

fall 2010

# THUNDERBIRD

magazine

## Mission: Peru

Partners bring access to capital and education to 100,000 women

## At the BP helm



Oil and gas giant turns to T-bird  
Robert Dudley  
in time of crisis

## How to lead

Merle Hinrichs and others show the Thunderbird way

## Annual Report

Campaign Thunderbird update inside and online

## Reinventing Europe

Alumni at reunion bring optimism to Austria

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COVER DESIGN BY TIM CLARKE

**On the cover:** A three-dimensional, hand-sewn textile called an *arpillera* is part of the ThunderShop inventory brought to campus by Dean Warner '57. *Arpilleras* are created in cooperatives near Lima and tell the stories of the lives of Peruvian women.

## feature stories

Thunderbird's 2020 Vision calls for increased focus on emerging markets, global leadership and lifelong learning within the school's global community. Articles in this issue show these strategic priorities in action.

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## on the web

Find blogs, columns, videos, podcasts and interactive forums on the Thunderbird Knowledge Network, [www.thunderbird.edu/knowledgenetwork](http://www.thunderbird.edu/knowledgenetwork)

### War zone lessons from Afghanistan

Women entrepreneurs have the odds stacked against them in Afghanistan. But Thunderbird Professors Amanda Bullough, Ph.D., and Mary Sully de Luque, Ph.D., have seen many success stories.

### Private equity action in China

**Seth Mallamo '09** describes private equity opportunities in agriculture, health care and the media in China. "My firm believes the Chinese economy will remain strong going forward," he writes.

### Closing the services gap

Services companies need to close the gap between their customers' expectations and perceived experiences, Thunderbird Professor Sundaresan Ram, Ph.D., says in a Knowledge Network podcast.

# comments

Readers have plenty to say about the columns, blogs and videos on the Thunderbird Knowledge Network and social media sites such as LinkedIn, Facebook, Twitter and YouTube. Visit [www.thunderbird.edu/social](http://www.thunderbird.edu/social) to join these discussions and more.



TRULY GLOBAL

## Thunderbird Magazine

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Executive Editor &  
Senior Director,  
Corporate Communications  
**Carol Sunnucks**

Editor  
**Daryl James**

Graphic Designer  
**Tim Clarke**

Staff Writers  
**Claire Ford**  
**Katie McDevitt**  
**Samantha Novick**

Editorial Proofreaders  
**Kat Bryant**  
**Suzy Howell**

V.P. & Chief  
Development Officer  
**Joan M. Neice**

Senior Director  
Alumni Central  
**Terri Nissen**

Associate V.P.  
Planned Giving & Development  
**John McDonald-O'Lear**

Director of Marketing  
**Kim Steinmetz**

All editorial, sales and production correspondence should be addressed to: Thunderbird Magazine, 1 Global Place, Glendale, AZ, 85306-6000. Advertising inquiries should be addressed to: [alumni@thunderbird.edu](mailto:alumni@thunderbird.edu). Changes of address and other subscription inquiries can be e-mailed to: [alumni@thunderbird.edu](mailto:alumni@thunderbird.edu).

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Editorial submissions and letters to the editor can be e-mailed to: [magazineeditor@thunderbird.edu](mailto:magazineeditor@thunderbird.edu).

### T-bird network

The Economist ranked Thunderbird No. 1 for "potential to network" in the Sept. 16, 2010, issue. Feedback on LinkedIn:

I read *The Economist*, and have since my Thunderbird days. It is really impressive to get this recognition from them and I would like to compliment the people responsible for keeping us networked. Well done.

— **Steve Pinto '84,**  
**Los Angeles, California**

### High profile

A Thunderbird delegation participated at the Clinton Global Initiative Sept. 21-23, 2010, in New York. Feedback on Facebook:

It was nice to see Thunderbird represented there. I am proud to be a T-bird!

— **Bindu Bhatia '10,**  
**Dallas, Texas**

### MIM versus MBA

**Alfred Sanders '91** says Thunderbird's switch from the MIM to the MBA in the early 2000s was a mistake. Feedback on LinkedIn:

I went to Thunderbird to be different. I didn't want an MBA.

— **Ross Underwood '90,**  
**Philadelphia, Pennsylvania**

In my experience, discussing "what is an MIM" only detracted from interviews.

— **James Barringer '93,**  
**New York, New York**

I graduated from T-bird in 1988. In the years since then nobody has ever asked what kind of degree I had from T-bird. I had a degree from T-bird and that was enough. All this talk about MIM versus MBA is meaningless for someone who is looking for a job in international business, development or diplomacy. It's the school that is the drawing card.

— **Greg Olson '88,**  
**North Sinai, Egypt**

### Global Mindset

Thunderbird Professors Mansour Javidan, Mary Teagarden and David Bowen published an article in the April 2010 issue of Harvard Business Review called "Making It Overseas." Feedback on the Thunderbird Knowledge Network:

I have worked in nine countries in 25 years in Asia, America, Europe and now Northern Africa. It is such a thrill to discover new ways of working and figuring out the system. I cannot imagine working any other way. It is almost an addiction. Sharing meals with friends at Thunderbird was certainly the best preparation for me and my best memories.

— **Christine Jensen '82,**  
**Casablanca, Morocco**

### Immigration

Thunderbird President Ángel Cabrera blogged May 13, 2010, about

Arizona's new immigration law, which has been challenged in court. Hundreds of alumni responded on LinkedIn and the Thunderbird Knowledge Network. Here is a sampling of comments:

As international businessmen and women, we must stand for upholding the laws of the countries within which we work and live. We must show our willingness to face the tough issues and not take the easy way out. Arizona is facing one such issue as it should: head on.

— **Philip A. Marsteller '83,**  
**Colleyville, Texas**

Arizona's law is an ill-advised and politically motivated attempt to address a national issue that's not solvable at the state level. It is largely ... a result of poor management of the illegal immigration issue over more than 40 years.

— **Bart Kohnhorst '83,**  
**Plano, Texas**

### Afghan advocate

**Ilaha Eli Omar '12**, a new On-Demand student born in Afghanistan, shared her story in a video series. Feedback on YouTube:

Thank you for your inspiration and example of service to the people of Afghanistan and beyond. Keep shining as a beacon of light for all of us.

— **Sonali Fiske,**  
**Aliso Viejo, California**

# A new chapter

## Thunderbird navigates change with 2020 Vision

**T**hunderbird's founders faced a world in dire need of global leadership when the school opened in 1946 amidst the wreckage of World War II. Complex challenges of transcendental consequences filled the global landscape, and our founders saw international trade as part of the solution.

Through innovation and vision, Thunderbird emerged as the world leader in global management education. We solidified this position through 65 years of consistent dedication to the development of globally minded, entrepreneurial and responsible leaders.

But Thunderbird cannot rest on past achievements. Globalization has delivered the benefits our founders foresaw, but it also has created a new economic landscape with unforeseen challenges.

The center of gravity in the global economy has shifted east toward emerging markets. Many renowned business schools have followed Thunderbird into the global arena. And a wave of innovation in distance learning, backed by billions of dollars from capital markets, has swept through higher education.

Just like our founders, we too must ask ourselves how we can use global management education to address the world's next great global

challenges.

And, just as we determined in 1946, business is a critical part of the solution. By educating the next generation of leaders who can harness the productive power of the private sector, apply market-based solutions to public-sector problems, and create synergies among business, government and NGOs, Thunderbird will continue to have a true and lasting impact on global prosperity.

Under Thunderbird 2020, we commit to not just maintaining our leadership as the world's first and best school of global management, but rather broadening our impact in order to make a deep and positive difference in the world around us. If there is one unifying theme to Thunderbird 2020, it is most certainly "impact."

In order to achieve this objective, we recognize the crucial importance of reaffirming and strengthening the unique values that have made Thunderbird successful for more than 65 years.

While the world may have changed, Thunderbird values remain constant and relevant. In fact, in a world littered with examples of destructive short-sighted decision-making, Thunderbird's emphasis on the creation of "sustainable prosperity" is more needed than it has ever been.

Just as important, if we



TM CLARKE

wish to have impact, we need to have scale. As one famous observer quipped: "Without scale, you have nothing. All you have is a hobby."

By thus reaffirming our values and broadening our scale, we intend to greatly expand our impact in a world that is in desperate need of the expertise and values upon which we were founded. This is an exciting time for Thunderbird, and I invite you to learn more about Thunderbird's vision for 2020 on the next two pages.

**Ángel Cabrera, Ph.D.**  
**President**  
**Thunderbird School of**  
**Global Management**

### More online

Visit Thunderbird President Ángel Cabrera's blog at [knowledge.network.thunderbird.edu/cabrera](http://knowledge.network.thunderbird.edu/cabrera)

**Now more than ever** the world needs T-birds. The rapid spread of globalization has increased the complexity of management decisions and created a **global economy** in which the fortunes of individuals, businesses and societies are inextricably linked. As the paradigm for global business evolves, the world desperately needs individuals who can navigate this complex landscape and create **sustainable value** for their organizations, their communities and the world. At the same time, Thunderbird faces **new competition** in global management education. To meet this challenge, Thunderbird will draw from its heritage as the world's top-ranked school of global management, its world-class faculty and its one-of-a-kind alumni network. Thunderbird will emphasize its unique ability to educate **global leaders** with the global mindset, entrepreneurship and global citizenship necessary to succeed. Under Thunderbird 2020, we will expand our impact by reaching **new markets**, students and organizations that increasingly require the global management expertise Thunderbird was founded to provide.

# VISION 2020 THUNDERBIRD *Global Leadership*

## Thunderbird's four



### GLOBAL LEADERSHIP

Thunderbird's approach to global leadership conveys a strong competitive advantage. To meet growing global demand for the school's expertise, Thunderbird will build on this advantage by staying true to the school's foundational beliefs, investing in its academic core, enhancing its multidisciplinary learning environment, building its financial base and strengthening its thought leadership at the nexus of global business, global affairs and global leadership. Learn more about Thunderbird's model of global leadership on **Page 26**.



### INNOVATION

Dramatic improvements in educational technologies and the growth of nontraditional educational models have reshaped the higher education market. Drawing from its innate entrepreneurialism, Thunderbird will capitalize on this changed environment through the use of new business models, cutting-edge education and information technologies, expanded partnerships and innovative funding structures to increase scale and impact.

# VISION 20 THUNDERBIRD *for Global Impact*

## Strategic plan takes shape to guide growth

**T**hunderbird will focus on four strategic priorities under a 10-year vision presented in June 2010 at the annual Board of Trustees meeting in Glendale, Arizona.

"Over the next year we will translate this vision into concrete plans," said Thunderbird President

Ángel Cabrera, Ph.D. "We must ask ourselves what needs to stay the same and what needs to change."

The Thunderbird 2020 Vision emerged following a yearlong process of consultation with faculty and other stakeholders around the world.

The vision will serve as the foundation for a 10-

year strategic plan, which the trustees will review in June 2011.

"The key phrase in the vision is 'global impact,'" Cabrera said. "We will dramatically grow our positive impact in a world economy that is in dire need of the global leadership talent we were founded to provide."

### strategic priorities:



#### EMERGING MARKETS

Emerging markets will be the main growth engine of the global economy over the next decade. To capture this market opportunity and reflect the shifting global landscape, Thunderbird will develop new knowledge and insights about business in emerging economies that will prepare managers to navigate the growing complexities of a dynamic global economy. Learn about Thunderbird's pioneering efforts in one emerging market on **Page 18**.



#### GLOBAL LEARNING

For Thunderbird to have true global impact, it must create meaningful linkages among the entire Thunderbird community. For this purpose, Thunderbird will become a platform for information, inspiration and interaction for practicing global managers throughout their professional careers. Students will not graduate out of Thunderbird, but into a lifelong community of collaboration, learning and practice. See an example of the Thunderbird learning community in action on **Page 40**.

# news &

## World stage

Faculty, staff join leaders at Clinton Global Initiative

**T**hunderbird President Ángel Cabrera, Ph.D., and a team of Thunderbird faculty and staff joined other global leaders Sept. 21-23, 2010, during the Clinton Global Initiative's annual meeting in New York.

Cabrera served as one of four topic leaders at this year's event and was responsible for designing programming related to the topic of "Harnessing Human Potential."

Speakers at the "Harnessing Human Potential" sessions included former U.S. first lady Laura Bush, Alibaba Group CEO Jack Ma from China, NIIT Chairman Rajendra Pawar from India, and T-bird **Luis Alberto Moreno '77**, president of Inter-American Development Bank.

"Economic growth comes not just from having well-educated people, but from having well-educated people who take their talent and put it to work," Cabrera said. "In order to harness human potential, you need to create the human potential, and then create jobs that turn that potential into reality."

Thunderbird for Good Director **Kellie Kreiser '04** and Thunderbird Vice President of Global Communications and Public Affairs Frank Neville assisted Cabrera in his role as topic leader.

Thunderbird Chief Academic Officer and Dean David Bowen, Ph.D., also participated in the event, along with



Project Artemis fellow Rangina Hamidi, left, and Inter-American Development Bank President Luis Alberto Moreno '77 participate at the Clinton Global Initiative in New York.

Thunderbird Professors Michael Finney, Ph.D., Gregory Unruh, Ph.D., and Christine Pearson, Ph.D.

Established in 2005 by then-U.S. President Bill Clinton, the Clinton Global Initiative convenes global leaders to devise and implement innovative solutions to some of the world's most pressing challenges.

## APS Foundation helps Thunderbird attract Arizona talent

The APS Foundation has established the Bill and Mary Kay Post Scholarship Fund to support Arizona residents at Thunderbird.

The scholarship is named after Thunderbird Trustee Bill Post, former

chairman of the board of Arizona Public Service Co. and its parent company, Pinnacle West Capital Corp.

The endowed scholarship will be funded through a gift of \$250,000

and will support Arizona residents, who make up less than 10 percent of Thunderbird's full-time student body.

"As Arizona globalizes along with the rest of the world, it is essential that we

recognize the importance of assisting our own exceptional local candidates who will lead Arizona businesses into the future," said **Jay Bryant '04**, director of admissions and recruitment at Thunderbird.

# & notes

## One school, one name

**T**hunderbird alumni sometimes struggle with simple questions, such as: Where are you from? And what is your native language?

Another simple question sometimes hard to answer is: What school did you graduate from? Some Thunderbird alumni aren't sure because their diplomas say different things, depending on what era they attended the graduate business school in Glendale, Arizona.

Thunderbird opened as The American Institute for Foreign Trade in 1946. Then it became Thunderbird

Graduate School of International Management in 1968, and then the American Graduate School of International Management in 1973.

After two more name changes in 1997 and 2004, the school finally settled on Thunderbird School of Global Management in 2007. That's the name alumni should list on their resumes, corporate bios and social media profiles.

Regardless of what their diplomas say, all 40,000 alumni have degrees from the same institution: Thunderbird School of Global Management. Simple.



Thunderbird School of Global Management is the name alumni should use on resumes, social media profiles and corporate bios.

## Calendar

### Thunderbird worldwide

#### ► Leading Global Projects for Strategic Results,

Nov. 10-12, 2010  
Thunderbird Corporate Learning will run this open enrollment program in Geneva with Thunderbird Professor Bill Youndahl, Ph.D., as academic director. Contact: marie-laure.clisson@thunderbird.edu, +41-22-715-4864.

#### ► Fall Commencement,

10 a.m. Dec. 17, 2010  
Richard C. Adkerson, CEO of Freeport-McMoRan Copper & Gold, will be the keynote speaker at the Renaissance Glendale Resort and Spa. Contact: events@thunderbird.edu, 602-978-7330.

#### ► Pro Players Classic Golf Tournament,

Dec. 3-4, 2010  
Thunderbird will be the title sponsor and primary benefactor of the 13th annual

Pro Players Classic Golf Tournament at Terraviva Golf and Country Club in Scottsdale, Arizona. Contact: events@thunderbird.edu, 602-978-7330.

#### ► Thunderbird Private Equity Conference,

April 6-7, 2011  
The seventh annual Global Private Equity Investing Conference on the Glendale campus will explore opportunities and challenges of private equity investment. Contact: james.lamarche@thunderbird.edu, 602-978-7501.

#### ► Thunderbird Tower Rededication,

Nov. 11, 2011  
Celebrate the reopening of Thunderbird's historic air traffic control tower (see story on Page 39). Contact: events@thunderbird.edu, 602-978-7330.

## Entrepreneur of the Year sells Brazil to the world

**E**ntrepreneur **Robert Phillips '94** assumed he would stand out as a globetrotter when he arrived at Thunderbird as a Presidential Scholar with experience in South America, the Middle East and the United States. Instead, he met classmates who spoke more languages than he did and had ties to more countries.

"Thunderbird gave me exposure to people who were truly international," he said.

Phillips, the 2010 Thunderbird Alumni Entrepreneur of the Year, said many of these classmates have remained his friends over the years.

The network has been a support to Phillips during his launch of Intelligent Leisure Solutions, a group of five Brazilian companies focused on Internet solutions for luxury travel, tourism development and real estate.

"Seriously, I must have 300 friends from Thunderbird," said Phillips, a U.S. citizen who lives with his wife and children in Brazil. "It would be hard to find any other place in the world besides Thunderbird where you will meet so many diverse cultures and people."

Phillips said his family background helps him appreciate diversity and see opportunities to create value through global trade.

He was born in Bolivia to a U.S. father and Bolivian mother. His grandfather and other relatives are from Spain, and his wife is from Brazil.



Robert Phillips and his Intelligent Leisure Solutions team gather by the rooftop pool of the Zank Boutique Hotel in Salvador, Brazil. The hotel is one of Phillips' oldest consulting clients.

Phillips grew up speaking Spanish, English and Portuguese in different parts of South America while his father worked in the oil and gas industry. Today he thinks and dreams in the language of his host country, which alternates as he travels.

"That is a trait of T-birds," he said. "We adapt to wherever we are."

Phillips earned degrees in electrical engineering and space energy from Auburn University in Alabama, which led to an oil exploration job in Kuwait. But he eventually lost interest in an engineering career and found his way to Thunderbird.

The idea for a Web-based travel company emerged in 2003, when Phillips worked for petrochemical giant Odebrecht in Brazil. The company had studied possible expansion into Latin American tourism, but eventually decided against the idea.

Phillips recognized a

missed opportunity, so he quit his full-time position at Odebrecht and launched DiscoverBrazil.com, an online tourism site that evolved into Intelligent Leisure Solutions.

The startup company focused its resources on Internet marketing and quickly jumped ahead of competitors on search engine sites such as Google and Yahoo. That led to requests for online marketing help from companies in other industries, and Phillips launched Intelligent Web Solutions in 2007 to meet the demand.

Three more companies followed, each one building on the previous and creating strategic advantages through the spillover effects.

Lack of ideas for new ventures has never been a problem for Phillips, who rewards his employees with 50 percent ownership of any innovation they develop. In the immediate future, he said, the 2014 World Cup

and 2016 Summer Olympics in Brazil will create ample consulting and business opportunities.

"The world's eyes will be on Brazil," he said.

Phillips is Thunderbird's second Alumni Entrepreneur of the Year, an award from Thunderbird's Walker Center for Global Entrepreneurship. Judges include Walker Center faculty and advisory board members.

**Trevor Stansbury '92**, president of Supply Dynamics in Loveland, Ohio, won the award in 2009.

### Nominate an entrepreneur

To nominate Thunderbird's 2011 Alumni Entrepreneur of the Year, visit the Walker Center for Global Entrepreneurship website starting in January 2011. For more information, call 602-978-7173 or e-mail [katherine.hutton@thunderbird.edu](mailto:katherine.hutton@thunderbird.edu).

## TEM Lab joins ExxonMobil campaign to help women

Students in the Thunderbird Emerging Markets Laboratory will serve as business consultants for women's empowerment organizations through a partnership with ExxonMobil, the International Council for Research on Women and Ashoka's Changemakers.

The TEM Lab partnership is part of a \$1 million commitment that ExxonMobil made Sept. 21, 2010, at the Clinton Global Initiative to invest in the expansion of high-impact, sustainable technologies that advance women economically.

Thunderbird MBA students participating in the TEM Lab program will serve

as consultants to grantee organizations, which include Kopernik, Solar Electric Light Fund, Solar Sister, small-solutions, and Productive Agricultural Linkages and Marketing Systems.

"TEM Lab will add business expertise to the projects, increasing their ability to scale up and, in some cases, develop sustainable cash flows," said Thunderbird Professor Michael Finney, Ph.D., who leads the TEM Lab program. "This means that, ultimately, more people will experience a higher quality of life because of the innovations that these visionaries implement."

TEM Lab is a capstone honors course offering



SUBMITTED PHOTO

ExxonMobil and Thunderbird representatives meet in New York to talk about a new TEM Lab partnership to help businesswomen in developing countries. Pictured from left are David Trichler and Lorie D. Jackson from ExxonMobil and Professor Michael Finney and Charles Reeves '09 from Thunderbird.

students an opportunity to apply the full range of professional skills they acquire during their studies. Teams of student consultants spend five to six weeks in the field working directly with client organizations in emerging markets.

Now in its second year, TEM Lab has sent consulting

teams to Rwanda, Albania, Peru and Vietnam.

Organizations in the private, social and government sectors interested in working with TEM Lab should contact program manager **Charles Reeves '09** at [charles.reeves@thunderbird.edu](mailto:charles.reeves@thunderbird.edu) or visit [www.thunderbird.edu/temlab](http://www.thunderbird.edu/temlab).



## globalconnect

### Are you looking for a new job? Or a career change?

In these tough economic times, Thunderbird recognizes that T-birds the world over may need professional resources that connect them to new opportunities in the global marketplace. GlobalConnect's resources are for students and alumni.



[www.thunderbird.edu/globalconnect](http://www.thunderbird.edu/globalconnect)  
602-978-7245 [globalconnect@thunderbird.edu](mailto:globalconnect@thunderbird.edu)



**THUNDERBIRD**  
CAREER MANAGEMENT CENTER

## American Express invests in social sector's rising stars

**A** week at Thunderbird has gone a long way for Aditi Shekar, one of many rising stars in the social sector who have benefited from a leadership development program funded by the American Express Foundation.

"There are a lot of people who talk about the talent gap between the private and social sectors," said Shekar, a product development manager for Ashoka's Changemakers in Washington, D.C. "But American Express is putting its money where its mouth is and doing something about it."

The social sector program, which started in 2009, returned to campus April 26-30, 2010, with teams of high-potential managers from 10 global organizations.

Thunderbird professors led by Academic Directors Michael Finney, Ph.D., and Mary Teagarden, Ph.D., designed the curriculum and taught courses through collaboration with American Express. Thunderbird

Associate Vice President **Joy Lubeck '86** provided support as program director.

"The power of the week at Thunderbird was having a chance to talk to so many people from respected organizations," Shekar said. "They were not afraid to talk about their challenges or to help you solve yours."

She said participants opened up as the week progressed, and classroom conversations continued during dinner and other social events.

"I learned to see Ashoka from other perspectives," Shekar said. "I had to learn to talk about our organization in new ways."

Shekar headed talent recruitment at Ashoka until September 2010, when she started her current position with Ashoka's Changemakers. "This is a completely new challenge from where I was before," she said. "It is a completely new learning curve."

The group of 25 participants in the 2010 program came from Ashoka, Aravind Eye Care, Acumen Fund, CARE International, Doctors Without Borders, Heifer International, Pro Mujer, Red Cross, World Wildlife Fund and the Global Fund to Fight AIDS, Tuberculosis, and Malaria.

"American Express is committed to being good citizens in the communities in which we live and work," said Leslie Motter, general manager for American Express in Phoenix. "We recognize the significant impact that social sector leaders have in our society. The fact that we can bring these strong global leaders to this program through the collaboration of American Express and Thunderbird is a huge win."



Aditi Shekar, left, participates in a classroom discussion April 27, 2010, during the Social Sector Emerging Leader Consortium in Glendale, Arizona.



Thunderbird's campus swimming pool reopened June 30, 2010, after a renovation project to address code violations.

## Aging T-bird pool gets facelift

Scorching temperatures did not stop more than 100 T-birds from gathering June 30, 2010, for a party to celebrate the newly renovated campus swimming pool.

The popular hangout spot — nestled between the A and B Dorms — reopened with a splash after a nearly two-month renovation to address code

violations at the aging facility.

The pool is Thunderbird's only swimming pool, but some alumni might remember there once were two. The second pool was cemented and landscaped to resemble the shape of a fish and is the primary venue for barbecues, regional nights and after-parties.

## Thunderbird network reaches 40,000 alumni

**M**exican businessman **Emanuel Lima Abud '10** is a lot of things: a passionate marketer, a husband, a world traveler. But he didn't expect to be Thunderbird's 40,000th alumnus when he graduated June 5, 2010, from the Global MBA for Latin American Managers program.

"We were told that the 40,000th graduate of Thunderbird would be part of our ceremony, but I never thought it would be me," Lima said. "It was an honor to attend the historic event



Graduates in the Global MBA for Latin American Managers program carry the flags of their countries June 5, 2010, during commencement. Overall, the class included 165 graduates representing 18 countries.

and be the historic guy."

While he was still enrolled in the dual degree program, the 31-year-old earned a promotion with employer Eli Lilly de Mexico. "Six months before graduation, I was promoted from brand associate to brand manager, with greater responsibilities and expectations," Lima said.

Lima began with Eli Lilly

as a sales representative in 2006. He is now responsible for \$20 million in product revenue, focusing on the Prozac and Strattera pharmaceuticals.

"Marketing is my passion," he said. "I get to develop creative promotions for sales to implement, I get to travel around the world, and the best part is that I get to work

every day on people's health, changing lives, improving people's quality of life and helping humans to heal."

The Global MBA is a joint degree program that Thunderbird offers with Tecnológico de Monterrey in Mexico. Satellite technology links participants and professors at remote sites throughout Latin America.

## Show the world you're a T-bird!



Andy Chen '05; Bell Benjapatanamongkol '08; Alicia Sutton '09; Joy Lubeck '86; Jaro Horvath '06

Get your Thundergear at [www.thundershop.com](http://www.thundershop.com) today!

## Students combine talents for orphanage in Tanzania

**T**hree Thunderbird students from different programs and backgrounds have joined forces to build a sustainable orphanage in Tanzania that could serve as many as 100 children.

"Our goal is to empower children to lift themselves and their country out of poverty," said investment adviser **Duy Beck '11**, an



**Duy Beck '11**

Executive MBA student from Utah who leads the project through The Virtua Foundation, a nonprofit organization founded to share the "love and message of Christ" through community education and outreach.



**Lily Mramba '11**

Traditional full-time MBA student **Lily Mramba '11**, an auditor from Tanzania, agreed to provide her in-country expertise when she heard about the project. She also recruited classmate



**Jeremy Macdonald '11**

**Jeremy Macdonald '11**, a LEED-accredited architect from Arizona, to design the



Mama Faraji spends time with the children at her orphanage in Tanzania.

facility.

"It was an easy sell," Mramba said. "Anytime there is a project for Tanzania, I'm always happy to do what I can to help."

Beck said Thunderbird Professor Olufemi Babarinde, Ph.D., and other faculty, classmates and guest speakers also have helped move the project toward a projected groundbreaking in May 2011.

"Pieces began to fall into place," he said. "We would not be where we are today if God had not brought me to Thunderbird."

Beck said his foundation envisions an ongoing relationship with the orphanage through impact studies to measure the academic, physical and emotional progress of the children.

"Our goal is not just to build a building," he said, "but to build a building that

can sustain itself and provide a safe home for these children."

Overall, Beck estimates the foundation needs to raise about \$80,000 to complete the project, which will include six dormitory-style rooms.

Cisterns will capture rainwater to irrigate farmland, which will give the children a source of food and income. A merry-go-round will generate electricity, and animal waste will be converted into methane for cooking.

Beck said volunteer labor and local support will help keep costs low.

Mramba visited the existing orphanage in December 2009 and said the children's needs are urgent. A teacher named Mama Faraji provides most of the food, shelter and care, but her resources are stretched thin.

"The children live in poor conditions," Mramba said. "But they are in high spirits and hopeful."

Macdonald has not visited the Tanzania site but has seen poverty in other locations. He said he started looking for ways to help after serving a two-year Latter-day Saint mission in Portugal. He then studied global poverty and international development at the University of California at Berkeley.

"The orphanage in Tanzania is an excellent example of a project that is local, appropriate for the population and sustainable without further aid," Macdonald said.

*To donate funds for the project or to help in other ways, contact Beck at [duy@virtua-foundation.com](mailto:duy@virtua-foundation.com) or contact The Virtua Foundation at 801-891-3876 or [www.hugsfortug.org](http://www.hugsfortug.org).*

## T-birds bring private equity event to Ho Chi Minh City

**D**on't tell private equity adviser **Ryan Galloway '09** that people in Vietnam and other parts of Southeast Asia have entrepreneurial spirit. "They don't just have it," he said. "They permeate it."

Galloway visited Vietnam for the first time in summer 2009 at the invitation of **Hao Diep '10** and **Loan Ma '11**, two Thunderbird acquaintances from Ho Chi Minh City. Galloway quickly saw for himself why groups such as Goldman Sachs have touted Vietnam as a leading frontier market.

"You have an entire population that is just hungry for success," Galloway said. "It is

absolutely exhilarating."

The three T-birds have taken steps to capitalize on the region's growth potential. In 2009 they launched Auxesia Holdings, a private equity and alternative asset advisory firm serving Southeast Asia.

Ma, who has experience on the Ho Chi Minh Stock Exchange, provided the financial backing for the enterprise and serves as chairman and CEO. Diep provided the creative inspiration and genius for the company, and Galloway has focused primarily on capital sourcing.

The partners and other Thunderbird alumni recently teamed with the Thunderbird Private Equity Center to cre-



STOCK PHOTO

Private equity professionals met with government officials and local investors Oct. 19-21, 2010, at the Southeast Asia Private Equity Conference in Ho Chi Minh City, Vietnam

ate the Southeast Asia Private Equity Conference, which brought dozens of industry insiders to Ho Chi Minh City from Oct. 19-21, 2010.

**Takeshi Kamada '09**, a T-bird from Japan who has lived in Ho Chi Minh City, helped with marketing materials and logistics. **Jessica Tartell '10** also contributed as an event planner.

And **Tavy Long '10** reached out to government officials in Cambodia and helped secure sponsorship from that country.

In the end government officials from Vietnam, Cambodia and Laos participated in the event, along with Thunderbird Trustee **Marshall Parke '77** and other alumni.

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# a pledge for a b

**Thunderbird's Annual Report on Giving is now online at [www.thunderbird.edu/donor](http://www.thunderbird.edu/donor). Highlights appear on the next four pages, along with updates on enrollment, rankings and financial position.**

## Call center ambassador sets example of giving

**T**hunderbird student ambassadors routinely ask alumni for gifts at the campus call center that reopened in fall 2009. But recent graduate **Tekena Koko '10** went one step further.

Even before her graduation in August 2010, the call center worker pledged to give \$50,000 over five years.

"I thought it would be great to make a difference in someone else's life and get someone else to go through the life-changing experience I went through," said Koko, a wife and mother of three from Nigeria.

Overall, an average of 20 students from nine countries worked at the call center in fiscal 2009-10, generating alumni pledges

of more than \$233,700 from 2,264 alumni. Money raised supports Campaign Thunderbird, launched in 2008 to raise \$65 million by the end of fiscal 2010-11.

The call center also helped Thunderbird achieve its goal of a 15 percent alumni participation rate in fiscal 2009-10.

"Originally I got involved with the call center because I had a background in sales and I believed I could contribute because of my experience, particularly in fundraising," Koko said. "I knew I could raise funds."

But that wasn't enough for Koko; she wanted to give as well. So she talked to her friend **Gbemi Disu '06**, assistant director of Leadership Annual Giving at Thunderbird.



TIM CLARKE

Disu arranged for Koko to give to the SHARE Scholarship, designed to help exceptional students in emerging markets attend Thunderbird. Scholarship recipients are set up with one or two donors as mentors, who maintain a relationship with the recipients throughout their Thunderbird experience and beyond.

Koko hopes others will follow her example of giving, but she mostly wants to give others from Africa the opportunity to have the Thunderbird experience.

Tekena Koko '10, a student ambassador who graduated in August, has pledged \$50,000 over five years.

"The friendships I have made so far are invaluable," she said. "I never knew people would be so open despite differences in culture. And the professors are amazing."

— Claire Ford

### To donate

Visit [www.thunderbird.edu/campaignthunderbird](http://www.thunderbird.edu/campaignthunderbird) or call 602-978-7309.

# etter world



**The goal of Campaign Thunderbird is to raise a minimum of \$65 million by June 2011. Here is an update.**



## KEY INITIATIVES

Campaign Thunderbird includes fundraising goals in five focus areas. Here are the pledged amounts in each area, through September 2010:

### Scholarships

Providing world-class education for students around the globe.

Goal: \$25 million

Raised: \$16.3 million

### Faculty

Attracting and retaining those who advance global thought leadership and management.

Goal: \$25 million

Pledged: \$15.6 million

### Curricular innovation and student services

Developing the global mindset of individuals and organizations.

Goal: \$5 million

Pledged: \$10.6 million

### Technology and facilities

Creating world-class learning environments in a truly global setting.

Goal: \$15 million

Pledged: \$3.8 million

### Annual fund

Ongoing support for sustaining the "Thunderbird

mystique."

Goal: \$10 million

Pledged: \$8.8 million

## TRACKING THE MONEY

More than \$55.1 million has been pledged to Campaign Thunderbird through Sept. 1, 2010. Some cash donations have been received and others are pending. Here is the breakdown:

- **Cash received:**  
\$23.6 million
- **Planned gifts:**  
\$14.4 million
- **Pledge balance:**  
\$15.9 million
- **In-kind gifts:**  
\$1.2 million

## Donor's name added to Thunderbird lecture hall

Thunderbird Lecture Hall 53 now bears the name of Benjamin F. Brown IV, the founder of a scholarship that helps students in the Master of Arts and Master of Science programs pay for "study abroad" experiences required for graduation.

Brown said his life was transformed in 1960 when he bought a one-way ticket to Bombay, India, and hitchhiked his way

through Afghanistan to the Mediterranean Sea. Since then, he has traveled to more than 100 countries.

The purpose of the B.F. Brown Award is to help students discover a passion for diversity as they move beyond their own borders.

Brown, who attended the lecture hall naming ceremony on Sept. 30, 2010, is married to Thunderbird Trustee Clara M. Lovett, Ph.D.



Benjamin F. Brown IV, left, and Thunderbird Trustee Clara Lovett attend the naming ceremony Sept. 30, 2010.

# a pledge for a be

## Truly global students come from 76 countries

Citizens from 76 countries enrolled in Thunderbird degree programs in fall 2010, including the first students ever from Eritrea and Georgia.

"We are not just global, we are truly global," said Thunderbird Professor David Bowen, Ph.D., the school's chief academic officer and dean.

More than half of Thunderbird students hold citizenship outside the United States. But Bowen said the school's diversity runs deeper than this because many students have lived, worked and traveled all over the world

— not just in their home countries and the United States.

In addition, many Thunderbird students with U.S. passports are naturalized citizens from other countries.

**Ravi Thotapalli '11**, a new student in the Executive MBA program, moved to the United States from India in 1998 and became a U.S. citizen earlier this year. **Ilaha Eli Omar '11**, a new student in Thunderbird's Global MBA On-Demand distance learning program, is a naturalized U.S. citizen from Afghanistan. Other students have similar stories.

"That's a different level



Gokce Ozkaynak '11 of Turkey, Jay Ball '13 of the United Kingdom, Gonzalo Ariceta '11 of Uruguay and Mai Luong '11 of Vietnam carry the flags of their countries during a Foundations ceremony Aug. 31, 2010.

of cross-cultural diversity," Bowen said.

Enrollment in full-time MBA programs climbed from 51 countries in 2009 to 53 in 2010. The Master of Arts and Master of Science programs increased the number of countries represented by 10, from 26 to 36.

For incoming students in

the full-time MBA programs, the mean age remained 28 for the third year in a row.

Incoming students in the full-time MBA programs averaged 4.9 years of work experience, and their mean GMAT score was 610.

Overall enrollment declined from 1,305 in fall 2009 to 1,278 in fall 2010.

## Planned gift to fund endowed chair in Asian studies

A \$2 million bequest from Singapore entrepreneur **Chris Fussner '82** will fund an endowed chair in Asian studies at Thunderbird. Fussner visited the campus April 30, 2010, to finalize the gift as part of his estate planning.

"Living and working in Asia changed my life, and Thunderbird changed my life," said Fussner, a New York native who grew up on Long Island. "I wanted to give back in a way that acknowledges these influences."

Fussner launched Trans-Tec, a high-technology equipment supplier, in 1989 after getting laid off from a job at a small company in Asia. He found himself unemployed and living overseas with a wife and child.

"I got pushed off the plank into entrepreneurship," he said. "It was either succeed or swim home."

Sales grew from zero to \$80 million in less than 10 years, and today the company is the leading independent supplier of surface-mount

technology equipment in Southeast Asia. Global headquarters are in Singapore with additional facilities in China, India, Indonesia, Malaysia, the Philippines, Thailand and Vietnam.

"Asia is dynamic, friendly and a great place to do business," Fussner said, "especially after your clients become your friends."

Besides giving back to Thunderbird on a regular basis, Fussner donates to George Washington University and the Singapore



**Chris Fussner '82**

Symphony Orchestra. He also serves on the board of the Vietnam Education Foundation and helps finance a mobile medical clinic in Nepal that reaches out to about 40,000 people.

## Statement of Financial Position (in millions)

June 30, 2010      June 30, 2009

|   |               |               |
|---|---------------|---------------|
| <b>Assets</b>                                 |               |               |
| Cash and short-term investments               | \$18.9        | \$17.4        |
| Accounts receivable                           | 7.6           | 8.1           |
| Investments                                   | 16.7          | 16.5          |
| Notes receivable                              | 4.6           | 4.2           |
| Premises & equipment                          | 34.2          | 34.1          |
| Other   | 3.5           | 3.0           |
| <b>Total assets</b>                           | <b>\$85.6</b> | <b>\$83.3</b> |
| <b>Liabilities</b>                            |               |               |
| Accounts payable & accrued expenses           | \$6.6         | \$7.6         |
| Short-term debt                               | 0             | 1.8           |
| Deferred revenue                              | 3.9           | 5.3           |
| Accrued post-retirement benefit obligation    | 6.1           | 6.7           |
| Long-term debt                                | 26.1          | 26.6          |
| Advances from federal gov't for student loans | 5.1           | 5.0           |
| <b>Total liabilities</b>                      | <b>\$47.9</b> | <b>\$53.1</b> |
| <b>Net Assets</b>                             |               |               |
| Unrestricted                                  | \$11.3        | \$7.0         |
| Temporarily restricted                        | 12.4          | 11.2          |
| Permanently restricted                        | 14.0          | 12.1          |
| <b>Total net assets</b>                       | <b>\$37.7</b> | <b>\$30.2</b> |
| <b>Total liabilities and net assets</b>       | <b>\$85.6</b> | <b>\$83.3</b> |

## Statement of Activities (in millions)

Year Ended      Year Ended  
June 30, 2010      June 30, 2009

|  |               |               |
|--|---------------|---------------|
| <b>Revenue and other support</b>                       |               |               |
| Tuition and fees                                       | \$40.5        | \$40.4        |
| Executive education program fees                       | 19.1          | 21.6          |
| Contributions  | 8.0           | 5.5           |
| Investment income                                      | 0.5           | 0.6           |
| Other  | 2.5           | 2.1           |
| <b>Total revenue and other support</b>                 | <b>\$70.6</b> | <b>\$70.2</b> |
| <b>Expenses</b>  |               |               |
| Instructional and educational                          | \$29.3        | \$29.6        |
| Executive education services                           | 16.4          | 19.0          |
| General administrative services                        | 13.9          | 13.5          |
| Other  | 4.6           | 4.9           |
| <b>Total revenue &amp; other support over expenses</b> | <b>\$6.4</b>  | <b>\$3.2</b>  |
| <b>Change in total net assets</b>                      | <b>\$7.4</b>  | <b>-\$4.5</b> |

## Executive MBA ranked among world's best

Thunderbird's Executive MBA program was ranked No. 3 in the world for the second year in a row by *The Wall Street Journal* in a report published Sept. 29, 2010.

Thunderbird also landed the No. 1 spots in two subcategories: management skills and alumni scores. According to the report, Thunderbird Executive MBA alumni "gave the school high marks for instruction in strategic thinking, general leadership and the ability to work across multiple functional areas."

Publications such as *Financial Times* and *U.S. News & World Report* continue to rank Thunderbird No. 1 for international business. But the Executive MBA ranking is distinct because Thunderbird competes with other programs generally, not just in the category of international business.

"It is truly a team effort of faculty and staff in the program, for sure, and at our school, more broadly," said Thunderbird Professor David Bowen, Ph.D., the school's chief academic officer and dean.

Bowen expressed special thanks to Thunderbird Associate Vice President Barbara Carpenter, who oversees the school's Executive MBA programs in Glendale, Arizona, and Geneva, Switzerland.

"She is so invested in the success of the program and the regard in which it is held," Bowen said.

Executive MBA programs cater to working professionals through formats such as concentrated weekend classes. *The Wall Street Journal* report was based on surveys of thousands of students and hundreds of companies.

## Top programs

Top 10 Executive MBA programs in the 2010 *Wall Street Journal* survey:

1. U of Pennsylvania (Wharton)
2. Washington U in St. Louis (Olin)
3. **Thunderbird**
4. USC (Marshall)
5. Northwestern (Kellogg)
6. Notre Dame (Mendoza)
7. New York U (Stern)
8. Cornell (Johnson)
9. Columbia (NY Program)
10. U of North Carolina (Kenan-Flagler)

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# MISSION peru

Thunderbird partners bring  
education and microfinance  
to women entrepreneurs

Story and photos by Daryl James

Shoppers crowd the streets June 17, 2010, in La Victoria's Gamarra zone in Lima, Peru.

Streetlights flicker on as Peruvian entrepreneur Gladys Elena Urbina exits a microfinance office in central Lima and cuts through pedestrian traffic on a mild winter evening in June 2010.

Clothing stores and textile factories surround the microfinance office in La Victoria's Gamarra, a business zone crowded with street vendors and shoppers.

Some women sit outside with their backs against store walls selling handicrafts displayed in front of them on blankets. Other women carry their inventory on trays held at their waists with shoulder straps.

Others sit on stools, holding up cell phones and chanting: "Llamadas! Llamadas! Llamadas!"

More established vendors sit behind wooden carts converted into make-shift kitchens, which carry the aromas of baked potatoes, empanadas and other foods.

An occasional delivery van pushes through the crowds, but most store supplies arrive on two-wheeled hand trucks pulled by runners in blue and red uniforms.

A gray sky hides the winter sun, which rarely appears from June to August, but nobody bothers with umbrellas.

Tropical storms sometimes soak the Amazon jungle to the east, but Peru's coastal region west of the Andes produces a steady cover of *garúa* instead of rain. The light mist dampens the ground without visible precipitation, and few market-goers wear hats or coats.

Gladys Elena is comfortable in a sleeveless jacket and cotton pullover shirt. A few moments after finishing her loan meeting at the local branch of Mibanco, Peru's largest microfinance lender, she enters an indoor mall

and greets her sister at the dress shop they operate together.

The sisters started the company in 2000 with a microloan of about \$350. Gladys Elena, a fashion designer with a degree in accounting, handles the finances and sews all the dresses.

Her sister, Alicia Urbina, handles sales and marketing. Although the company is called the Alicia Collection, the older sister gives Gladys Elena credit as the driving force behind the brand.

"She persuaded me to go back to school and take courses in sales," Alicia says in Spanish. "She is the younger sister, but she is my inspiration."

Many shops in Gamarra sell fabric, but Gladys Elena travels 40 minutes each day to find specialized material at better prices. She insists that each dress in her collection deliver on a brand promise of quality and style.

"In my industry, if you begin to make clothing with no brand, the competition will copy you," she says in Spanish. "You need to distinguish yourself."

The sisters took additional loans of \$700 and then \$1,000 as their company grew. Today they have loans from two microfinance organizations totaling about \$39,000.

Gladys Elena says the increased access to capital has allowed the company to grow from a micro-enterprise into a small business with eight employees and three shops.

"Before, I only could get small loans with high interest," she says. "Now I can get bigger loans with better interest rates."

Gladys Elena says access to capital has been a key factor in her company's growth.

"One is born with the drive of wanting to do things — to create, to persevere, to invest," she says. "But you need money to make money."

Peru is filled with aspiring entrepreneurs like Gladys Elena who dream of making the jump from the subsistence level to the micro-enterprise level, and then to the small-business level and beyond.

Many of these entrepreneurs, like the street vendors in Gamarra, operate outside the formal economy using their homes as bases.

The challenges are daunting for men and women at the bottom of the social pyramid, but women often face the additional pressure of earning income while caring for children or aging parents at home.

"In Peru, as in other places around the world, the responsibilities for women are more diverse than they are for men," says Thunderbird Professor Christine Pearson, Ph.D., who traveled to Lima in June 2010 for the launch of a multi-institutional partnership designed to help women entrepreneurs gain access to Peru's formal economy.

For this to happen, women need access to capital. They also need access to business education.

Thunderbird for Good, the philanthropic arm of Thunderbird School of Global Management, has helped bring partners together to address these gaps with a two-pronged campaign that will reach more than 100,000 women in four years.

The campaign's first component, called Proyecto Salta, started June 21, 2010, with a three-hour business education course taught in Spanish at a Lima community center.

During the next four years, local instructors will repeat the course about 500 times at locations all over Peru. Overall, about 100,000 women micro-entrepreneurs will attend the program, developed through a partnership between Thunderbird and local training company Aprenda.

Funding partners include the Australian Agen-



Women attend the launch of Proyecto Salta on June 21, 2010, at Club Piscobamba in northern Lima. About 100,000 women micro-entrepreneurs will attend the three-hour course during the next four years.

cy for International Development, Mibanco and the Multilateral Investment Fund of Inter-American Development Bank.

The second component of the outreach grew from Thunderbird's partnership with Goldman Sachs, *10,000 Women* program in Afghanistan.

This program, which is a four-year partnership of the Goldman Sachs initiative and the Universidad del Pacífico in Lima, targets more established women entrepreneurs. Classes started for the first group of participants on Aug. 4, 2010.

Overall, about 700 participants will graduate from the *10,000 Women* program in Peru, developed at the Universidad del Pacífico and Thunderbird with input from Thunderbird Professors Mary Sully de Luque, Ph.D., Steven Stralser, Ph.D., and Amanda Bullough, Ph.D.

Each participant will receive 150 hours of classroom instruction and local mentoring. Mibanco, an Aprenda sister company within Grupo ACP, will provide microfinance opportunities for program participants.

"Relatively small loans can make such a difference," Pearson says, "especially when combined with business education."

## THE BIG JUMP

Rows of chairs sit empty June 21, 2010, at Club Piscobamba in northern Lima. After 18 months of intense planning and paperwork, Thunderbird and its partners are ready to launch the first installment of Proyecto Salta.

Aprenda has invited hundreds of micro-entrepreneurs from the surrounding Los Olivos district to attend the free event, and organizers estimate about 200 will show up. But they have no way of knowing for sure.

Crews test the sound system, prepare refreshments and distribute questionnaires as women arrive from nearby markets. Soon the community center overflows with more than 300 students.

Some women come with their husbands. Others come with their children or parents. But all come with big dreams for their micro-enterprises.

"My business is a beauty salon," one woman says in Spanish. "My dream is to have many salons."

Another woman who sells Peruvian handicrafts still dreams of opening her first store. "I am working, but I do not have a store yet," she says in Spanish. "I would like to have a store, and in the future I would like to export my products."

A college student in the audience says her dream is to open a chain of coffee shops.



"Working together with my family, I would like to open shops in the different provinces around Lima and to market to tourists," she says in Spanish.

As the class progresses, women fill their course workbooks with notes and swap contact information with other participants sitting nearby.

"The audience was absolutely captivated," says Pearson, who developed the curriculum with Thunderbird Senior Research Fellow Beth Cabrera, Ph.D., and collaborators from Aprenda. "The material seems to be just the right level."

The course incorporates a *telenovela*, or Spanish soap opera, that shares the story of Vicky, a fictional character who struggles to balance her roles as wife, sister and micro-entrepreneur. SomosEmpresa, another Aprenda and Mibanco sister company within Grupo ACP, recorded the video segments in Lima using scenery familiar to the audience.

"The women were drawn in initially by the use of the *telenovela*," Pearson says. "But beyond that, I think there is a real hunger on the part of the women who attended to make that big jump."

*Salta* means "jump" in Spanish, and the program logo incorporates a leaping kangaroo — an acknowledgement of the Australian financial contribution. The program challenges participants to make a "gran salto" into Peru's formal economy.

Gladys Elena Urbina shows off her dress shop June 17, 2010, in La Victoria's Gamarra zone in Lima, Peru.

**"Relatively small loans can make such a difference, especially when combined with business education."**



A flower shop owner prepares bouquets for customers June 24, 2010, in the Miraflores district of Lima.

Euromonitor research shows that about one in three Peruvian businesses are not formally licensed. Many of these businesses do not report sales for tax purposes, which increases the tax burden on legitimate companies.

Many informal businesses also fail to generate employment.

A 2008 report from the Global Entrepreneurship Monitor estimates that 46 percent of Peru's businesses do not create jobs. Overall, about 91 percent of businesses there have five or fewer employees.

Although women own and operate more than 40 percent of these enterprises in Peru, Proyecto Salta is the first business education program tailored to women micro-entrepreneurs in the emerging economy.

The potential impact is huge.

"I think the outcome is going to be fantastic, based on tonight's kickoff," Pearson says.

### A NETWORK OF 10,000

India Borba, a Thunderbird for Good program manager who oversees the school's outreach in Peru, celebrates with Pearson as the first Proyecto Salta program winds down.

"There was a lot of work behind this, and a lot of investment from many different stakeholders," Borba says. "To see it unfold was moving."

But Borba does not have much time to rest. Later the same week, the process starts to select candidates for the Goldman Sachs *10,000 Women* program.

Unlike the typical Salta participant, many of these women already own small or midsize companies that generate employment. "We are looking for women business owners with very strong growth potential," Borba says.

Many program applicants sell jewelry, leatherwork, clothing or food. But some venture into less traditional areas for women. One woman, for example, sells synthetic turf for soccer fields.

Evidence of Peru's love for soccer abounds in Lima. On the same day that Borba meets program applicants at the Universidad del Pacífico, the World Cup tournament proceeds in South Africa.

Billboards around Lima announce scores, and pedestrians crowd around shop windows and cafes to catch glimpses of games in progress. Neighbors also gather at night to play on public courts and fields.

"We all know how popular soccer is," Borba says. "It brings the community together and creates a safe place for children and families to socialize."

The synthetic turf company also creates jobs as new fields open all over Peru. "I found this woman to be especially inspiring," Borba says. "I think she is on to a great idea."

Women who graduate from the *10,000 Women* program will have learned how to craft a business plan, manage a budget and market their products and services.

"The beauty of this program, which couples access to education with access to capital, is that we will be working with the microfinance institutions to know exactly what they want when a woman applies for a loan," Borba says. "These women will be ready."

The women also will benefit from networking opportunities among themselves and with other *10,000 Women* participants worldwide.

"This is extremely empowering for these women to be a part of something that not only is in Peru but is global," Borba says. "These

### How to help

Thunderbird School of Global Management is a nonprofit organization, which makes Thunderbird for Good a nonprofit within a nonprofit. Grants and other donations made to Thunderbird for Good stay within the various programs and do not cross over to other Thunderbird accounts. To donate or learn more, contact Kellie Kreiser at [kellie.kreiser@thunderbird.edu](mailto:kellie.kreiser@thunderbird.edu) or 602-978-7746, or visit [www.thunderbird.edu](http://www.thunderbird.edu) and search for "Thunderbird for Good."

women will form bonds and continue to use each other as resources and peer mentors for the rest of their lives.”

### TRIANGLE OF INFLUENCE

The vision for the Peru outreach started with **Carlos Neuhaus '74**, president of a computer consulting firm and director of Banco de Trabajo in Lima.

Neuhaus visited Arizona in October 2008 for a Thunderbird Global Council meeting and met 15 Afghan women participating in the third installment of Project Artemis.

The entrepreneurs reminded Neuhaus of the shop owners and street vendors in his own country, and he returned to Lima thinking about ways to bring the Thunderbird curriculum to them.

“I knew it would be a good idea to transfer that program to Peru,” Neuhaus says.

Unbeknownst to him, two other T-birds reached the same conclusion a few weeks later.

**Luis Alberto Moreno '77**, a former Colombian ambassador to the United States and president of the Inter-American Development Bank, visited the campus in December 2008 to receive an honorary Doctor of International Law.

Like Neuhaus, Moreno learned about Thunderbird's work in Afghanistan and became intrigued. Thunderbird Associate Vice President **Kellie Kreiser '04**, director of Thunderbird for Good since its inception in 2005, also became intrigued by the work of the Inter-American Development Bank.

Thunderbird President Ángel Cabrera, Ph.D., introduced the two alumni shortly before the graduation ceremony, and they agreed to start conversations about a possible collaboration somewhere in Latin America.

“We knew that we wanted to expand the work from Afghanistan into other regions, but we had not specifically thought about Latin America at that point in time,” Kreiser says. “The light bulb went off for all of us standing there in that really quick intersection.”

Conversations started the next month with Svante Persson from the Multilateral Investment Fund within the Inter-American Development Bank.

Kreiser says Persson asked her where Thunderbird wanted to work in Latin America, but she returned the question to him.

“We work in Afghanistan,” she says. “There really is no place in Latin America that is going to scare us.”

The Multilateral Investment Fund produced a list of possible countries, and at the top was Peru. Almost immediately after Kreiser looked at the list, she received an e-mail from Neuhaus.

The Thunderbird Global Council member had been thinking about a Peru outreach for three months and was ready to take action.

“There seemed to be a lot of interesting kismet happening,” Kreiser says. “This project caught fire and caught everyone’s imagination.”

The next 18 months was a blur. The triangle of influence that started with Neuhaus, Moreno and Kreiser spread outward.

Neuhaus helped bring Mibanco and Grupo ACP into the project and then reached out to the Australian Agency for International Development through former Australian Ambassador Crispin Conroy, a friend who sometimes surfs with Neuhaus in Lima.

Goldman Sachs came on board by August 2009, excited to expand its partnership with Thunderbird and partner with the Inter-American Development Bank and microfinance lenders in Peru.

“It was remarkable how all of the pieces came together,” Kreiser says. “We worked around the clock to get things done.” 🇵🇪

**“We work in Afghanistan. There really is no place in Latin America that is going to scare us.”**



Women gather June 10, 2010, at a park in the Miraflores district of Lima, Peru, to practice folk dances.

## Two buckets of good

Thunderbird for Good initiatives fall into two buckets. The first contains spontaneous or grassroots projects initiated by members of the Thunderbird community. In these cases, Thunderbird for Good contributes logistical support or expertise. Examples include a student-led effort to build a school in China after the 2008 earthquake and a 2009 executive education program for AIDS activists in South Africa. The second bucket contains more formalized projects involving long-term partnerships. These include:

- Project Artemis
- Goldman Sachs 10,000 Women initiative in Afghanistan
- Goldman Sachs 10,000 Women initiative in Peru
- Proyecto Salta in Peru
- Business Development Center partnership in Jordan

# From Afghanistan to Peru:

## The rise of Thunderbird for Good

**A**spiring entrepreneur **Kellie Kreiser '04** had one question when Thunderbird President Ángel Cabrera offered her a job in 2005 as director of Thunderbird for Good.

"What is Thunderbird for Good?" she asked him.

"That is your first assignment," Cabrera told the new MBA graduate. "Figure it out."

Cabrera gave just three guidelines:

1. Do good.
2. Get the Thunderbird community involved as much as possible.
3. Focus on global business education.

"Don't do hospital drives, don't build bridges, don't do food drives and don't do marathons," he told her. "All of those things are good, but that is not our core. We need to stick with what we do best."

Then Cabrera added the stipulation that Kreiser must do all these things without a budget beyond her own salary.

"That fourth component actually has guided everything we do," Kreiser says. "If you think about what you have of value when you do not have money, you really start digging."

What Kreiser discovered at Thunderbird was a solid infrastructure, a wealth of business knowledge and a global network of friends that reaches every industry, sector and region of the world.

She also had the early success of Project Artemis as a model to build upon.

Kreiser says the idea to share Thunderbird's resources with nontraditional students and others in the developing world started with former Thunderbird Trustee Barbara Barrett, who later served as U.S. Ambassador to Finland.

Barrett toured Afghanistan in 2004 as a mem-



Thunderbird for Good Director Kellie Kreiser '04, left, stands with Afghan businesswoman Amina Hassanpur at the Project Artemis welcome reception Oct. 18, 2010, in Glendale, Arizona. (Photo by Tim Clarke)

ber of the U.S.-Afghan Women's Council and saw firsthand the challenges that Afghan women face.

"She came back to Thunderbird with this idea of creating a program to help Afghan businesswomen get the skills they need to be successful," Kreiser says.

Thunderbird professors Steven Stralser, Ph.D., and Mary Sully de Luque, Ph.D., stepped forward with other volunteers and put together a program called Project Artemis.

"They raised the funds for it, created the curriculum, put it all together, recruited faculty, recruited alumni, recruited students and got people in the community involved," Kreiser says. "By January 2005, the first program was put on."

Fifteen women entrepreneurs from Afghanistan gathered in one Thunderbird classroom and absorbed as much business knowledge as possible in two weeks. Kreiser had graduated the previous month, but she stayed on campus as a Project Artemis volunteer.

"The women toured local businesses and were given tools to succeed," Kreiser says.

Cabrera approached Kreiser shortly afterward with the idea of Thunderbird for Good.

"We realized what a profound impact Project Artemis had — not only on the women, but also on us here at Thunderbird," Kreiser says. "Our en-



## Artemis honored

Thunderbird's Project Artemis has been selected as one of 10 higher education programs to be presented Nov. 16-19, 2010, at the U.S. Summit for Global Citizen Diplomacy in Washington, D.C.

The summit is a national meeting presented by the U.S. Center for Citizen Diplomacy in partnership with the U.S. State Department's Office of Public Diplomacy and Public Affairs.

Overall, 90 organizations will be recognized in nine categories.

"These organizations represent 90 of the best new and innovative initiatives to expand the outreach and engagement of American citizens with their counterparts around the world," said Ann Schodde, president and CEO of the U.S. Center for Citizen Diplomacy. "These top program organizations truly represent the future of U.S. citizen diplomacy."

tire community was so excited to be able to help these women during a difficult time in the history of their country, and that started the discussions around what we should do next."

The school moved Project Artemis under the banner of Thunderbird for Good, which then expanded to include new initiatives in Afghanistan, Jordan, Peru and other countries.

Kreiser, who is now an assistant vice president at Thunderbird, continues to run Thunderbird for Good with a staff that tripled in 2009, from one to three. **Wynona Heim '08** manages Afghan

projects, and India Borba manages operations in Peru.

Kreiser says the result of the outreach is a more inclusive global economy, as people previously blocked from business education gain access to Thunderbird expertise.

"The work we are doing with Thunderbird for Good is kind of atypical development work," she says. "It doesn't follow a lot of the norms that some of our nonprofit friends are doing. We are leveraging our business expertise to do good work in the world."

## Thunderbird hosts fourth Project Artemis group

Twenty women entrepreneurs from Afghanistan visited Thunderbird Oct. 16-31, 2010, as the fourth cohort of Project Artemis.

The women range in age from 22 to 47 and come from all parts of Afghanistan.

Masooma owns an electrical engineering company with 20 employees. Fahima owns a handcraft business that employs 138 women in their homes. And Fatima owns a road construction company with 70 employees.

Other businesses represented include a high school, a chicken farm, a kitchen accessories fac-

tory and various other enterprises.

During their two weeks in Glendale, Arizona, the women toured local businesses and learned in the classroom with Thunderbird professors and guest lecturers. Mentors will work with each participant for the next two years.

"These women are an inspiration," says **Wynona Heim '08**, project manager for Thunderbird's outreach in Afghanistan. "They keep hope alive."

Following the Arizona program, the women spent an additional week in Washington, D.C., hosted by the U.S.-Afghan Women's Council.



# making glo the Thunde

By Ángel Cabrera a

**D**isplaced Palestinian **Saad Abdul-Latif '81** grew up in East Jerusalem with limited exposure to the outside world, but he now leads PepsiCo operations in more than 100 countries.

Canadian entrepreneur **Ken Valvur '88** quit an executive position in financial services to open a sushi counter that quickly grew into a coast-to-coast chain.

U.S. expatriate **Merle Hinrichs '65** discovered ways to promote trade between East and

West before the arrival of most multinational companies in Asia.

All three T-birds serve as models of global leadership.

Men and women in this category have an uncanny ability to bring together individuals and resources from different parts of the world in ways that create value for all parties involved.

They do so by understanding commonalities and differences among people, places and cultures.

They build relationships among diverse indi-



# Global leaders Thunderbird way

and Gregory Unruh

viduals and organizations. They envision solutions that combine resources and talent from different geographies. And they ensure that those solutions create mutual value for all and don't hurt some at the expense of others.

Thunderbird has focused on educating global leaders since its inception in 1946. Our alumni provide ample evidence that global leadership skills can be acquired. This is Thunderbird's mission: to educate global leaders who create sustainable prosperity worldwide.

Our accumulated institutional experience

from 64 years engaged in this endeavor has taught us that global leadership hinges on three fundamental traits: global mindset, global entrepreneurship and global citizenship.

The stories of Abdul-Latif, Valvur and Hinrichs on the following pages show these traits in action.

**Ángel Cabrera, Ph.D.**, has been president of Thunderbird School of Global Management since 2004. Thunderbird Professor **Gregory Unruh, Ph.D.**, directs the school's Lincoln Center for Ethics in Global Management.

Top left: Saad Abdul-Latif '81 leads PepsiCo operations in Asia, the Middle East and Africa. (Photo by Tim Clarke)

Top center: Ken Valvur '88 visits the site of his new sake brewery in Ontario, Canada. (Submitted photo)

Top right: Merle Hinrichs '65 receives an honorary doctorate April 30, 2010, at Thunderbird. (Photo by Tim Clarke)



# Beyond Palestine

**Global mindset** propels  
T-bird from East Jerusalem  
to PepsiCo 'C suite'

**B**usiness leader **Saad Abdul-Latif '81** calls himself "a guy from the neighborhood."

The CEO of PepsiCo's Asia, Middle East and Africa Division oversees the company's food and beverage operations in a territory that includes about two-thirds of the world's population. Overall, the division generates nearly \$6 billion in annual revenue through global brands such as Pepsi, Frito Lay, Tropicana, Gatorade and Quaker.

Abdul-Latif has traveled far from his childhood home, where he grew up in occupied East Jerusalem surrounded by poverty and violence. But he remains mindful of his Palestinian heritage.

His mother still lives in the neighborhood, and Abdul-Latif makes frequent visits home.

"The first thing I do when I go back is go through the neighborhood, and I buy gifts for the kids," he says. "That's who you are, and that's what you should never forget."

Saad Abdul-Latif '81 serves on the PepsiCo executive team as CEO of the company's Asia, Middle East and Africa Division. *(Photo courtesy of PepsiCo)*



People in the neighborhood crowd around Abdul-Latif and ask about his new life in the corporate “C suite.” They want to know if he flies in a private jet, lives in a big house and dines with dignitaries.

“I don’t think they talk about this from an envious point of view,” Abdul-Latif says. “I think they want to dream.”

Conflict has left some in the neighborhood angry and desperate, but Abdul-Latif talks about education and trade as positive alternatives to violence.

He says his own journey to PepsiCo’s executive team started in 1971, when he left the West Bank to attend college in Lebanon. In the decades that followed, Abdul-Latif has developed a global mindset that allows him to thrive in unfamiliar environments.

For many in the neighborhood, his success provides a source of hope in turbulent times.

“I think it gives an extra breath to the person who really wants to try and wants to excel,” Abdul-Latif says. “It’s not about religion, it’s not

about race, and it’s not about where you come from. It’s about what you do, and how you grab opportunities.”

## DISPLACED BUT NOT DEFEATED

Many global leaders grow up in multicultural environments with early exposure to different parts of the world, but Abdul-Latif had limited travel opportunities as a child.

Israel occupied the West Bank after the Six-Day War in 1967, and Abdul-Latif spent his adolescent years isolated in East Jerusalem. He says living under occupation taught him resilience, innovation and perseverance.

“I learned to push back when people told me, ‘You can’t do this,’” he says.

He spoke Arabic at home and learned English at school, which opened his mind to possibilities beyond Palestine. The first time he stepped onto an airplane was 1971, when he graduated from high school and enrolled at the American University of Beirut in Lebanon.

“Today, I spend 80 percent of my time on an

A view of East Jerusalem from the Mount of Olives, where Saad Abdul-Latif ’81 grew up. Toward the right is the Temple Mount, including the Dome of the Rock, with the rest of the Old City behind. (Photo by WKINGIHT94)

airplane," Abdul-Latif says with a laugh.

After finishing his undergraduate degree in Lebanon, Abdul-Latif moved to Kuwait and started working in organizational development and human resource management. For the first time in his life, he found himself working with Asians, Europeans and others from all over the world.

"That's where I started meeting people with different languages and different religions," he says.

One person he met was a Thunderbird graduate who told him about the global business school in the United States. Thunderbird was small and far away, but Abdul-Latif decided to apply.

"Size was not going to impress me," he says. "What was going to impress me was the curriculum and the school mission focused on international management and only international management."

Abdul-Latif says his global mindset flourished at Thunderbird.

Most people in Lebanon and Kuwait showed sympathy for the Palestinian cause, but Abdul-Latif found greater diversity of viewpoints at Thunderbird. He learned that people could disagree and still respect each other.

"Thunderbird was one of the cornerstones that shaped my outlook on life — to have an open mind," Abdul-Latif says. "People could be differ-

ent. People could have different opinions, and they still could love you."

Abdul-Latif found a job at PepsiCo shortly after graduation in 1981 and has worked for the company ever since.

## POWER OF EDUCATION

Researchers at Thunderbird's Global Mindset Leadership Institute divide global mindset into three components: intellectual, social and psychological capital.

Intellectual capital refers to a person's global business savvy, cosmopolitan outlook and cognitive complexity. Social capital refers to a person's intercultural empathy, interpersonal impact and diplomacy. Psychological capital refers to a person's passion for diversity, quest for adventure and self-assurance.

Thunderbird Dean of Research and Garvin Distinguished Professor Mansour Javidan, Ph.D., says global leaders who excel in these three areas can decode what goes on around them in cross-cultural environments and choose the right behavior under the right set of circumstances.

"It's global mindset that enables you to do these things better than others," says Javidan, who leads the Global Mindset Leadership Institute.

Some global leaders seem born with this mindset, but Abdul-Latif offers himself as evidence that the traits can be learned in adulthood.

He says places like China, India and Japan seemed unattainable to him while growing up in East Jerusalem. Now he runs PepsiCo operations in these markets.

"I have met people I never thought I would shake hands with," Abdul-Latif says. "I never thought I would see China in my lifetime when I was growing up. It seemed so far away."

Abdul-Latif says he has watched some PepsiCo managers stumble in their overseas assignments because they fail to appreciate cultural and political differences. They assume whatever works at home will work abroad.

"This is the first trap that people fall into," he says. "People have their culture and their own way of living, and you have to be flexible enough to understand and change accordingly, or you will fail."

He says PepsiCo does this with its products. Some foods and drinks sell well in one market but not another, so PepsiCo makes adjustments. Sweet chili pepper works well in Thailand. Steak sauce works well in South Africa. Lentils work well in India.

"We really take our global brands and adapt to local preferences and tastes," he says. "Managers need to do the same thing." 🇺🇸



Saad Abdul-Latif '81 speaks on March 16, 2010, at Thunderbird. (Photo by Tim Clarke)



# Sushi success

## Global entrepreneurship creates coast-to-coast value in Canada

**C**anadian entrepreneur **Ken Valvur '88** did not worry much about Thunderbird's foreign language requirement when he arrived on campus as a young MBA student in the 1980s. Valvur had studied French at the University of Toronto and planned to continue with the same language.

"It seemed like a very practical thing to do," he says.

Then Valvur met his new classmates at the Thunderbird Pub. Many had pushed themselves to learn exotic languages outside their comfort zones, and Valvur was impressed.

He saw financial services as his ticket to an international career, and the only financial center in the 1980s that did not use English as its official language was Tokyo. So Valvur plotted a new path that night at the Pub.

"On pure commercial grounds, I picked Japanese," he says.

The decision has paid off for Valvur, who eventually returned from an expatriate assignment in Tokyo with the inspiration for Bento Nouveau. The company, which Valvur founded in 1996, sells more than 10 million servings of sushi a year in Canada and parts of New York.

Ken Valvur '88 visits the site of a sake brewery in Ontario that he plans to open in early 2011 as an encore to his Bento Nouveau Sushi success.



Bento Nouveau operates Sushi counters such as this one at malls and other locations across Canada. Ken Valvur '88 is founder and director of the company. (Photo by Bento Nouveau)

Valvur sold control of the enterprise to a private equity group in 2007. After finishing the transition to new management last year, he is now exploring other plans, including a sake brewery in Ontario that he intends to open in early 2011. He says the key to success in any venture is to find market gaps that others overlook and fill these gaps with products or services that make people's lives better.

A global mindset allows leaders such as Valvur to connect the dots between markets and to recognize gaps that may exist in one region but not another. Global entrepreneurship is the ability to convert this knowledge into actual innovation that creates value for society.

"A lot of what makes a successful entrepreneur starts with the desire to be independent and to create value," Valvur says. "Even within a corporate setting, there are many who become intrapreneurs. These are the ones generating new business ideas within their large organizations."

## INSPIRED BY SUSHI

Valvur arrived at Thunderbird with two objectives. The first was to develop international business skills so he could live and work abroad. The second was to start his own company.

"I was always a hard worker," he says. "I thought that the best way to reap the benefits of my hard-working nature would be to have my own business."

The work ethic is one thing Valvur inherited from his parents, who left Estonia as refugees and settled in Canada.

Valvur included Thunderbird in his plans after reading a book on the globalization of Canadian banks. Former Thunderbird finance professor James Mills, Ph.D., had edited the book and written the first chapter.

"Once I saw where this professor came from, I did some more research and found out about this school," Valvur says.

His first taste of sushi came about one month into his Thunderbird education, when his Japanese class visited a restaurant near campus in Phoenix, Arizona. Valvur followed this experience with an entire trimester in Tokyo through a Thunderbird program at the Institute of International Studies and Training.

"I was in this beautiful dorm," he says. "Every morning I would open the curtains and see Mount Fuji in front of me."

After graduation, Valvur joined the international investment banking team at Canada's Scotia Capital. He trained in Toronto and London and then took an assignment in Japan that eventually led to Bento Nouveau.

Valvur says most of Japan's office tower workers eat lunch immediately at noon, which creates a rush of customers in the dining areas below. Many times the elevators would be crammed with so many people that he would have to wait for three or four doors to open before he could find enough room to step inside.

Restaurants with limited seating responded to the congestion with high-quality box lunches, which workers could take to their offices or nearby parks.

"I fell in love with sushi and Japanese-style box lunches," Valvur says. "I decided then, at



some point in time, this would be a great business to sell high-quality Japanese-style box lunches in Canada."

When Valvur returned to the United Kingdom, he saw that some entrepreneurs already had found success with similar models in that market. But nobody had tried the sushi experiment in Canada.

## 68-FLOOR LEAP

By this time Valvur had worked in international capital markets for eight or nine years, and his wife was ready to return to Toronto. Valvur agreed to the move — on the condition that she would let him quit his lucrative position in the corporate world and start his own venture.

When Valvur left Scotia Capital, he was working on the 68th floor of a Toronto office tower. "It was a beautiful room with a view all over the city," Valvur says. "You could see Niagara Falls from there."

Bento Nouveau opened its first sushi outlet a short time later at the concourse level of the same office tower. Valvur says former col-

leagues would come down to eat lunch and congratulate him on his venture. But many did a poor job disguising their skepticism.

"In the beginning there were a lot of doubters," Valvur says. "That's for sure."

His box lunch business began expanding to shopping malls and other office towers, just as Valvur had projected. But a surprise boost in revenue came when supermarkets agreed to let Bento Nouveau open sushi counters inside their stores.

"I had no idea it was going to take off in the supermarkets the way it did," he says. "Now the bulk of Bento Nouveau's business is through supermarkets."

By the time his venture attracted the attention of private equity investors, the venture had spread to more than 300 locations coast to coast.

Friends, family members and former co-workers who expressed doubts in the beginning started to adjust their opinions.

"Over the years it was fun to keep in contact with everyone," Valvur says. "They saw that it was actually a pretty good thing to do." 🍣

A view of the Toronto skyline, where Ken Valvur '88 grew up and later launched Bento Nouveau in 1996. (Photo by Chris McPhee)

The

**HINRICHS M**



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# MANEUVER

Thunderbird trustee forges  
path to **global citizenship**  
from Nebraska farm to  
Hong Kong factories

**U**.S. expatriate **Merle A. Hinrichs '65** started clean and broke when he arrived in Hong Kong more than 45 years ago.

Fellow T-bird **Bill Fitzgerald '62**, the man Hinrichs was sent to replace in Hong Kong, met him at the airport and drove him straight to a Shanghai bathhouse. After a two-hour scrub-down that left the men spotless, they dressed and went outside to get their car.

"It was gone," Hinrichs says. "The car was stolen, along with my suitcase and all my personal belongings."

All that remained was a passport, a wallet with \$25 in U.S. currency, and the clothes Hinrichs wore to the bathhouse. Despite the rough start, he knew immediately that Asia was his future.

The realization that he might live in the region for the rest of his life came a few years later. "I came to realize — in terms of opportunities, growth and interests — that Asia was a long-term career path," he says.

The initial assignment in Hong Kong led to the launch of Asian Sources, later renamed Global Sources, a business-to-business media company that Hinrichs founded in 1970 as a way to promote trade between East and West.

Global Sources went public on the Nasdaq market in 2000, and Hinrichs serves today as chairman and CEO of the Hong Kong-based company. Annual revenue topped \$100 million in 2004 and \$200 million in 2008.

Hong Kong and other parts of Asia also have grown rapidly since Hinrichs arrived.

"Across the board, we have seen huge changes in Asia since I first came in 1965," says Hinrichs, who returned to Thunderbird in April 2010 to receive an honorary Doctor of International Law degree. "The changes in Asia not only have been evolutionary, but in many ways they have been revolutionary."

## LIFE ON THE FARM

Success has allowed Hinrichs to travel widely in recent years, but he saw little of the outside world as a child.

Hinrichs grew up on a farm near Glenville, Nebraska, in a family of German immigrants. World War II was a fresh memory when he started school, and many in the community frowned upon the German language

Merle A. Hinrichs '65 speaks to Thunderbird graduates April 30, 2010, after receiving an honorary Doctor of International Law. (Photo by Tim Clarke)

and ancestry.

"You were very aware that you had a German background," he says. "Your parentage would always speak to a heritage of a particular nationality."

A family of Swedes lived on the neighboring farm about one mile away, and other neighbors came from other parts of Europe, such as Norway.

Hinrichs says an attitude of self-reliance permeated the farming community.

Chores started early in the morning and continued until late evening for Hinrichs and his two younger sisters. When he had spare time, he looked for opportunities to sell things or do odd jobs.

"Our parents incentivized us to do that," he says. "They taught us what it takes to make money."

Hinrichs learned row crop farming from his father, but gravitated to the beef cattle side of the business. "The animals always came first," he says. "We did not have a lot of vacation time because the animals always needed to be fed."

Hinrichs took pride in the family's herd of Herefords and showed off the animals he had raised at 4H events.

Education was another passion for Hinrichs, who sometimes walked two or three miles to school in the snow during the harsh Nebraska winters.

His mother worked as a teacher, and Hinrichs attended the same school where she taught for part of his childhood. "There is no goofing off when you take the teacher home with you," he says with a laugh.

Hinrichs traces the origins of his global mindset to the early lessons he received from his mother. "She had a liberal arts perspective," he says. "She inculcated in us when we were very young that there was a big world out there."

Hinrichs' first opportunity to explore the world beyond Nebraska came in high school. His father worked on the railroad, so the family got free Union Pacific tickets to visit relatives in California.

Other trips took the family to Mexico and Canada. But Hinrichs says his most important lessons about world affairs occurred on the farm in Nebraska.

"Probably the most formative thing in my early years," he says, "was having a parent who was outward-looking, educated and engaged in teaching us history and teaching us about the world."

## PEACE THROUGH TRADE

Hinrichs started college at a University of Nebraska satellite campus, where he studied business with a major in math and minor in French.

He also worked as publisher of the student newspaper, a pursuit that carried over from high school. "I oversaw editorial content and sales," he says. "I had an interest and skill set for the media business."

An economics professor took an interest in Hinrichs during his junior year and helped guide him toward graduate school. Hinrichs moved Thunderbird to the top of his list when the school offered him a scholarship.

Looking back on his path to Thunderbird, Hinrichs emphasizes the important role that mentors played in his life, starting with his mother and continuing with the Nebraska professor.

"That type of guidance, and that kind of support and interest, is a critical factor of any young person's development," he says.

Farm life prepared Hinrichs nicely for the isolated Thunderbird campus he found in the middle of citrus groves in Glendale, Arizona.

"Thunderbird had a lot of appeal to me," he says. "Not only did it provide rigorous coursework and training, but it provided that international fla-



Lights illuminate the skyline of Hong Kong's financial district in November 2009. Merle Hinrichs arrived in Hong Kong in 1965 and uses the special administrative region as a base for Global Sources. (Photo by Daryl James)



vor in a very informal environment.”

Each dormitory room housed four students at the former military base, which still had airplane hangars and a runway left over from World War II. Hinrichs studied French in the converted air traffic control tower, which served as the school’s social hub at the heart of campus.

“Thunderbird Tower spoke to the history of the school,” he says. “You could not live on that campus without being aware of its history as an airbase.”

Hinrichs says the conversion of a war training facility into a global business school sends a strong message about the power of international trade to build lasting peace.

“People need to remember how to get beyond war and sustain peace,” he says. “That type of legacy at the school is so important for students who have not seen war.”

Hinrichs says this is one reason he has contributed to the grassroots campaign in recent years to restore Thunderbird Tower as a campus icon.

“If you eliminate that connection, you dismiss one of the most fundamental reasons why international trade is so important for all participants,” he says. “That cannot be lost.”

He says Asia’s transformation in recent decades shows what people can accomplish when they reach across borders to engage in trade.

“It is very clear that Asia is a far more peaceful region than what it was 50 or 60 years ago,” he says. “There is greater appreciation for the impor-

tance of economic development, sustainability and peaceful coexistence.”

## ASIAN DETOUR

Hinrichs envisioned a global career when he came to Thunderbird, but he did not picture himself in Asia until an advertisement caught his eye on the campus jobs board.

A small Tokyo company called the Oriental American needed a sales manager to help with a trade publication designed to facilitate exports from Asia. The wage was not great, but the opportunity intrigued Hinrichs.

He would get immediate overseas experience and a chance to apply his media skills from his days as a student publisher. Hinrichs contacted the president of the company, who turned out to be alumnus **Ray Woodside '55**, a Korean War veteran from Nebraska.

The two men developed a quick rapport, and Hinrichs packed his suitcase shortly after graduation and headed to Japan.

“Having studied French, I really had no intention of going to Asia,” he says. “The only reason I ended up in Asia is because there was a job that was offered.”

Tokyo had hosted the Olympics one year earlier, and the city had been torn up and rebuilt as a modern metropolis. Hinrichs found conditions less developed in Hong Kong when he arrived on his first assignment.

“Hong Kong was in its very, very early stages

Global Sources Chairman and CEO Merle Hinrichs '65 works at company headquarters in Hong Kong. (Photo courtesy of Global Sources)

**“People need to remember how to get beyond war and sustain peace.”**



# MERLE A. HINRICHS INTERNATIONAL BUSINESS INFORMATION CENTRE

Thunderbird's International Business Information Centre carries the name of Merle Hinrichs '65, a longtime trustee and donor.

(Photo by Kristen Jarchow)

**“For philanthropy to be sustainable, you as an individual or you as a company or you as a country must be whole.”**

of development of exports,” Hinrichs says. “Even in 1965 it was still dealing with all the refugees following the Korean War and the revolution in China.”

The primary exports at the time were textiles and garments, and the most sophisticated electronic product was a six-transistor radio.

No underground roads connected Hong Kong Island with Kowloon Peninsula, and ferries shut down at midnight. Residents caught on the wrong side of the harbor at night had to find a walla-walla or some other private boat to carry them home.

“It was such a totally different environment back then,” Hinrichs says.

He did not have a fax machine to communicate with the company's main office in Tokyo, and telephones were used sparingly because of costs. That left the postal service.

“The speed of transactions was counted in terms of weeks or months,” he says, “as opposed to minutes or seconds today.”

Hinrichs stayed with the enterprise for about five years. Then Woodside died suddenly, leaving the company in the hands of a Japanese monk and a widow who did not speak English or understand publishing.

Rather than return home, Hinrichs decided to start fresh with Global Sources.

## RIDING THE FOUR TIGERS

The concept of the company is simple.

Asian manufacturers have affordable products for sale that need to reach store shelves in faraway places. Global Sources helps bridge the

gap with product catalogs, trade shows and on-line services.

Hinrichs focused at first on exports from the Four Tigers — Hong Kong, South Korea, Singapore and Taiwan. This base expanded with the emergence of mainland China and other markets, such as Vietnam.

Customers welcomed the service, but success did not come overnight.

A 1999 profile in *The Economist* describes the early years of Global Sources: “Working on a shoe-string budget, bartering advertising for food and sometimes running the presses all night himself, Mr. Hinrichs struggled for years trying to get South Korean yarn makers and Hong Kong toy factories to take out advertisements — and pay for them.”

Eventually Global Sources gained momentum. Today the company helps more than 890,000 buyers source their products more profitably from China and other Asian markets. These buyers range from global giants such as Wal-Mart to mom-and-pop import houses in diverse places such as Fiji and South Africa.

The core business uses English-language media to facilitate trade from Asia to the world. The other business segment uses Chinese-language media to help companies move their products the other direction.

Hinrichs says the business model requires buyers and sellers, but success comes from focusing first on the buyers.

“We are totally dedicated to trying to match our services and our products to the needs of the international buyer,” Hinrichs says. “We cannot serve

our Asian clients unless we serve the needs of our Western clients first."

## FINDING BALANCE

Balancing the interests of the two sides is the key.

As the leader of a publicly traded company, Hinrichs also must balance the interests of other stakeholders. These include employees, shareholders and the communities where his company operates.

He also must balance his roles as a Thunderbird trustee and a philanthropist involved in non-profit organizations such as the Kearny Alliance, a Global Sources partner that supports innovative programs in trade, business education, training and applied research.

"I struggle with it all the time and think about it," Hinrichs says. "How do I balance the benefits that I provide to my employees with the benefits that I provide to my shareholders and the benefits that I provide to my clients and the community?"

Hinrichs also must take care of himself and his family.

"You must be whole with yourself," he says. "You must understand how you can sustain your position and the benefits you bring to your community and your company."

Finding this balance lies at the heart of global citizenship.

Hinrichs says many organizations gyrate from one extreme to another. Business leaders seeking short-term profits sometimes err on the side of exploitation and callousness, while government leaders seeking re-election sometimes err on the side of misplaced compassion.

"Some people get a little confused about what philanthropy means," Hinrichs says. "For philanthropy to be sustainable, you as an individual or you as a company or you as a country must be whole."

He says enlightened leaders who find this balance see philanthropy as a privilege for all people, not just the wealthy. "Each one of us has the opportunity every day to give, to provide, to enhance, to participate and to be philanthropic in spirit and philanthropic in nature," he says.

Hinrichs says this is what Thunderbird represents.

"Thunderbird has strived to introduce its students to the concept of global citizenship through enlightened leadership," he says. "If I cannot produce value for my clients, then I cannot provide value to my employees or value to my shareholders. If I cannot do that, then I undermine my relevance as a global citizen." 📌

## Tower takes shape for 11/11/11 gala

Alumni who remember the Thunderbird Tower crowded with narrow hallways, small offices and sagging exterior will find something new when they return to campus Nov. 11, 2011, for the grand reopening of the World War II landmark.

"All of the confined offices are gone," says project manager **Will Counts '09**. "The inside is now open, crisp and clean while the exterior remembers the past beauty of the building."

Guests relaxing in the common area lounge, directly below the observation deck, will have unobstructed views of the relocated Pub in the southwest wing and the ThunderShop in the southeast wing. Exposed ceilings, polished concrete floors, open steel railings and fresh wood now accent the interior.

"The interior is going to be emotionally powerful," says Counts, one of three students who helped launch the Save the Tower campaign in October 2007.

Since then, more than 1,000 donors from the class of 1947 to the class of 2010 have joined the grassroots effort raising more than \$2.3 million of the \$2.7 million budget to save the building, which closed in 2006 due to structural damage.

A \$2 million gift from Miriam Hinrichs in honor of her husband, Thunderbird Trustee **Merle Hinrichs '65**, provided the major push to move the project forward.

Merle Hinrichs will join other Thunderbird friends on campus for the 11/11/11 celebration, which will coincide with his 70th birthday. The three-in-one gala will combine Homecoming 2011 with the Tower rededication and a global business forum.

"The Tower rebirth is going to be inspiring and an event remembered for many years to come," Counts says.

### To donate

Visit [www.thunderbird.edu/campaignthunderbird](http://www.thunderbird.edu/campaignthunderbird) or contact Will Counts at [will.counts@thunderbird.edu](mailto:will.counts@thunderbird.edu).

### License plates needed

The bar in the relocated Pub will be lined with autographed vehicle license plates from all over the world. If you have a plate to donate, sign your name in permanent marker on the front and mail it to Will Counts at Thunderbird School of Global Management, 1 Global Place, Glendale, AZ 85306-6000.



The renovated Thunderbird Tower will reopen to the public on Nov. 11, 2011. (Photo by Tim Clarke)



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# REINVENTING europe

Meet the T-birds  
ready to lead change  
in distressed region

Story and photos by Daryl James

Cottages dot the mountain landscape near Bad Ischl, Austria, where 130 participants gathered Sept. 18, 2010, for the Thunderbird European Reunion.

**R**elics of the past fill the Kaiservilla palace in Bad Ischl, Austria, where Thunderbird friends mingle on the second night of an alumni reunion at the former hunting lodge of Austro-Hungarian monarch Franz Josef Habsburg.

**Markus von Habsburg '81** welcomes the guests to his residence on Sept. 17, 2010, and proudly shows the hunting trophies collected in the late 1800s by his great-grandfather, Emperor Franz Josef.

A giant boar's head protrudes from the wall above a curved staircase, surrounded by dozens of pairs of mountain goat horns. Overhead a stuffed falcon dangles from the ceiling with outstretched wings. Hand-painted plaques show the date and location of each kill.

Similar plaques could memorialize the carnage of a global economic crisis that has hit Europe particularly hard.

Banks and other businesses have failed. Unemployment rates have soared across the region. Greece, Spain, Ireland and other countries have teetered on the edge of financial ruin.

As recently as summer 2010, speculation swirled about the collapse of the euro and the breakup of the European Union, an eerie echo of 1918 and 1945, when other shocks threatened Europe.

Despite the dire forecasts, optimism fills the Kaiservilla as reunion participants gather in the entrance lobby to network and share wine, cheese and stories.

Reunion chairman **Charlie LaFond '80** and the other organizers — **Pavel Kriz '70, John Cook '79, Alan Mueller '81** and Thunderbird Alumni Central Senior Director Terri Nissen — worked together for a year to bring the 31st Global Alumni Reunion back to where it all began, the Kaiservilla in Bad Ischl, for the fourth time since the inaugural event in February 1982.

Event sponsors included four alumni businesses: The Pisek Group, AstroPharma, Rock Lake Associates and Visibilty Branding.



"There is always opportunity out there," says LaFond, an entrepreneur based in Austria. "The question is, are we open and available to seeing opportunity? Or do we just put on our blinders and see negative situations?"

He points to the 130 reunion participants in the Kaiservilla as reasons for hope. The group includes entrepreneurs and business leaders from 22 countries ready to lead change in the distressed region.

"Thunderbirds tend to look at things from different and multiple perspectives," LaFond says. "We need people who understand and are willing to learn and be open to new situations."

### POWER OF THOUGHT

As a personal development and life success coach, LaFond leads change by helping his clients master their own minds.

"Many people blame the economy for their failures," LaFond says. "They view success or failure as something beyond their control, and they fall into

Roland Zoeschg and Karolina Jutkiewicz-Zoeschg '02 enjoy the view Sept. 18, 2010, overlooking Austria's Salzkammergut lakes. The couple recently launched a management consulting firm to help clients navigate the economic downturn.

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their own self-fulfilling prophecies."

LaFond says people who thrive in adversity accept that life is not fair. Instead of viewing themselves as victims of the economy, they draw strength from within.

"Our behavior causes our results," he says. "It starts inside each of us with our thoughts."

LaFond's own career illustrates the power of positive thinking.

He was born in Minnesota and grew up with 10 siblings. The house was crowded, but his parents found room to host foreign exchange students. This opened LaFond's mind to the world beyond the United States.

He took his first trip abroad at 15, spending nine months in Austria as an exchange student. During his undergraduate program at St. John's University in New York, he took two more trips to Europe.

LaFond studied to become a German teacher but later shifted his focus to international business. He enrolled at Thunderbird and bought a one-way ticket to Europe after graduation.

After three months in Germany, LaFond found a language school in Austria that hired him on the spot as a management trainee. He stayed for about two years but left when the school rejected his idea to start a business English program.

"I saw an opportunity," LaFond says. "So I started my own Business Language Center right across the street in Vienna."

He ran the company for 24 years, helping thousands of people learn English. Along the way, he also established himself as a presentation, negotiation and personal development coach.

Success has come despite the economic downturn and other external factors. LaFond says he fo-

cuses instead on factors within his control.

"The brain is a very, very powerful tool," he says. "We have the responsibility, the right and the honor to use it well."

## A GOOD VINTAGE

Cook agrees with his longtime friend and fellow reunion organizer that change starts from within.

"You've got to reinvent yourself," Cook says. "You've got to go where the growth is. You've got to have new conversations with people you didn't have before to create new thoughts, processes and channels."

Cook and LaFond met in the Kaiservilla at the first alumni reunion in 1982 and have discovered many commonalities over the years.

Both have lived in Europe for 30 years. Both come from the Midwestern United States. Each has one daughter. Both are entrepreneurs. They even share a birthday on Sept. 15.

"And we are both going bald," Cooks tells the audience Sept. 17 at the Thunderbird Business Forum in Bad Ischl.

"Speak for yourself," LaFond responds above laughter from the audience.

Cook started his latest reinvention in 2008, when the market collapse disrupted a global private equity partnership he had run with two friends for 15 years. "My partners were 80 and 75 years old," Cook says. "They decided it was time to cash in their chips."

But Cook saw opportunity in the downturn.

"In the private equity business, you have this thing called vintage years," he says. "If you happen to start your fund in a good vintage — at the bottom of a market drop — over the course of 10 or 12 years, which is the time of an investment part-

Thunderbird European Reunion participants pose Sept. 18, 2010, outside the Kaiservilla in Bad Ischl, Austria. The estate, which once belonged to Franz Josef and Elizabeth of Austria, is now the home of Thunderbird alumnus Markus von Habsburg '81, a great-grandson of the emperor and empress.

**"You've got to reinvent yourself. You've got to go where the growth is."**

## ‘The Economist’ ranks T-bird No. 1 for ‘Potential to Network’

Dozens of alumni from all over the world heard news they already knew during a farewell celebration at the Thunderbird European Reunion in Bad Ischl, Austria.

“I have just been informed that Thunderbird has been recognized by *The Economist* as the No. 1 business school in the world for the potential to network,” said Joan Neice, Thunderbird Vice President of Advancement and Alumni Relations and Chief Development Officer.

The news was received with cheering and applause from the group, gathered in a 500-year-old mountain chalet to do precisely that — network, reconnect and reminisce about Thunderbird memories. T-Birds **Pavel Kriz ’70** and **Alan Mueller ’81** organized bus, boat and train tours leading up to the dinner Sept. 18, 2010, at the mountain chalet.

During *The Economist*’s review of thousands of alumni questionnaires, editors noted that many business schools needed to improve their engagement with their alumni networks, citing them as a key source of connections and opportunities for current students. Thunderbird, however, stood out as an anomaly.

“Some schools do seem to be getting it right, though,” *The Economist* reported. “Thunderbird, in Arizona, which was ranked highest in the ‘potential to network’ category, is one. Its ... alumni are spread across 146 countries, but are drawn together via a network of international alumni chapters.”



Michael Zhou ’02 of China, Julie Lerch ’99 of the United States and Jorge M. Restrepo ’94 of Colombia share a scenic view from the bow of a boat carrying Thunderbird European Reunion participants across Austria’s Wolfgangsee Lake on Sept. 18, 2010.



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nership, you're probably going to do pretty well."

So instead of cashing in his chips, Cook reinvented the company's business by launching Rock Lake Associates in Zug, Switzerland, focused on global private placements for alternative assets. Instead of two partners, he now has 20, and has never looked back.

Entrepreneurs such as Cook start with positive thoughts and then take action.

"If you're an entrepreneur, you have to decide what direction you're going to take," Cook says. "Then you have to put one foot in front of the other and start putting the pieces together."

This mindset is what led him to Thunderbird in 1978 after he decided to pursue a career in international business.

Cook was born in Milwaukee, Wisconsin, and learned about the world beyond the United States from many international graduate students his family hosted in their home during his youth from places such as Kuwait, Saudi Arabia, Iran, Japan, Mexico and France.

"I knew there was a bigger world out there," Cook says. "And I decided that Thunderbird was the ticket to get out there and see it."

After finishing his MBA, Cook's first position was with International Harvester covering the Middle East, followed by a stint with a private family office in Belgium.

That led to positions with Merrill Lynch and then Security Pacific Merchant Bank in Germany, where Cook oversaw business development for Northern Europe. He later launched WJ Hopper & Co. with two partners.

Along the way he led the Thunderbird Alumni Association in Europe for 20 years, joined the Thunderbird Global Council and founded the Thunderbird Private Equity Center.

"Looking back, it's been a wonderful journey," he says.

Each opportunity led to another, and Cook has remained flexible and ready to act.

"Over the years I have seen economic cycles in which Thunderbirds have graduated into bad markets," he says. "But Thunderbirds are adaptable. They speak languages, build connections and reinvent themselves."

He says they also help their companies and clients consider new markets and perspectives.

"They become coaches and advisers," Cook says. "They set up new companies to facilitate others making changes."

## TENNIS LESSONS

That is the goal of **Karolina Jutkiewicz-Zoeschg '02** and her husband, Roland Zoeschg, who traveled to the reunion from their



home in Vienna.

Their new company, which they launched together on April 1, 2010, is called adlaurus management consulting. The Latin name means "toward success."

"Many companies need to change," Roland says. "We want to facilitate that."

The couple have more than 30 years of international business experience in the United States, Eastern and Western Europe and Asia.

Karolina's global career started on the tennis courts in her native Poland, where she trained to be a professional athlete.

Opportunities to play on the international tour were limited in Poland, so Karolina's father took the family to the United States when she was 17.

Karolina found a spot at the Tennis Academy in Florida. After one year on the satellite tour, she accepted a scholarship to play at Clemson University in South Carolina.

Eventually she gravitated toward an international business career, but she still keeps tennis in her life.

"All my experiences in life, I relate to tennis," she says. "In tennis you have to make your results. You have to believe you are going to make the shot before you hit it. If you hesitate, you will miss."

An international economics professor at Clem-

Shigemichi Nakano '80 and his wife, Kyoko, of Japan, foreground, ride a cogwheel train with other Thunderbird European Reunion participants to a summit overlooking Austria's Salzkammergut lakes on Sept. 18, 2010.

**“Change is happening. If you don’t differentiate yourself, you will get left behind.”**

son steered Karolina toward Thunderbird, so she came to the graduate school after working five years in the oil and gas industry.

After Thunderbird, she worked briefly in Poland for Hilti and then took a job in the gaming industry. As her career progressed, she began looking for opportunities to start her own business.

Then she met Roland on a business trip to Greece in 2007. The Austrian native, who also was in Greece on business, had entrepreneurial aspirations of his own.

After their marriage, the couple decided the time was right to launch a consulting firm to help businesses navigate the financial storm.

Karolina says timing is important in business — as in tennis — and companies often lose the best opportunities because they hesitate.

“Change is happening,” she says. “If you don’t differentiate yourself, you will get left behind. A competitive advantage is a gift for a limited time.”

## INVESTING IN PEOPLE

Global entrepreneur **Andreas Schneider ‘92** seized his opportunity for change in 2008, two months before the world economy collapsed.

Schneider, who traveled to the alumni reunion from his home in Milano, Italy, was a young CEO in a country that values age and experience.

He had a promising future in the corporate world, but quit his executive position to launch Advanced Solutions in Motion, a holding company that helps grow small and midsize-sized businesses.

He says 95 percent of Italy’s GDP growth comes from small and midsize businesses. “If these companies go bad, then the whole country will go bad,” he says. “It’s not the huge corporations that will save Italy.”

Making the leap from the corporate world to entrepreneurship came naturally for Schneider, the son of a nuclear physicist, who was raised in a global environment surrounded by change.

Schneider was born in Switzerland to a German father and an Austrian mother and grew up in Italy. He spoke German at home and Italian in public. At school he learned French, English, Spanish, Russian and Latin. Then he married a woman from Brazil and added Portuguese to the list of languages.

“For me, the most important thing is my learning curve,” Schneider says. “As long as my

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learning curve grows, I am happy and have the right motivation."

Schneider's studies brought him to the East-West Center and Pacific Asian Management Institute of the University of Hawaii, where a visiting professor told him about Thunderbird. Schneider had visited Stanford, Harvard, Northwestern, Chicago and other MBA schools, but he applied only at Thunderbird after learning about the global curriculum.

After graduation, his corporate career took off in the telecommunications industry.

From the beginning, Schneider says, he earned a reputation as a change manager and "intrapreneur." He took projects nobody else wanted and juggled overlapping assignments.

"I was always one of those guys who would bring these issues up when it came time to

change things and improve things," Schneider says. "I always would put my opinion on the table."

Schneider rethought his career path in the months leading up to the economic collapse, when he saw corporate executives enriching themselves while destroying shareholder value.

He thought about the Thunderbird Oath of Honor and decided to make a difference where he could. "I want to create value — as I have always done throughout my career — and not destroy value," Schneider says. "This is the main driver."

The holding company he founded with a friend does three things: It helps launch start-ups, it acquires existing companies, and it provides consulting services to small and midsize firms in an unconventional way that involves

Thunderbird European Reunion committee members Alan Mueller '81, Pavel Kriz '70, Charlie LaFond '80, John Cook '79 and Alumni Central Senior Director Terri Nissen stand outside the Kaiservilla palace Sept. 17, 2010.

## Visibility Branding

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Andrijana Culjak '99 recently launched a consulting company in Croatia.

sharing the risk.

"We earn only if we bring value," Schneider says. "We are not a classical capital venture. We are not a classical angel investor. And we are not a classical consulting company."

Schneider says the key is investing in people.

"When you seek capital venture in the United States, you sell yourself," he says. "You sell your idea and your reputation. The key is to convince investors you will be able to do what you say, even if you don't have any collateral in your hand."

Investors in Italy care more about what you have than who you are. "They don't invest in you or your brain," he says. "They invest in guarantees."

Schneider says the conservative mindset is part of a larger problem in Europe, which has grown fat in recent decades and lost its hunger.

"When you're fat and have everything," he says, "you are less eager to work hard, like Europe used to do after World War II or even in the 1980s and '90s."

He says Eastern Europe, Asia and other developing regions have the hunger now and are driving growth. He says some Western European countries such as Germany have responded, but the rest of the region needs to follow.

"The only way you will keep up is to be always ahead," Schneider says. "The main driver is innovation."

## OUTSIDE LOOKING IN

Croatian business owner **Andrijana Culjak '99** says Western Europe has opportunities to

guide the growth that will come, but first the entire region must learn to be more flexible and quicker to accept differences.

"The United States is open and curious, like a teenager," says Culjak, who traveled to the alumni reunion from her home in Zagreb. "Europe is much older, with lot of historical baggage."

She says an outsider who lives in a country like France for 10 years cannot call herself French. The same is true in Germany, Italy and other European countries, while in the United States immigrants may become American.

"It's much easier to be different in the States than in Europe," she says. "You don't feel foreign in the States; you feel exotic. In Europe, you might feel foreign."

She says this is one reason Croatia remains on the outside of the European Union looking in. "The European Union is not quick to accept outsiders," she says.

Culjak helps Croatian manufacturers and other clients embrace change from within through Okomito, a strategic marketing and branding consultancy she launched in 2007.

The company, which she runs with one partner, incorporates lessons learned from a global career that took off when the U.S. State Department selected Culjak as a Ron Brown Fellow and sent her to Thunderbird.

Culjak, who was working at the time as a brand manager for a food manufacturing company in Croatia, says she did not know anything about Thunderbird until two weeks before she arrived on campus.

She says the Thunderbird selection was like an arranged marriage, and her campus experience was like the honeymoon. "Nothing was ever the same after that experience," she says. "I was so happy."

After Thunderbird, Culjak worked in Croatia for two years with U.S. firms looking to invest in the region. Then she returned to her roots in marketing, working first for an advertising agency and then for an Internet financial services company in New York.

She returned to Croatia in 2003 as marketing director for a cosmetics manufacturer and then launched Okomito after four years.

She says change has been dramatic in Croatia since the War of Independence from Yugoslavia in the early 1990s. But the country still has a long way to go. Building bridges with Western Europe and other regions will be key.

"We are too small to be independent outside the European Union," she says. "The key for growth is to build international connections." 🇺🇸



# BP turns to T-bird

Dudley guides oil giant in aftermath of spill

Bob Dudley '79 accepts a Career Achievement Award from Thunderbird President Ángel Cabrera, Ph.D., in March 2009 during Homecoming. (Photo by Daryl James)

**T**hunderbird graduate **Bob Dudley '79** stepped into one of the toughest management jobs of our era on Oct. 1, 2010, when he took the helm of reeling BP.

While the press has highlighted Dudley's U.S. citizenship and his personal connections with the Gulf of Mexico, Thunderbird President Ángel Cabrera, Ph.D., says those are probably the least important of the assets Dudley will need in the coming months.

"The oil spill crisis has highlighted the evolving and growing expectations society deposits on CEOs," Cabrera wrote in his blog July 25, 2010, on the eve of BP's formal announcement that Dudley would replace Tony Hayward as the first non-British chief executive of the London-based oil and

gas giant.

Cabrera says running an efficient operation and delivering financial results are just part of the CEO job description in today's business environment.

Leaders also must understand and respond to the often conflicting demands and needs of different stakeholders. They must shape cultures, create meaning (in addition to money), embody and enforce values, manage crises, cultivate an emotional rapport with individuals inside and outside the organization, and manage relationships with multiple levels of government in multiple geographies.

Cabrera says Dudley must perform all these tasks while being subjected to an unprecedented level of scrutiny in the aftermath of the Deepwater Horizon

rig explosion that killed 11 platform workers on April 20, 2010, and released a flow of crude oil into the Gulf of Mexico.

"This will be, without a doubt, one of the toughest management jobs of our era," Cabrera wrote in his blog.

He and Thunderbird Vice President of Advancement and Alumni Relations and Chief Development Officer Joan Neice met with Dudley in London prior to the Thunderbird European Reunion in Bad Ischl, Austria. At the time Dudley was still the BP executive in charge of the Gulf Coast cleanup.

Despite the hectic schedule, Dudley maintains a close relationship with Thunderbird. He serves on the school's Board of Fellows and contributes to the Thunderbird SHARE

Scholarship, a program designed to bring exceptional students from emerging markets to Thunderbird.

Dudley returned to campus in 2009 to receive the Career Achievement Award during Homecoming festivities in Glendale, Arizona.

"Having had the opportunity to know him and work with him, I believe BP is in capable hands," Cabrera says. "Bob has demonstrated a unique capacity to deal with very complex business situations, including a difficult joint venture in Russia, TNK-BP."

Dudley was born in Queens, New York, and grew up in Mississippi on the Gulf Coast. He earned a chemical engineering degree from the University of Illinois and business degrees from Southern Methodist University and Thunderbird.

# faculty focus

## BRIC series explores next wave of globalization

**E**ight Thunderbird professors with expertise in emerging markets shared insights on doing business in Brazil, Russia, India and China during a four-part summer series organized by Thunderbird Executive MBA recruiters.

"Momentum has shifted east toward the BRIC countries," said **Joseph Babcock '90**, director of Thunderbird's Executive MBA programs. "These are the markets that will drive growth in the coming years."

Thunderbird Professor Roy Nelson, Ph.D., says the growth in Brazil has been stunning.

"We are seeing the equivalent of a country of people joining the middle class," he said. "Brazil is now a place

where you can invest and do business with great confidence."

Nelson shared the podium Sept. 7, 2010, with Thunderbird Portuguese instructor Katia Kinney.

Thunderbird professors Kishore Dash, Ph.D., and Sundaresan Ram, Ph.D., opened the series May 20, 2010, with a forum on India's opportunities and potential pitfalls.

Thunderbird Adjunct Professor Linda Wetzel and Russian Instructor Saule Moldabekova followed June 10, 2010, with a forum on doing business in Russia.

Thunderbird Professors Roe Goddard, Ph.D., and Mary Teagarden, Ph.D., then spoke July 22, 2010, during a forum on China.

Teagarden said China



Thunderbird professor Roe Goddard, Ph.D., talks July 22, 2010, during a BRIC series forum on China.

has reached an "inflection point," or a period in its history when the country must rethink its global strategy.

"They are reaching out to the future with industries at a breakneck speed, and making all of the kinds of investments you have to make to be successful in that context,"

she said. "They are building infrastructure, and they are building human capital."

*Watch video highlights of each session or download the full audio podcasts on the Thunderbird Knowledge Network at [www.thunderbird.edu/knowledgenetwork](http://www.thunderbird.edu/knowledgenetwork).*



Thunderbird Professor Roy Nelson, Ph.D., right, thanks former Costa Rican President José María Figueres following an Executive MBA presentation July 30, 2010, in Geneva, Switzerland.

## Former Costa Rican president visits Geneva class

Thunderbird Professor Roy Nelson, Ph.D., had special help July 30, 2010, when he taught his case study on Intel's site selection in Latin America.

Former Costa Rican President José María Figueres, an important character in the case study, spent an hour with Nelson's students in the Executive MBA-Europe program in Geneva, Switzerland.

"President Figueres shared

his insights, wisdom and personal anecdotes about the Intel story," Executive MBA-Europe Program Director Will McDonald said. "He could not have been more gracious."

Figueres, a member of Thunderbird's Board of Fellows, visited the class at the invitation of Executive MBA-Europe student **Farid Saffar '11**.

# People power

Go ahead, invest in your marketing department

**C**ompanies that empower their marketing departments through staff development and other incentive programs save money in the long run and help the bottom line, new Thunderbird research shows.

Thunderbird Professor Seigyoung Auh, Ph.D., and co-author Bulent Menguc, Ph.D., from Brock University in Canada presented the

research May 26, 2010, at the Academy of Marketing Science Annual Conference in Portland, Oregon.

"Our study, using a sample of 260 Australian manufacturing firms, examines how high-involvement human resource management practices — those practices aimed at enhancing the skills, knowledge and assets of marketing employees through selective staffing, training, reward

structures and performance appraisals — contribute to the employees' satisfaction, retention and morale," Auh said.

The findings reveal that high-involvement practices contribute to the well-being of marketing employees and improve retention. Auh said this is important because the cost of employee turnover is financially and operationally debilitating for organizations.



Seigyoung Auh, Ph.D.

## War zone lessons from Afghan businesswomen

Women entrepreneurs face dire odds in war-torn Afghanistan. Besides the usual challenges that come with any startup, they must cope with inadequate systems for security, infrastructure, education, health care and gender rights. Even walking outside without a burqa can be a risk.

Yet Thunderbird Professors Amanda Bullough, Ph.D.,



Amanda Bullough, Ph.D.

and Mary Sully de Luque, Ph.D., have seen many women entrepreneurs succeed under these conditions. Now these professors want to know what drives these



Mary Sully de Luque, Ph.D.

women forward.

"It became clear to me that there is something exceptional about the women in Afghanistan who would take such risks to be front-and-

center in the economic landscape," said Bullough, who is Thunderbird's academic director for the Goldman Sachs Business Women's Training Program in Afghanistan. "I wanted to know what makes these women so special."

Bullough and Sully de Luque presented their initial research Aug. 10, 2010, in Montreal, Canada, at the world's largest annual gathering of management professionals and scholars. Overall, the Academy of Management meeting drew more than 8,000 participants representing nearly 80 countries.

## Thunderbird hosts wealth management summit

Thunderbird Professor F. John Mathis, Ph.D., and other faculty hosted high-net-worth individuals Oct. 19-22, 2010, at the first Thunderbird Global Wealth Management Summit in Phoenix, Arizona.

Speakers at the event provided global perspectives on financial services issues and shared investment concepts and strategies.

"The timing for this event could not have been better,"

said Mathis, director of Thunderbird's Global Financial Services Center. "We have mounting uncertainty in the global economy and a tense political environment."

Other T-bird speakers at

the event included President Ángel Cabrera, Ph.D., Professor Ernesto Poza, Thunderbird donors Craig Barrett, Ph.D., and his wife, U.S. Ambassador Barbara Barrett.

# Product placement

## How to get on the shelf of a large retailer

BY ANDREAS SCHOTTER

**S**mall businesses should follow 10 important rules if they want to place their products on the shelves of large retailers.

But first ask yourself: Have you already tested your product with your target customers, and can you provide data about the tests? What is it about your product that would make the retailer excited? Do you want to sell your product directly to the retailer, or do you want to license it to a manufacturer to distribute it for you? If you get in, can you handle rapid volume increases, and can you prove this to a retailer? Are you prepared to share some risk with the retailer in case your product does not turn around fast enough?

### THE 10 CRITICAL RULES

**1. Know why your product deserves shelf space over other products.** Think about a large retailer as a company that wants to maximize rent for its shelf space. This can be done by generating either greater margins or quicker turnover. At the beginning you likely will not be able to compete on price, so it is critical to know your product and what it can do for the retailer.

**2. Know your target distributor and your end customers.** A search for the best retailer for your product starts with you browsing stores for similar or related products and to get a feeling for the type of customers who frequent these stores. For example, if you want to sell high-tech products that need a fair

bit of explanation, then a big-box retailer might not be the right distributor for you. Make sure the customer that likely buys your product frequents the retailer of your choice. Spend some time at the retail stores to see what is on the shelves and who

Andreas Schotter, Ph.D., is a Thunderbird professor of strategic management. Before embarking on an academic career, he was a senior executive with several multinational corporations in the automotive, industrial equipment and consumer goods industries. He has lived and worked in Europe, Asia and Canada.

CONTINUED ON NEXT PAGE



KRISTEN JARCHOW

there. Have a clear vision where your product would be positioned in the store. Keep that in mind when you present your product to the buyer.

### 3. Make sure you and your product qualify for listing.

If there is an application process, be sure to read the guidelines thoroughly before submitting the paperwork necessary to apply to become a vendor. The bigger the retailer is, the more specific and often more expensive their vendor requirements likely will be. Make sure that you are able to meet the standards for insurance coverage, electronic business processing, labor law, product safety, and delivery and lead times.

4. Check to see if the retailer offers any special programs, including local vendor shows that serve as an entry to regional markets or that offer opportunities for women-owned or minority-owned businesses.

5. Know your way in. Inside connections are always helpful. Contact the buyer or category manager by phone to check when and how frequently they look at new products. Try to see

if you know someone at one of the target retailers who is able to connect you. However, buyers often have to follow very strict rules, and being too friendly can derail your sales efforts right at the beginning.

### 6. Generate excitement.

Determine who should pitch your product to the retailer. Your decision to either present the product yourself or hire a representative to do it for you depends on your product as well as on your strengths as an individual salesperson. In addition, if your product line is one that involves frequent changes (like fashion clothing), you may want to hire a manufacturer's representative who will present your line, among others, but therefore more frequently than you would be able to. In the grocery industry, it is common to use a broker who will sell your product for a commission. If you have a one-time sales pitch that needs to be done, you may choose to do it yourself.

7. Avoid product placement on the "graveyard shelves." Visibility is extremely important. As a newcomer, you compete with much larger and more established vendors for

shelf space. If your product is not being put in an attractive spot, you might not want to go ahead with the listing. However, declining an offer might also jeopardize any future opportunities.

### 8. Consider offering some initial in-store promotion activities for your product.

Retailers really want support from their vendors, including in-store demonstrations, point-of-sale displays, advertisement and any other kind of promotion they can get. This can help you to bump up sales at the beginning and make store personnel familiar with your product.

9. Leverage your online strategy. In today's business environment, it is critical to have an online strategy. With very few resources, small businesses can create a professional Internet presence. If you are aiming for brick-and-mortar distribution, your online presence should serve as a multiplier. Don't think "either/or," think "and"!

10. Be fully prepared for your presentation before you meet with the buyer. Know about the industry standards for your prod-

uct, including sale terms, discounts, credit, shipping, allowances and return policies. Be ready to present your marketing and promotion plans, including visualizations of in-store demonstrations, point-of-sale displays, advertising and online presence. Have a sample of both your product and its packaging, including bar code and language requirements available.

Packaging is of great importance, and therefore yours should follow the merchandising standards of your buyer's policy exactly. Have a product brochure that provides thorough information on the product, including wholesale and retail prices, discounts, credit, shipping, allowances and other sales conditions available.

Prepare a list of retailers currently selling your product. Be prepared to prove that you will be able to provide large volumes. This includes manufacturing information and as much evidence as possible to show how you or your manufacturer will be able to handle increased volume while maintaining quality and on time delivery. Be ready to talk about both your business and personal history.

## Four new faculty members join Thunderbird family

Four new professors have joined Thunderbird's faculty. Anthony DiBella, Ph.D., joined the full-time faculty and Matt Jette, Ph.D., Kath-

leen Anders, Ph.D., and K. Wesley Sears-Gardner, Ph.D., joined as adjuncts. DiBella, a visiting associate professor of global leadership and organizational behavior, is teach-

ing four courses in fall 2010. Jette, Anders and Sears-Gardner will begin teaching in spring and summer 2011. DiBella is the author of two books: "How Organizations

Learn: An Integrated Strategy for Building Learning Capability" (Jossey-Bass) and "Learning Practices: Assessment and Action for Organizational Improvement" (Prentice-Hall).

# Don't be a target

Corporate image meltdowns hinge on three factors

BY THUNDERBIRD PROFESSOR  
NATHAN T. WASHBURN, PH.D.

**B**P, Toyota, Goldman Sachs and other companies have taken public image beatings in recent months. Many would say deservedly so. But other firms linked to potentially bad behavior have escaped public scrutiny and outrage.

Corporate leaders who want to protect their firms from attack need to understand why the public singles out some companies for criticism and not others. This is especially important in the age of social media and 24-hour news coverage, when perceptions can spread worldwide almost overnight.

Although managing a corporate image can be a fuzzy process without clear rules, the impact on the bottom line when leaders stumble is not fuzzy.

The Gulf Coast oil spill on April 20, 2010, put BP on the hook for a \$20 billion claims fund, and stock prices fell to an 18-year low. Toyota's U.S. auto sales dropped 16 percent in the early months of a massive recall. And Goldman Sachs agreed in July 2010 to pay \$550 million in a highly publicized civil fraud case.

Meanwhile, other firms make mistakes without attracting significant attention.

While the world focused this summer on BP, few outside Africa have noticed



SUBMITTED PHOTO

thousands of Niger Delta oil spills that some experts suggest cause more environmental damage each year than anything in the Gulf Coast.

And while complaints of sudden acceleration plagued Toyota following a collision that killed four people in August 2009, few have noticed similar complaints against other automakers during the same period. (A 2009 *Consumer Reports* study shows Ford not far behind Toyota in terms of sudden acceleration complaints.)

What causes such discrepancies? I have developed a theory with Don Lange, Ph.D., a scholar at the W.P.

Carey School of Business at Arizona State University.

Our research identifies three key elements that predict public perceptions of corporate irresponsibility. These elements are the victim, the effect and the company.

The first step in managing a corporate image is to understand how these elements work together when things go wrong.

## WHO IS THE VICTIM?

Fair or not, some victims naturally generate more sympathy than others — even when pain or suffering is comparable.

Some of this has to do

Thunderbird Professor Nathan T. Washburn, Ph.D., left, presents a paper at the 2008 Academy of Management Conference in Anaheim, California.

with the victims' access to channels of communication. One possible reason that oil spills in the Niger Delta fail to generate public outrage similar to what we see in the Gulf of Mexico could be that Niger Delta victims lack connections to make their voices heard.

Victims in the United States, meanwhile, have access to attorneys, politicians, reporters and activists who know how to craft messages. They also have access to their own blogs and social media outlets.

Another factor is the victims' level of perceived innocence. Victims perceived as vulnerable tend to generate more attention than others. A child victim, for example, typically will generate more sympathy than an adult male.

This worked against Mattel during the toy recalls of 2007, since children were the ultimate recipients of the tainted products.

Mattel became a lightning rod for negative press as the company recalled 19 million toys made in China. Stock prices dropped as a result, and the company took a \$40 million charge. (For more on the Mattel case, read "Crisis in Toyland" by Thunderbird Professor Mary Teagarden, Ph.D.)

In some cases, public perceptions of a victim's innocence evolve over time.

Cigarette smokers, for example, were perceived as innocent when studies first emerged showing the harmful effects of tobacco use. Public sentiment shifted when smokers started ignoring the warning labels that government regulators forced tobacco companies to include on their products.

As a general rule, public perception of a company is directly related to public perception of the victim when things go wrong.

### WHAT IS THE EFFECT?

The second element that shapes public opinion is the nature of the harmful effect.

A highly visible, dramatic effect concentrated in space and time tends to generate more public outrage than a hidden or dispersed effect.

An airplane crash, for example, produces a highly visible, dramatic effect that happens in one moment and one location. A single crash that kills hundreds of people will catch media attention.

Airline stock prices will fall in the aftermath, along with stock prices for the airplane manufacturer.

Meanwhile, about 40,000 people die every year in

U.S. car collisions. But a single crash rarely generates a national or global outcry because the effect is dispersed over space and time. The public becomes desensitized to the effect.

The exception comes when a collision is particularly dramatic or when the victims are particularly sympathetic. The Toyota collision that sparked the highly publicized recall campaign, for example, resulted in the deaths of an off-duty police officer and three family members.

Another example comes from the Ford Pinto in the 1970s. Later studies have shown that the Pinto was no more dangerous than similar models at the time, but reported cases of the Pinto exploding into flames when hit from behind captured the public's imagination because the effect was dramatic.

More than 30 years later, the Pinto is still remembered as an especially unsafe car.

### WHO IS THE OFFENDER?

The third element that shapes public perception is the company's profile and characteristics. Just as some victims generate more sympathy than others, so do some offenders or perceived offenders.

Characteristics that can shape public perceptions in the aftermath of a corporate effect include the size of the firm, its existing image and its relationship with the public.

Different segments of the population will have different relationships with any firm, which helps explain why perceptions sometimes vary.

Oil industry workers, environmental groups, Gulf Coast residents and British citizens all have different relationships with BP, and thus different perceptions of the recent spill.

One thing to consider is that a strong corporate image can work in two directions when things go wrong.

It can build support for a firm, or it can go the other way when people hold the firm to a higher or unrealistic standard.

Toyota had a reputation for high quality and reliability when the sudden acceleration issue surfaced. This caused many people to perceive the company as arrogant or hypocritical.

Corporate leaders who understand these dynamics can better manage public perceptions and ease the impact on the bottom line when crises emerge.

## Family business association honors Poza

The Family Firm Institute has honored Thunderbird Professor Ernesto Poza with the International Award, which recognizes an individual or organization for outstanding achievement in furthering the understanding

of family business issues that occur among two or more countries. Poza received the award Oct. 15, 2010, at the University Club in Chicago, Illinois.

The Family Firm Institute, founded in 1986, is the top professional association in in-

ternational family business. The International Award is the institute's highest honor.

Poza, a faculty member in the Walker Center for Global Entrepreneurship, runs the Global Family Enterprise conference each year in Phoenix, Arizona.



Ernesto Poza

# chapter news



ITSM PHOTO

A girl plays in the flooded area of her school's playground near Monterrey, Mexico, after Hurricane Alex hit on June 30, 2010.

## Global MBA alumni help after hurricane

**R**ecent graduates from the Global MBA for Latin American Managers program rolled up their sleeves and went to work after Hurricane Alex hit northeastern Mexico on June 30, 2010.

The Category 2 storm brought 100 mph winds and torrential rains to the region, killing at least 12 people and leaving tens of thousands without running water.

One of the cities hit was Monterrey, the main location for Thunderbird's partner school for the dual degree program. Monterrey is also home to a number of T-birds.

"Our 2010 graduates of the Global MBA in Monterrey took to the colonias to assist the countless people in dire need," said **Miguel Santos '10**.

Students on campus in Glendale, Arizona, helped in the relief efforts as well.

The Thunderbird Rugby Club held a bake sale, and the Latin American Business Cub hosted a pool party fundraiser July 16, 2010, to support Cáritas de Monterrey, an organization that delivered more than 120 tons of food, water and hygienic products to more than 30,000 people in Mexico.

**Jacob Irizar '10** also has mobilized graduates in the 2010 Global MBA class to help with other outreach efforts. The group has helped elementary schools and children with cancer.

### ALBANIA

Student consultants from the Thunderbird Emerging Markets Laboratory (TEM Lab) caught up with alumni in the Albania Chapter during a First Tuesday event on Aug. 3, 2010. It was a perfect evening with a smooth breeze, live classical guitar music and a fine selection of Italian food.

### GERMANY

Alumni gathered in September 2010 to celebrate the 200th anniversary of Oktoberfest in Munich, the

festival's birthplace. The first Oktoberfest occurred Oct. 12, 1810.

### PAKISTAN

**Yalman Ansari '07** and **Umar Ahmed '09** met March 20, 2010, at the Pearl Continental Hotel in Rawalpindi, Pakistan, for the country's first Super First Tuesday event. Overall, the new chapter has more than 10 members, many of whom live outside Pakistan.

### UNITED KINGDOM

Alumni in London

joined **Amit Badami '89** for a cruise down the Thames on June 22, 2010. Prior to the event, Badami invited fellow T-birds to his morning seminar on knowledge process outsourcing for private equity professionals.

### UNITED STATES

**Madison and Milwaukee, Wisconsin:**

T-birds know the ropes, and they proved it Aug. 14, 2010, during an alumni sailing party on Lake Mendota. The group enjoyed light winds, cold refresh-

ments and delicious brats during the event, organized by **Alex Sielaff '89**.

### Portland, Oregon:

About 80 people turned out for a family picnic at the Oregon Zoo on Aug. 7, 2010. The group had a fun-filled family day thanks to the generosity of the Oregon Zoo, which donated 20 entrance tickets and provided custom behind-the-scenes programs for the 30 children who attended. **Kellie Jarman '94** and her husband, Dan, who chairs the zoo founda-

# Chapters join Global ThunderCares Day

**T**hunderbird alumni around the world joined forces in September 2010 to improve their communities during Global ThunderCares Day events.

Hong Kong alumni helped Crossroads Foundation inspect computer monitors and pack them for shipment to African schools on Sept. 25. Alumni in Munich, Germany, helped paint a family center for parents and children during the same weekend.

On campus in Glendale, Arizona, students and staff donated their time July 31 at Tiger Mountain community garden, Turn A New Leaf domestic violence shelter, Sun Valley Animal Shelter and St. Vincent De Paul food bank.

ThunderCares Day began in 2006 as a way to connect T-birds to the local communities near campus. The event went global in 2009 as alumni carried on the tradition.

"We wanted to expand ThunderCares to become a day when Thunderbirds around the world come together to volunteer in their communities," said **Amaly Johnson '09**, a member of the Munich chapter

who helped expand the program.

She said the Munich event had an immediate impact.

"This was a great opportunity for us to become more involved in the Munich community, spend some time

together and develop our Thunderbird alumni group," Johnson said.

Alumni who want to bring ThunderCares to their chapters should contact Johnson at [amaly@global.thunderbird.edu](mailto:amaly@global.thunderbird.edu).



Hong Kong chapter volunteers and students from Hong Kong Baptist University work Sept. 25, 2010, at Crossroads Foundation.

tion, helped organize the event.

## Phoenix, Arizona:

About 10 T-birds prepared food for hundreds at the Phoenix Chapter's semiannual volunteer event July 25, 2010, at St. Vincent de Paul of Phoenix. The event was the chapter's third at St. Vincent de Paul.

## CLASS OF 1976

The class of 1976 is aiming to raise \$1,500 for the **Robert T. Morris** Memorial Fund. Class members must

reach this goal to have a Thunderbird Pub bar stool named in memory of their classmate. Morris died April 29, 2005, and was a small-business owner in the New York area. Classmates **Christine Wilfer '76** and **Linda Russ Perlstein '76** are spearheading the fundraising initiative. Donations will be accepted until Oct. 1, 2011. To donate, go online or mail checks to Whitney Fulton, 1 Global Place, Glendale, AZ 85306. For more information, e-mail [whitney.fulton@thunderbird.edu](mailto:whitney.fulton@thunderbird.edu) or call (602) 978-7083.



Thunderbird alumni, from left, Tina Huesing '96, Roland Schleicher '06 and Gloria Loredó '96 gather in Munich to celebrate the 200th anniversary of Oktoberfest.

# class

## Comings & goings

All your personal news that's fit to print...

**Y**ou can be sure we'll catch the big news about you: Nobel Prize nominations, when you take your company public or if you're the first MBA into space. But we can only know about those happenings in your life that are less publicized if you tell us about them. We're not too particular; we want to hear it all — the good, the bad and the ugly.

Send your information to [alumni@thunderbird.edu](mailto:alumni@thunderbird.edu).

### 1950s

**Fred Koppl '52** captivated the alumni audience with stories of Thunderbird's early years during the European Reunion in Bad Ischl, Austria. The World War II veteran was recognized as the most senior T-bird at the reunion. ... **Frederick Andresen '58** recently was asked by *Russia Profile*, a highly regarded English magazine in Russia, to write an essay exploring the Russian soul. Titled "The Piety of Soil and Spirit," the essay describes business and culture in the country that has fascinated Andresen since his youth.

Engagement," and the book signing he held to promote the novel. The storyline is about a summer romance between a Parisian debutante and a Boulder, Colorado, graduate that resulted in a breakup until the pair reunited decades later.

... **Dean Ross '68** is now teaching a couple of hospitality/finance courses at Florida International University in Miami in the School of Hospitality and Tourism. He lives with his wife, Marilu, and 12-year-old daughter, Sabrina, in Weston, Florida, and is still actively consulting for Mexican developers.

the San Francisco Chocolate Factory, were recently featured in the *San Francisco Chronicle*. In the story, Litton says he was about to attend law school in Los Angeles when he instead followed the advice of a friend and enrolled at Thunderbird.

... **Brian F. Snowden '75** received a Ph.D. in organizational behavior and development from the Union Institute and University (Cincinnati, Ohio) in November 2009. He is Assistant Professor of Business Administration at the Cincinnati Branch of Wilmington College. ... **Mary Besser May**

**'75** was a finalist on Oprah's "Your Own Show" competition. In true T-bird style, May lived abroad as a food coach for 13 years and raised three children in four countries. She learned how to make do with the food ingredients that were on hand in places such as the Dominican Republic and Aus-

### 1960s

**Tom Ageson '63** was elected to the board of directors of the Santa Fe University of Art and Design. ... **C. Michael Bennis '66** was recently featured in the Lincoln Daily News for his new romance novel, "Rules of

### 1970s

**Patrick McCormick '70** retired from the Museum of the City of New York and is now living in San Miguel de Allende, Mexico. ... **Mike Litton '74** and his expanding company, Bridge Brands Chocolate, formerly called

#### Where are you?

Stay connected to Thunderbird by providing valid mailing and e-mail addresses. To ensure we have your current contact information, e-mail [alumni@thunderbird.edu](mailto:alumni@thunderbird.edu) or call 602-978-7358. Also, let us know if you'd like to receive future issues of Thunderbird Magazine via e-mail rather than print.

# notes

tralia. ... **William Riley '75** was recognized in Cambridge Who's Who for his dedication, leadership and excellence in management. As executive vice president of Marina Development Co., Riley is responsible for providing financial and management consulting to clients interested in improving profitability. Riley has held positions as a president, executive vice president, general manager, vice president-operations and plant manager at multiple sites. ... **Eric Braun '76** was named in the *Standard Democrat* for joining Darlington School, a prestigious boarding school, as a new French instructor. He has six years of experience teaching French and Spanish at Riverwood International Charter School in Atlanta and previously taught English in Bogota, Colombia. ... **Luis Alberto Moreno '77** has been re-elected president of Inter-American Development Bank. He began his new five-year term Oct. 1, 2010. Moreno is a former Colombian ambassador to the United States. In addition to holding several other government posts, he was president of the Instituto de Fomento Industrial, the main financial corporation of Colombia. Moreno is a 2000 TAA Global Alumni Awards recipient for public service and a frequent Thunderbird speaker. The TAA Global Alumni Awards are presented by the Thunderbird Alumni Association to extraordinary graduates. They represent various continents,



SUBMITTED PHOTO

## Vietnam War veteran converts battleground into playground

**V**ietnam War veteran **Don McLane '74** made a promise to himself at the end of the conflict to return one day and give back to the battle-scarred country. McLane made good on the promise on April 7, 2010, when he delivered a new playground to the children of the Bong Son Youth Recreation Center in Vietnam. "It took 38 years," McLane said, "but it was worth the wait." McLane said the center is run by a man who once viewed him as an enemy. "He remembers shooting at me from a nearby moun-

tain, while I recall shooting at him in return," said McLane, a retired Nordson Corp. executive and former Thunderbird Global Council member.

He returned to Bong Son for the ribbon-cutting ceremony with his wife, Lydia, and daughter, Alexandra.

McLane joined the U.S. Army in 1961 with the hope of saving money for college while completing his military obligation.

He served in the U.S. Army Corps of Engineers as an enlisted construction surveyor in Alaska and then received an appointment to the U.S. Military Academy

Don McLane '74 passes out balloons April 7, 2010, at a new playground at the Bong Son Youth Recreation Center in Vietnam.

at West Point. He graduated and was commissioned as an officer in 1968.

McLane completed tours of duty in Europe and Vietnam before pursuing a civilian career in international business.

After graduating from Thunderbird, he started a 31-year career with Nordson, a world leader in the design, manufacture and distribution of machinery for precise deposition and inspection of a wide range of materials. McLane retired in late 2006 as corporate senior vice president.

disciplines, contributions and civic activities and are nominated by faculty, staff, alumni and students. Moreno holds an honorary Doctor of International Laws from Thunderbird. He was featured in the *Washington Post* "On Leadership" section in June 2010 for his efforts to apply business solutions to fight poverty.

## 1980s

**William Sparks '80** recently earned the Community Leadership Award for Mentoring from the Invest in Others Founda-

tion and *InvestmentNews*. The Merrill Lynch First Vice President in San Diego was selected because of his service to Los Angelitos de Encinitas. Sparks founded the nonprofit charity in 2008 after a personal experience prompted him to take action. ... **Scott Walker '81**, a Dallas philanthropist and entrepreneur who endowed Thunderbird's Walker Center for Global Entrepreneurship in 2005, recently shared his thoughts on "Vision" in the *Utah State Huntsman Alumni Magazine*. Walker also is

a Thunderbird Trustee. ... **Theodore "Ted" Bregar '80** has joined Carter Wind Energy as chief operating officer. A former Navy officer, he began his civilian career in 1980 as a strategic and business planning analyst for Caterpillar's Solar Turbines Inc. subsidiary. After spending 21 years in various roles with Caterpillar, Bregar was recruited by DTE Energy Technologies to manage marketing and new product launches for the company's gas turbine and distributed power generation products. Most

## Marketing manager finds double dose of Thunderbird

**A** Thunderbird distance learning degree led to a different type of Thunderbird experience for marketing manager **Arturo Amado '05**.

The Panama native graduated from Thunderbird's Global MBA for Latin American Managers and took a job immediately with Thunderbird Resorts, a casino entertainment and hospitality company with operations in Central and South America, the Philippines, India and Poland.

Although the two organizations share the Thunderbird name, they are unrelated.

"I have to explain to people that the name is just a coincidence," Amado said.

Amado started as a financial analyst for Thunderbird Resorts in Central America and then moved to the Philippines, where

the company has two hotels and two casinos. He now oversees marketing operations at six hotels and five casinos in Peru.

"We are the first company to bring Vegas-style gaming into emerging economies," Amado said. "Our mission is to create extraordinary experiences for our guests."

This means live entertainment, televised sports and karaoke in the casinos, which cater to local residents. The hotels, meanwhile, offer upscale amenities designed to attract tourists from outside Peru.

"We are a young company with great potential," said Amado, who grew up in Panama with extensive experience in the United States. At one point he lived with his family for two years in Miami, Florida, during a period of political unrest in Panama.



Arturo Amado '05 stands outside the Fiesta Casino in Lima, Peru.

Amado first heard about Thunderbird School of Global Management from his brother-in-law, **Frank Kardonski '03**, a graduate of the traditional full-time MBA program in Glendale, Arizona. When Amado found out he could attend the same school through live satellite sessions in Panama City, he decided to apply.

His classroom in Panama City included 11 students,

while other students participated in the interactive courses from Mexico and other parts of Latin America.

As a dual degree program, the Global MBA for Latin American Managers also includes a diploma from Tecnológico de Monterrey in Mexico.

"It was a good program to meet diverse people and make connections," Amado said. "We were all a team."

recently, he worked for Italy's Fiat Group as the North American general manager for Fiat Powertrain Technologies, one of the top three engine manufacturing companies in the world. ... **Mark Unglaub '80** has started a new position as global architectural consultant for Stanley Security Solutions, part of worldwide Stanley Black & Decker. This position has Unglaub traveling all over the world. ... **Alan Zemek '81** was profiled in the *Park Rapids Enterprise*. The article highlighted Zemek's childhood years in the area as well as his many accomplishments with General Mills Restaurant Group. Most recently, Zemek is planning to turn a Park Rapids armory into a convention center. He currently lives in California. ... **Joseph J. Delello '81** was transferred from his assignment in Puerto Rico to the U.S. headquarters of Mitsubishi Motors North America Inc. to direct operations of the new Electric Vehicle Department. He now resides in Orange, California with his wife, Ellie; son, Dante; and daughter, Sante. ... **Pamela Piro '82** of Uteic Electronics has been selected as one of *Smart CEO Magazine's* 2010 Brava! Women Business Achievement Award winners. Pamela is among an elite group of 25 women who are growing successful companies and contributing to the community through philanthropic acts. ... **Melinda Guravich '84** was named 2010 Communicator of the Year by the Dallas Chapter of the International Association of Business Communicators. The award is presented by the chapter to one communications professional each year whose professional achievements and service to the profession are a cut above the rest. ... **Giel-Jan Van Der Tol '85** was appointed chief executive

## Real estate investor rides optimism in native Peru

**P**eru offered little for investors 20 years ago when **Jose Visconti '80** returned to his homeland as a general manager with pharmaceutical giant Eli Lilly.

Terrorism, corruption and government land grabs plagued the country, and many families were leaving to find better opportunities elsewhere.

"There were bombs almost every day," Visconti said. "There was no foreign investment and few opportunities for local investors."

Since then, Visconti has witnessed a dramatic turnaround in Peru. He is now retired from his global career with Eli Lilly and engaged in new opportunities as a real estate investor in the emerging market.

"People in Peru feel optimistic," Visconti said. "They want to stay here. They do not want to leave."

Real estate markets in the United States and other developed countries have tumbled in the global economic downturn. But Visconti has found success investing with partners in commercial and agricultural real estate projects about 200 miles south of Lima.

"People want to buy," he said. "People want to get



DARYL JAMES

Retired pharmaceutical executive Jose Visconti '80 visits the Barranco library June 23, 2010, in Lima, Peru.

into owning things."

Visconti did not see much of the world outside Peru while growing up. That changed when a friend, the late **Roberto Derteano '75**, told him about Thunderbird. Visconti took a two-month English immersion course in North Carolina and then went to Arizona with his wife for an MBA.

Eli Lilly hired Visconti directly from Thunderbird, and he spent 27 years with the company until his retirement in 2007. Assignments took him to the United States, Peru,

Venezuela, Chile and all over Europe.

As a result of his global career, Visconti said his four children grew up feeling comfortable in foreign environments. "They have been all over the place," he said.

Visconti also has enjoyed the global journey that has brought him back to Peru, where he said opportunities abound in tourism, mining, retail, agriculture and other industries, including real estate.

"Peru will be a safe place to live and invest," he said.

officer of Dubai Bank. Van Der Tol has more than 23 years of varied banking experience. His most recent assignment was with Tier One Capital of the Netherlands, as managing director. Prior to that he worked with ABN Amro for more than 22 years in positions of increasing responsibility. Apart from his experience in Islamic banking in both corporate and retail banking areas, Van Der Tol has a track record in multiple functional areas including operations and human resources. His experience also includes assignments in different geographies such as Indonesia, Ecuador, the U.S., Pakistan, Lebanon, the Netherlands, Aruba and Saudi Arabia. ... **Murad Al-Katib '85** has a legume and cereal business,

Alliance Grain Traders, that was featured in *The Globe and Mail* in May 2010. Dubbed "prince of the pulse crops," Al-Katib aims to construct a global food powerhouse in the Canadian West based on lentils, chickpeas, peas and beans. His company, now the world's biggest lentil processor and exporter, is expected to gross \$700 million in revenue this year from buying, selling and processing pulses. ... **Steve Pitkin '86** has been appointed head of investor services for Citi's Hedge Fund Services unit within Global Transaction Services. In his new role, Pitkin is responsible for providing leadership for investor services globally within the Hedge Fund Services business. His focus will be on enhancing Citi's

Investor Services proposition, growing capabilities in key markets, and developing Citi's operating model and technology to improve client and investor experience and firm profitability and controls. ... **Stephen Jacques '87** recently accepted a new assignment as senior commercial officer for the U.S. Department of Commerce at the U.S. Embassy in Tripoli, Libya. ... **Todd Wynne-Parry '88** was recently appointed vice president of development for the Pan Pacific Hotels Group based in San Francisco, California. As part of the group's aggressive growth plans, his role will be to lead the expansion of the Pan Pacific brand into the key markets of the U.S. and Canada. His wife and three children will

## Cuban entrepreneur leaps into Fortune 50

Nobody had a job for Cuban entrepreneur **Diego Veitia '66** when he finished his bachelor's degree in the 1960s, but he is now chairman of a *Fortune* 50 company.

Veitia is the co-founder and chairman of International Assets Holding, which climbed 91 spots on the *Fortune* 500 list, from No. 140 in 2009 to No. 49 in 2010 — one spot ahead of PepsiCo. Revenue growth of 138 percent during a global economic downturn fueled the leap.

Veitia lived in his native Cuba until his mother, a professor on exchange with a U.S. university, moved the family to southeast Iowa.

Not long afterward, Fidel Castro took control of Cuba in 1959.

Veitia finished high school in Iowa and then received his bachelor's degree in international studies. However, finding a job in the early 1960s was difficult for the young college graduate.

"I had a strong degree, but I couldn't get a job," Veitia said. "I sent out a hundred resumes, and I think I got back one saying: good luck."

Desperate as many students are today, Veitia reached out to his network and was introduced to a recruiter from Thunderbird.

"He told me I was just the type of student they

were looking for because I wanted to do business abroad," Veitia said.

When he graduated from Thunderbird in 1966, his fortunes began to change.

"I sent out the same resumes as I did before, only now with my time at Thunderbird on it," he said. "This time I was too busy to handle all the inquiries from companies looking for someone like me."

Veitia spent the next decade gaining experience in large international companies.

By the time he was 31, he was the sales manager for a corn and soybean processing company overseeing six countries in Latin America. He opened countries in Lat-



in America for Tupperware and worked for Wurlitzer before he decided he had enough experience to take on some entrepreneurial ventures abroad.

"I wanted to start my own company," Veitia said. "So

join him in San Francisco in July. ... **Rene von Rautenkranz '88** moved to Herrenknecht, the German maker of Tunnel Boring Machines, after 18 successful years with Ditch Witch. He is responsible for sales in Asia/Pacific for the Horizontal Directional Drilling segment of the company. He still lives in Singapore with his wife, Michele '88 and son, Hary, who will graduate high school this year and move to Vancouver to start university at UBC. ... **Babs Potvin Ryan '81, Gina Frazier '81 and Dana Rogstad Mansuri '86** were speakers at the Women's Roadmap to Long-Lasting Careers Forum in Amman, Jordan, in June. The conference was organized by the Business Development Center of Jordan,

which has a partnership with Thunderbird's SEEDS program, providing training and mentors to Jordanian women entrepreneurs. Ryan, whose subsequent visit to Lebanon marked her 81st country visited, says she is still compensating for being the least-traveled T-bird student in 1981.

## 1990s

**Enrique Figueroa '91** was recently appointed managing director of wealth management and equity research for Glovista Investments. In this role, Figueroa is responsible for the independent advisory firm's global wealth management in the United States West Coast and Mexico regions. ...

**Thomas S. Lewis '92**, director of state affairs for Johns Hop-

kins since 2005 and a long-time key staff member in the Maryland General Assembly, has been appointed the university's vice president for government and community affairs. He will also serve as a vice president of Johns Hopkins Medicine. Lewis served in Maryland's state government for more than 17 years, including 11 as chief of staff to two successive speakers of the House of Delegates, before joining Johns Hopkins University. He helped lawmakers enact economic development and environmental initiatives, Medicaid reform, the Thornton K-12 education reform, a historic tax credit program, and several health care and health insurance reforms. He also served two years in the Peace Corps in Cameroon in western Africa



SUBMITTED PHOTO

Diego Veitia '66 visits the field in Costa Rica where he helped develop an eco-equestrian community.

associate there to help develop the Costa Rican stock exchange.

"In 1974, I helped process the first transaction and became a member of the board," he said.

Several ventures and companies later, he founded International Assets Advising in 1981. About 10 years after that, he founded what is now International Assets Holding, a financial services company that deals with international investments and foreign markets and commodities.

"We are what an old British merchant banking company would have been like," Veitia said. "We deal in a lot

of different things. We work with institutions to facilitate trade abroad."

With a strong mission to participate in foreign exchange for emerging markets in South America, southern Africa and Southeast Asia, International Assets deals with a variety of commodities and trading all over the world.

Overall, the company trades international equities in more than 60 countries and facilitates trade in foreign markets. The company also advises clients in agricultural risk management in countries such as Brazil and Australia.

"We went from a company of three people to around 800 people in 27 to 30 offices around the world," said Veitia, who is the author of two books on

investing: "Global Trends" and "The Best 50 Investments for the 21st Century."

"My modus operandi has always been, if you are looking to start a venture in a foreign country, look for a foreign partner who knows that country, has roots there, and believes in the country," he said. "That is what I have done, and it has worked for me perfectly."

His advice to graduates navigating the current economic downturn is to be patient and tenacious.

"You are an asset to international corporations," he said. "Every year since I graduated, global organizations have had incredible growth – international work grows exponentially. Opportunities exist exactly where a Thunderbird graduate is looking."

I went to Costa Rica and started one with a friend who knew Costa Rica."

Together they formed a company that shipped flowers and ornamental plants abroad. By happenstance, Veitia was contacted by an

beginning in 1987. ... **Harold Epps '93** has been appointed RINO International Corp.'s chief strategy officer. Harold has extensive experience in international mergers and acquisitions, strategic planning, business development and capital markets. He will be responsible for assisting with the architecture and implementation of RINO's growth strategy both in the PRC and abroad. He will join the company's chief financial officer to create medium- and long-term operating and financial improvements. Prior to joining RINO in 2009, he served as VP and senior business development officer for the CIT Group's International Trade Finance division. ... **Kevin M. Peck '96** has taken over the helm of Microsoft Corp.'s global brand team with a focus on preparing the company's global brand portfolio and all levels of the organization for the next wave of innovation and new product development. He has moved from the Big Apple to the Pacific Northwest with his wife and two boys. ... **Kelly Eide '97** and her business, TRUE Leadership, were spotlighted on the BBC World News' Middle East Business Report. TRUE Leadership is a development program for individuals and organizations taught by horses, a horse whisperer and a business coach. It combines biofeedback from horses with new lessons from neuroscience. TRUE Leadership will be delivered in the United States, South Africa, United Arab Emirates and Australia. ... **Christine Loreda '99** has been appointed vice president of product marketing. She will be responsible for distribution, channels and partnerships across mobile applications for the company's instant messaging application, Fuze Messenger and Web conferencing service, Fuze Meeting. She will also

drive strategy and marketing initiatives for the Fuze Box platform. Loreda brings to Fuze Box a broad background in mobile applications and international product marketing. She was responsible for mobile marketing at Yahoo. Prior to Yahoo, she spent five years at AOL Mobile, where she led the global marketing team and drove rapid adoption of AOL's messaging products worldwide. Most recently, she was vice president of marketing at Trillibis Mobile, an emerging growth company providing mobile publishing solutions for brand and carrier partners. ... **Andrew Sagartz '95** is celebrating his second year anniversary as executive director of BENNU Legal Services near Chicago. BENNU is a nonprofit agency that supports American dreams by advocating for immigrants and entrepreneurs. It also runs programs to accustom immigrants to office environments and hosts seminars to raise awareness of many immigration-related issues. ... **Carla Hassan '98** has been promoted to vice president of sparkling beverages at PepsiCo International. In her new role, Hassan will lead the strategic and platform development for the company's international sparkling beverage portfolio. Most recently, Hassan served as the senior marketing director for Gatorade marketing communications. ... **Kristin Weikel '99** recently accepted a position as director of business development with MediTech Strategic Consultants B.V. The Netherlands-based company is a contract research organization firm specializing in medical devices. Weikel will be based in Houston, Texas.

## 2000s

**Josh Dorfman '00**, founder of The Lazy Environmentalist media brand, was named "Dad

of the Year" by Swedish eco-kids clothing brand Polarn O. Pyret for spreading the word on how to find simple ways to live a green life, reduce environmental impact and accelerate the green economy. Dorfman founded The Lazy Environmentalist in 2005 and is executive producer and award-winning host of the Sundance Channel's television show by the same name. He has published two books and is a husband and a father of one son. ... **Danica Coral '00** was featured in *The Arizona Republic* for her company, Pink House Boutique, which offers stylish and affordable clothing and furniture in downtown Glendale, Arizona. In 2009 the store was recognized by *Phoenix New Times* as "Best Retail Co-op." ... **Susan Cordts '01** of Adaptive Technologies Inc. was nominated by the Greater Phoenix Chamber of Commerce as one of 11 finalists for its annual Athena Awards. The Athena Awards honor women who excel in their fields and have given their time to their communities. ... **David Moss '01** was featured in *The Arizona Republic* in June 2010 for successfully overhauling and improving the Surprise Regional Chamber of Commerce. After moving the chamber to a new and more visible location, Moss is tackling the issues of low membership, economic development strategies and supporting future growth. Moss is a former international investment financier and small-business owner. He accepted the position as president and chief executive of the regional chamber in 2009. ... **Bill Decker '02** was recently recognized in the business magazine *Inc.* for his successful Philadelphia-based company, The Hub. Decker's company was ranked as one of the 5,000 fastest-growing

businesses for its 140 percent three-year growth and 2009 revenue of \$2.3 million. The business was founded in 2005. The Hub Meeting and Event Centers offers off-site meeting management services and on-site facilities management to companies that own their meeting space and want to operate it more efficiently or want to generate revenue from it. ... **Alexander Aginsky '03** was a recent guest columnist in the *Portland Business Journal*. In his column, Aginsky, who owns Aginsky Consulting, wrote about opportunities in exporting products to the BRIC countries, including China.

... **Ron Greene '03**, general manager of FreightWatch International, was featured on "The CBS Evening News with Katie Couric" discussing prescription drug theft in the United States. FreightWatch International protects cargo from theft by providing security, risk management and surveillance. ... **Guy Ngayo '04** won three medals March 1-6, 2010, at the World Masters Indoor Championships in Kamloops, British Columbia, Canada. The track and field event is open to athletes 35 and older. The week started strong for the T-bird, who earned a bronze medal in the pentathlon (60-meter hurdles, long jump, shot put, high jump and 1000-meter dash). The next day, he won a silver medal in discus throwing. Then, on March 5, he won a gold medal in the weight-throwing event (16 kg/35 pounds). ... **Shane Jacobs '04** has accepted a new position with Sodexo as director of business development in the Education Facilities division. In this new role, he will be responsible for new business development and strategy in the Southwestern United States working with



SUBMITTED PHOTO

Eric Henderson '97 is grabbing international attention for his photography.

## A journey from corporate to camera

**M**any experiences have shaped the life of **Eric Henderson '97** — but none of them quite so much as Thunderbird and a 1950s camera.

The self-described "Texas kid," born and raised in Dallas, now lives in New York and is grabbing international attention for his fine art photography.

Henderson's work currently is featured in a global campaign by British brand Bombay Sapphire gin. He also is working with clothing designer Marc Ecko on an international photography contest.

While some people may not understand how a successful businessman and former Thunderbird Student Government president becomes an artist, Henderson explains it simply.

"It's just the disposition of the typical T-bird student,"

he said. "You are open to discovery. Whether it's business or art, Thunderbird always has taken a more expansive view."

And it was precisely this openness that prompted Henderson to buy a 1950 Kodak Brownie Hawkeye camera from a makeshift street bazaar while walking through Harlem, New York, in 2003.

With no formal training, Henderson took to the streets, clicking away on his camera. It wasn't long before people took notice. The Studio Museum in Harlem featured his work, and critics declared him a standout newcomer.

"The first two years were pivotal, because I put more hours into shooting than I ever would have in a classroom," Henderson said.

Shot only in black and white, and usually after midnight, Henderson's long-

exposure photos are urban and unexpected. They depict cities and people without hiding any flaws.

"I simply hold very still while I'm letting the light come into the film," Henderson says of his technique.

Prior to picking up the camera, Henderson worked in global marketing for GE, PepsiCo, Citigroup, Xerox, Siemens and high-profile not-for-profit organizations.

Today, he is a full-time artist and has been commissioned for work in France, Morocco, Brazil and across the U.S., working with such entities as Starbucks and The World Bank.

"People always say that I left corporate, but that's not true," Henderson said. "Now I'm dealing with corporations, museums and high-net-worth collectors, and it loops me right back into the business world. I can speak their language in business."

## Beyond Machu Picchu: Boosting Peru through tourism

**P**eruvian business consultant **Guillermo "Willy" Sono '81**

beams with pride as he shows off El Pueblo. The all-inclusive resort outside Lima resembles an Andean village, with tropical plants and colorful casitas built into the side of a mountain near the Pacific shore.

The sprawling campus also includes swimming pools, restaurants and entertainment facilities that guests would expect at an upscale resort. El Pueblo even has a paintball arena, a canopy course and private zoo.

The facility is the flagship property in Peru of Thunderbird Resorts, a casino and hospitality company with operations in Central and South America, the Philippines, India and Poland. The company, which has no relation to Thunderbird School of Global Management, is the first of its kind to bring Las Vegas-style entertainment to emerging markets.

"El Pueblo is just amazing," Sono said June 20 in a courtyard outside El Pueblo's church, which was filled with worshipers celebrating Father's Day Mass. "This resort has everything you could think or dream of."

The resort provides a great



Willy Sono '81 sees tourism as a way to help boost the economy in Peru.

place to escape the pressures of daily life, but Sono also sees a higher purpose.

"It's a way to help my country," he said. "One of the ways this country can go up — generating employment — is through the tourism industry."

Sono had retired from his global career when a friend invited him to join Thunderbird Resorts as a consultant. Sono agreed to the challenge partially because he wanted to help the world discover the beauty of Peru beyond the Incan ruins at Machu Picchu.

"Colombia, Ecuador and Chile — I respect and I love those countries, but they do not have what we have,"

Sono said. "Not only Machu Picchu, but the jungle, the sierras, the food and all the beautiful places in Peru are just amazing."

Sono, a Peruvian native who studied in the United States, started his career after Thunderbird with Marriott Hotels and then spent 11 years with Gillette consumer goods. He later provided consulting services for Wong's, the largest supermarket chain in Peru.

He said Peru has made strides in recent years in terms of economic development, but the country's tourism industry still has a long way to go. "This can be a fast way to take people out of poverty," he said.

school districts and colleges and universities in providing professional facility management services. Sodexo is the leading provider of integrated food and facility management services in the U.S., Canada and Mexico, serving 10 million customers in 6,000 locations every day. Based in Paris, France, Sodexo was recently ranked No. 1 in Diversity and Inclusion by DiversityInc. With this position, Jacobs will be relocating with his wife and daughter to the Phoenix, Arizona, area. ... **Patty Tsao '04** was recently featured in Hong Kong-based newspaper *Apple Daily* for her successful jewelry business, called Georgia Tsao. Tsao started the business in Taiwan five years ago with two of her sisters and today has three stores that boast \$700,000 per month revenue in Taiwan dollars. The company remains profitable by carrying smaller numbers of a large variety of items to keep costs down. ... **Laura Libman '05**, founder of the Tia Foundation, has been named one of 15 finalists in U.S. Secretary of State Hillary Clinton's Innovation Award for the Empowerment of Women and Girls. Tia Foundation is a small, Arizona-based NGO dedicated to driving sustainable health solutions in rural Mexico. ... **Patrick Shearer '05** is a partner with Cambridge Realty Group, a commercial real estate brokerage and investment firm based in San Antonio, Texas. In May, he is traveling to China as part of the delegation of local business and political leaders promoting San Antonio at the Shanghai World Expo. **Marc J. Adesso '08** accepted a position as a business attorney at DeWitt Ross & Stevens S.C. in Brookfield, Wisconsin, with a practice focusing on business formation and opera-

tion, family-owned enterprises, mergers and acquisitions, tax and estate planning, real estate transactions and entertainment law. Before entering the legal field, Adesso worked in the areas of marketing and business development at several publicly traded companies. As an independent consultant, he has also written successful business plans for a variety of industries and has helped in guiding a number of IPOs and

mergers. ... **Carlos Rodriguez '08** and his wife welcomed their baby girl (Calista) in April 2010. Mom (Imogen) and baby are doing great, with the exception of a few sleepless nights. He also left Mattel in March and joined McDonald's, where he will be managing Hispanic marketing for all of Southern California. ... **Jeff Kotanchick '09** accepted a leadership practitioner position at Saudi Aramco in February.

He is currently working at the Saudi Aramco Leadership Center in Dhahran, Saudi Arabia. ... **Abhijit Bhandari '06** has joined the UnitedHealth Group in India as director of business development, overseeing all business development activities, including sales and marketing. In his previous role, he was the regional director for Assist America for India, the Middle East and Africa. He will be based out of Mumbai.

## On-Demand alumnus builds eco-friendly law practice

**A**ttorney **Jarrett Payne '09** has taken a stand on environmental protection and business ethics with a commitment to Sustainable Law Practice, a concept that guides his interaction with every client.

"As an attorney, business executives and entrepreneurs come to me for advice on decisions that have lasting effects on their businesses, communities and other stakeholders," said Payne, a U.S. citizen who spent much of his youth in Germany. "Attorneys need to recognize that their clients are not just the ones paying the bill."

His Seattle firm, NW Venture Law, helps clients develop sustainable practices and license new green technologies. Payne also incorporates eco-friendly procedures at his office, such as reducing paper usage and leasing LEED-certified space.

The efforts recently were featured on cable network CNBC.

Payne said he always has

cared about environmental issues, but he got the idea for Sustainable Law Practice while a student in Thunderbird's On-Demand Global MBA distance learning program.

He and some of his classmates formed a team for the Thunderbird Sustainable Innovation Summit and placed second among 118 groups.

In the past, Payne has advised aerospace companies on intellectual property policies with their bio-fuel efforts, and he has helped other clients with their green businesses.

He also helps clients that normally could not afford his services by performing free work through organizations such as the Community Development and Entrepreneurship Center at Seattle University. Payne founded the center in 2004 during his last year in law school as a way to give back to the community.

Payne first heard about Thunderbird during an undergraduate business course



SUBMITTED PHOTO

Jarrett Payne '09 runs a Sustainable Law Practice called NW Venture in Seattle, Washington. The firm was recently featured on CNBC.

taught by Thunderbird alumnus **Rick Gibson '78** at Embry-Riddle Aeronautical University.

"Professor Gibson taught that Thunderbirds are the most capable when it comes to setting up businesses in new global markets," Payne said. "He also lectured on how international business could raise the standard of living in those markets."

The guidance stuck with Payne after he graduated from Embry-Riddle and went on to a career in inter-

national business as a Boeing regional manager. After completing his law degree at Seattle University, Payne enrolled at Thunderbird.

He said Thunderbird professors such as Gregory Unruh, Ph.D., reinforced the lessons he received from Gibson.

"I would not have the same appreciation for sustainable practices as they impact the world had it not been for Thunderbird and Professors Gibson and Unruh," Payne said.

... **Jack Beldon '05** was recently promoted to senior manager at Deloitte Consulting in the financial services strategy practice. He has led major industry restructuring initiatives related to the financial crisis and currently leads the firm's task force in response to the Dodd-Frank Act. He is also a thought leader in financial services business process outsourcing and risk management. ... **Virgilia Singh '09** took her GenJuice project on tour, and her efforts resulted in about

800,000 views of online video content and more than 35,000 unique individuals touched. As a result, Singh launched a company called STUNT, which will develop stunts similar to the GenJuice Tour for companies of all sizes. ... **Courtney Williams '10** was recently featured in the *Arizona Daily Star* for her company, Sharma Joyas. The business is a direct sales accessories company that distributes ethnic jewelry via independent sales representatives to customers in the Argentine market.

#### Talk to us

You can let us know about changes in your life by e-mailing us at [alumni@thunderbird.edu](mailto:alumni@thunderbird.edu). We'll publish your news in the next issue of the magazine. Don't forget to update your personal profile on My Thunderbird (MTB). Log on at [my.t-bird.edu](http://my.t-bird.edu), click on the "personalize" button, then click on the "edit" buttons for each category you want to change.

## 'Time' adds alumnus to list of 100 most influential people

**T**ime magazine recognized **Matt Berg '05** as one of the "100 Most Influential People of the Year" for his work using text messages to improve health care in Africa.

Berg is responsible for the design and implementation of technology for the Millennium Villages Project, which works with communities in 10 African countries to accelerate progress toward the Millennium Development Goals.

He also is technology director for ChildCount+, which uses text messages to monitor women and children's health in Kenya.

"ChildCount+ has been in existence for only



SUBMITTED PHOTO

Time magazine included Matt Berg '05 on its list of the "100 Most Influential People of the Year" for his work using text messages to improve health care in Africa.

nine months and has already reported more than 20,000 nutrition screenings, 500 cases of malnutrition and 2,000 of malaria," the *Time* article says. "Berg and his colleagues are now scaling

up to monitor more than 100,000 children under 5. The use of technology in Africa has long been Berg's passion, and he's made it his mission to nurture homegrown talent too. He helped establish the Rural

Technology Lab in Mali, so local students can take over the job of ensuring their communities' health."

Berg is a U.S. citizen who was born in Cameroon and grew up in Senegal.

# in memoriam

**David Miller '57** died March 2, 2010. He worked for more than 50 years in the truck industry and in Venezuela for oil and gas production companies. ...

**James D. Staub '57** of Honolulu, Hawaii, and San Francisco, California, died in Honolulu. He was born in Stamford, Connecticut. ... **The Rev. Jim Hallmann '65** died March 2, 2010, as a result of a scuba diving accident in San Diego, California. Hallmann was born in Chicago, Illinois, on Oct. 27, 1942. Before becoming a minister, he worked for Pure Oil Co. He was Rocky Mountain regional chaplain for Good Shepherd Lutheran Homes and later the corporate chaplain for this organization, which has since merged with Bethesda Lutheran Communities. He also served as senior pastor for Emmaus Lutheran Church in Bonner Springs, Kansas, and Faith Lutheran Church in Elma, New York, in addition to Prince of Peace in Hemet, California. ...

**Charles Minor Barringer, Jr. '68**, a lifelong international businessman and traveler, died April 6, 2010, at his home in Haddonfield, New Jersey, of esophageal cancer. ... **James Allen Harison '74**, a 34-year resident of West Chicago, Illinois, died March 31, 2010, at Central DuPage Hospital. He taught physics and chemistry for two years at Wall Lake High School and then served in the U.S. Army for two years. He worked at Rockwell International and Motorola, during which he traveled the world. His dedication to the community was evident in his 12-year position as fire commissioner of the West Chicago Fire Department and past commander of American Legion Post 300. An active member of Holy Cross

Lutheran Church, he served on church council and sang bass in the back row of the choir. ...

**Mark Anthony Lindblad '78** died on March 16, 2009, from a heart attack. ... **Karl P. Schnell '79** died April 12, 2010, after a five-month battle with lung cancer. ... **Robert John Segota '76** of Las Vegas, Nevada, died at home on Feb. 2, 2010. He was born in Billings, Montana, on Oct. 31, 1950. His family moved to Las Vegas when he was 2. Upon graduation from Thunderbird, he joined the International Division of Whirlpool in Benton Harbor, Michigan, as marketing communications manager. He subsequently was promoted to international sales manager for Latin America and the Caribbean. Bob later worked in real estate sales in Chicago, Illinois, and Las Vegas, Nevada. He served as branch manager for Merrill Lynch Real Estate Co. in the Chicago area. ... **Roberto Chahin '80** died Feb. 12, 2010. ... **Steve Weiner '82** died Dec. 29, 2009, of ALS. Steve worked

in Japan-related positions throughout his career, beginning with opening the Japan office of the American Electronics Association in 1984. Fifteen years later, he became CEO of the Japan office of Comverse. In 2002, he returned to the United States with his family and served as COO of the Los Angeles-based Japanese-American National Museum before joining the commercial real estate firm of Major Properties. ... **Stuart Moore Hinson '88** died Feb. 19, 2007, at Hollywood Presbyterian Hospital from post-surgical complications. Stuart held executive positions in product marketing with several major corporations, including Carnation (now Nestlé) and its "Coffee-Mate" brand, Walt Disney Co.'s brief entry into the music recording industry with its startup "Hollywood Records" label, and Mattel, where he championed new product line ideas under the Barbie brand. ... **Sheila LaNae Deibler '85** died in a traffic accident near Laramie, Wyoming, on June

21, 2010. She was born Dec. 2, 1960, in Bismarck, North Dakota. She moved to Minneapolis, Minnesota, to work as a market analyst for Target then moved back to Moorhead, Minnesota, to teach marketing. In 1990, she moved to Wheat Ridge, Colorado, to work for the men's religious organization Promise Keepers. ... **Dennis John DeKay '80** died Aug. 5, 2010, at his home from complications of pneumonia. He was born on Nov. 26, 1954, in St. Louis, Missouri. He was a corporal in the U.S. Marine Corps and received the Silver Star for his service in Vietnam. He was an administrator for the National Park Service for many years, traveling the Midwestern region of the United States. ... **Virginia M. Clagett '97** of Phoenix, Arizona, died April 3, 2010. She worked for 33 years in computer software development with General Electric-Honeywell-Honeywell Bull. She then moved on to work for American Express in Phoenix until her retirement in 2001.

## Alumnus dies in climbing accident

**Lynn Abernathy '77**, a former member of the Thunderbird Alumni Rugby Association, was killed Sept. 15, 2010, in a mountain climbing accident in Washington state.

Abernathy was hiking with his son, Chris Abernathy, on Mount Adams when they encountered an unexpected whiteout that caused the 60-year-old T-bird to slip and fall to his death. Abernathy's

son made his way down to where his father lay and spent the night with him before hiking out to call for help.

Classmate **Ken Lambert '77** said Abernathy was a committed father and husband to his wife, Gayle.

"Always with a smile, an encouraging word and genuinely kind, he was a man who loved his family and friends unconditionally," Lambert said. "Lynn quietly

stood out against the pack."

Abernathy's classmates also remember him for his ferocious hits on the rugby field and the way in which he would play through knee strains and other injuries to help take his team to victory, said **Adrian Popescu '76**.

"He remains to this day in my memory as the endless source of positive energy," Popescu said.

# thunderbird bo

## Images of Peru

Candid photos document life in the highlands

BY MAHLON "LON" BARASH '71

I kept my camera close during my days as a Peace Corps volunteer from 1965 to 1967 in Peru's sierra province of Huamalíes.

My work in the small indigenous communities of this province involved the construction of schools made of adobe and tapial (rammed earth) with communal labor. Villagers always saw me with the camera, so it was easy to get natural and candid photographs.

When I returned to Peru after my Thunderbird studies, I continued the photography hobby — shooting pictures while working countrywide from 1978 to 1982 with the Housing Bank of Peru and participating savings and loan organizations in a home improvement loan program for low-income families.

The pictures from both periods are featured in my new photography book, "Images of Peru: Memories of Huamalíes and Other Areas of Peru," to be published this year. Each photograph is accompanied by descriptive narratives in Spanish and English, which convey the ambience of the situations shown.

My first two months in Peru were spent working with Peruvian and American archaeologists at the ruins of an Inca administrative center, known as Guánuco Pampa and Huánuco Viejo, on one of the main highways between Cusco and Quito.

I lived in a tent on a plateau at 14,000 feet altitude, which gave me the opportunity to acclimate myself to sierra culture and altitude.

At the end of those two months, I began working for a Peruvian engineer from a community development agency of the Peruvian government known as Cooperación Popular. It was

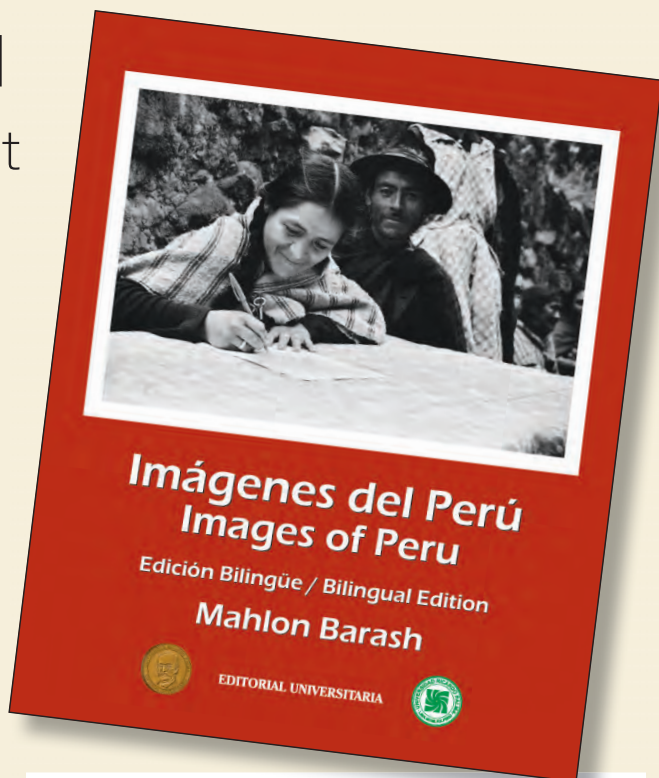
one of the flagship projects of the president at the time, Fernando Belaúnde Terry.

The program was designed to re-establish the Inca practice of communal labor ("minka"). The Peruvian engineer and our boss, Manuel Leyva Cano, was a dedicated individual who requested help from the Peace Corps.

The United States sent two volunteers in response, a civil engineer named Jack



Mahlon "Lon" Barash '71



### Images of Peru

**Author:** Mahlon Barash '71

**Publisher:** Universidad Ricardo Palma (2010), Lima, Peru

**Description:** Paperback in Spanish and English

Hoffbuhr and myself. We worked together well as a team, with him as a technician and me as the specialist in community development.

Every day was a new experience. In 1967 I wrote a story titled "The Defiant Land," published the same year in the *Friends Journal*. It is a series of impressions from my two years in Huamalíes put into a story as if these were experienced in one day of travel on horseback.

For all of these experiences, Peru has become my second home. I returned again from February 2004 to June 2007 in Cajamarca as director of a progressive housing loan program.

And I am now living in Peru for a fourth time. My intention is to retire in this beloved country and make Peru my permanent home.

**Mahlon "Lon" Barash '71** is a housing microfinance consultant based in Lima, Peru. He is a U.S. citizen from New York and Pennsylvania who has lived and worked in Belize, Bolivia, El Salvador, Mexico, Peru, the Philippines, Serbia, Tanzania and Uganda.

## Books on the Web

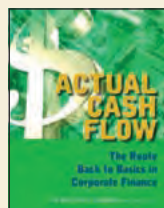
Thunderbird Bookshelf, a blog on the Thunderbird Knowledge Network, catalogs books by Thunderbird authors at [knowledge.network.thunderbird.edu/bookshelf](http://knowledge.network.thunderbird.edu/bookshelf). Here is a sampling of recent titles. If you know of other books from any year that we missed, please send a note to [knowledge.network@thunderbird.edu](mailto:knowledge.network@thunderbird.edu).



### Abandoned on Everest

Co-author:  
Charles G. Irion '75

Publisher:  
Irion Books (2010)



### Actual Cash Flow

Author:  
Ann Marie  
Svoboda '93

Publisher:  
Blackworth  
Publishing LLC  
(March 15, 2010)



### The Adventure of Angela & Trixie

Author:  
Prashant Pingé '06

Publisher:  
EuroBooks (2010)



### Beyond the Forested Ridge

Author:  
David Youmans '59

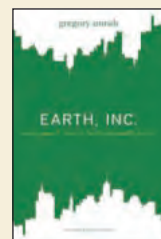
Publisher:  
Infinity Publishing  
(Jan. 29, 2010)



### Deadhorse on Two Wheels

Author:  
Jan Daub '70

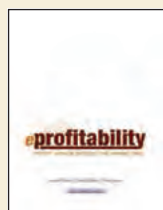
Publisher:  
Blurb  
(Jan. 30, 2009)



### Earth, Inc.

Author:  
Thunderbird  
Professor Gregory  
Unruh, Ph.D.

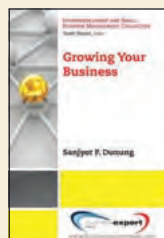
Publisher:  
Harvard Business  
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(April 19, 2010)



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Co-author:  
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Publisher:  
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(July 1, 2010)



### Growing Your Business

Author: Sanjyot  
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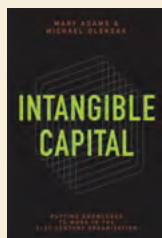
Publisher:  
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Press  
(June 24, 2010)



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Blurb  
(Jan. 21, 2009)



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Co-author:  
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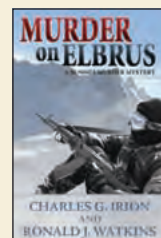
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### More Adventures of Timothy

Author:  
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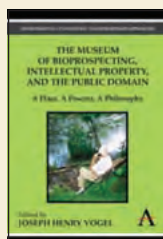
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Co-author:  
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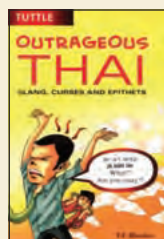
Publisher:  
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### The Museum of Bioprospecting, Intellectual Property and the Public Domain

Editor: Joseph Henry  
Vogel '78, Ph.D.

Publisher: Anthem  
Press (June 2010)



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Author: Thomas  
Rhoden '09

Publisher:  
Tuttle; Bilingual  
Edition  
(April 10, 2009)



### Senator's Son

Author:  
Luke Larson '10

Publisher: Key  
Edition Inc.  
(Feb. 6, 2010)



### Starting Your Business

Author: Sanjyot  
Dunung '87

Publisher:  
Business Expert  
Press  
(May 1, 2010)



### Storytelling About Your Brand Online & Offline

Author: Bernadette  
Martin '84

Publisher:  
Happy About  
(July 8, 2010)



### Timothy's Fantastic Adventure

Author:  
Prashant Pingé '06

Publisher:  
EuroBooks (2010)

# forum

## Be the lonely leader in emerging markets

BY BEN PANDYA '02

FOUNDER, JUST AIM 4 SUCCESS

One of the pillars of globalization is the unwavering belief that people are people no matter where you go.

This notion might have shocked national sales managers 30 years ago, when many viewed globalization as a topic for fictional books. Today few people can dispute the reality of globalization.

Another reality is the contribution emerging markets will make in the coming years as the main driver of economic growth. Thunderbird's Vision 2020 puts the school on the right path by making penetration in emerging markets one of four strategic priorities.

Cultural differences that once could be ignored now must be addressed as technology brings us closer to our neighbors. But companies that achieve long-term success in emerging economies must get beyond the differences and deal with the reality at the core of any culture — and that is people.

People in any culture want sustainable prosperity.

Companies that fail to create value in the emerg-

ing economies where they operate might find short-term success. Doing business in any market once might be a matter of luck. Doing business in the same market twice might be coincidence.

To have sustained growth, companies must create prosperity based on three attributes I call AIM: aspiration, integrity and mindset.

### ASPIRATION

Companies looking for sustained growth in emerging economies must come with long-term aspirations.

Fly-by-night operations will come and go, but companies with long-term aspirations will spend the time necessary to win the hearts of the people at the base of the pyramid.

### INTEGRITY

Emerging economies tend to have a common thread prevalent almost everywhere. That common thread is corruption.

Government officials and business managers see the comforts enjoyed in Western civilizations and covet those things for themselves. Many take shortcuts to get what

they want.

During my travels to 89 countries, encounters with truly honest leaders have been rare. Billions of people suffer for this corruption, which results in shoddy products and services reaching the masses.

Companies looking for sustained growth in emerging economies must be the lonely ones willing to walk away from bribes and other corrupt measures.

### MINDSET

These companies also must come with a flexible, open and global mindset.

Managers from male-dominated societies must learn to work with women — and even take orders from women. They also must learn to tolerate the religious differences that so often cause strife in emerging economies.

T-birds who understand the importance of aspiration, integrity and mindset can be global value creators who thrive in emerging economies.

As T-birds we must be skeptical, we must be lonely, and we must be leaders. Above all, we must be spiritual.



Ben Pandya, a 2002 graduate of the Thunderbird Executive MBA program, is originally from Mumbai, India. He is the founder of Just AIM 4 Success, a business training and coaching company. He now travels around the globe teaching and coaching CEOs and others to be leaders who discover their passions and contribute fully to their organizations. He lives with his wife and son in Scottsdale, Arizona. Learn more at [www.justaim4success.com](http://www.justaim4success.com).

### Editor's Note

Thunderbird Forum is open to members of the Thunderbird community who have a vision or an idea to share. Write to the editor with your ideas, and we will explore with you its potential as a column. [magazineeditor@thunderbird.edu](mailto:magazineeditor@thunderbird.edu)

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Thunderbird Class of 2007 Alumni: Lonnie Cahoon, Shekinah Cohn, Preetham Uthaiah and Jessica Bellows in Annecy, France

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- ▶ Coordinate conversations between prospective students and alumni in the same global region or career.



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