees to become certified in Amazon Web Services. Cutler lives in Dallas, where she enjoys gardening, photography, and leading a book club.



One time at a BYU career fair, strategy alum **Alisha Knapp** left a copy of her résumé at every recruiter booth. The result? An

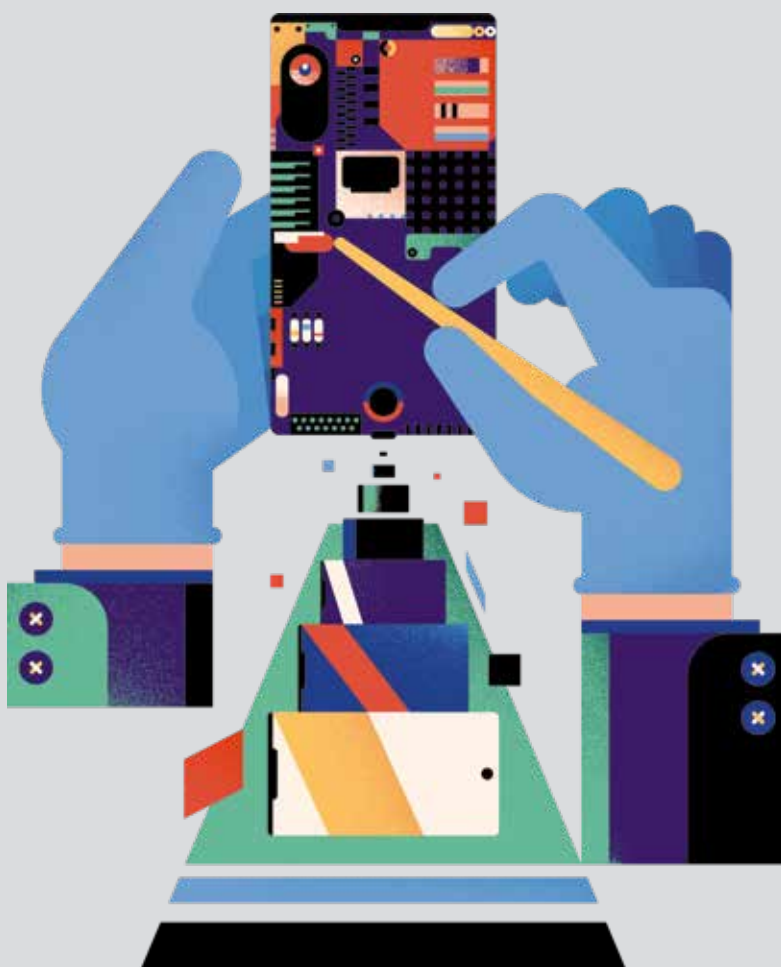
interview at Goldman Sachs. Following her 2015 graduation, Knapp started full-time at the investment bank's Salt Lake City office. When she took the job, she anticipated staying at the company for only a couple of years. However, three years and one promotion later, Knapp has no plans to leave. She enjoys working as a senior analyst in the corporate services and real estate division and feels a deep commitment to the industry and her team. Through her position, Knapp has assisted in opening new company buildings, and she created a free arts and education program for public school students in Salt Lake City. The Oregon native's hobbies include skiing, camping, hiking, and boating. In fall 2018, she married Kyler Hodgson.

2016



Earlier in his life, **Brent Reed** had planned to become a dentist. However, after graduating with his BS in recreation management

from BYU Marriott in 2016, he ultimately decided to pursue a master's degree in health administration. To earn his MHA degree, Reed is attending Grand Valley State University in Allendale, Michigan. He is also working full-time at Mercy Health on a statewide innovation team. Previously, he worked for Trinity Health, one of the largest healthcare systems in the country, as a business operations and process consultant. Through his academic and professional endeavors, Reed hopes to stimulate change within the healthcare system to ensure quality care at affordable prices. Reed and his wife, Heather, live in Grand Rapids, Michigan, with their two young children.



P. 10