



# ualberta**business**



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## BATTLE OF THE CITIES

What the bid for Amazon HQ2 revealed about the new economy



CALGARY



BROOKLYN



NEWARK



TORONTO

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Virtual reality got a blue-collar job

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**MOM AND BOT SHOPS**

Small business can capitalize off AI

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**GREEN WITH ENVY**

Alberta goes big on cannabis





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**ualbertabusiness**

SPRING 2018 ISSUE  
A magazine for alumni and friends of the Alberta School of Business

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## MESSAGE FROM THE DEAN

**IF YOU WERE** to pick an issue of *Life* magazine from the Space Era, you would see that the way we discussed “technology” is very different from how we now discuss “tech” (as we’re prone to call it in our much-abbreviated parlance). Back then, technology evoked conversations around aerospace and NASA, TV’s influence on the modern family and the incredible microwave. We consider variations of the same things today too. *Will we find another Earth-like planet? Are smartphones giving us ADHD?* But I’ve noticed we spend as much time or more discussing tech as a business—as a job-creator, diversifier of the economy, industry disruptor, investment opportunity, or bubble.

“Tech,” to many, is synonymous with business and markets. Silicon Valley has become the West Coast analogue to New York’s Wall Street. This is a modern notion and one realized in part because of the dizzying speed of technological changes on the wings of globalization.

This rapid shift gives me flashbacks to the 1970s (but not for the reasons you might expect): I was working a summer job in a General Motors car plant in Oshawa, Ont., an undergrad student surrounded by blue-collar guys (and a small number of women) comfortable that the technology we assembled, though evolving, was relatively stable. There was a sense of permanence for the people in the plant and industry.

Of course, the automotive plant of today is highly automated—and the cars will be too, soon enough—which has filled the industry with excitement and angst. Excitement for future conveniences. Angst for the serious threat to existing workers who might not have another chance to retool their skills for that future.

We need to spare the emerging business professionals this anxiety. That’s why, as a leader in higher education, I think B-schools everywhere have to ensure that their students are adept at living in this fast-paced world, teaching them to use the leading technologies, but, more importantly, making them adaptable to what comes next. For example, at the Alberta School of Business, we’re evolving quantitative analysis teachings to account for business analytics and “big data.”

While we prepare future business professionals at a local level, we need to recognize that tech is global. It won’t help Canada or Alberta isolate itself from global competition. If anything, tech accentuates the competitive forces. We should continue to encourage tech that solves local problems—getting clean water in remote communities, for instance, or making energy more efficient—while recognizing that these tools will be applicable (and valuable) to the markets around the world. So let’s embrace tech jobs, tech startups, tech investment, not as something that safeguards us from globalization, but something that exploits it—as something that can help us compete! 🌐



**Joseph Doucet**

*Stanley A. Milner Professor and Dean, Alberta School of Business*



“  
This is a modern  
notion and one realized  
in part because of  
the dizzying speed of  
technological changes  
on the wings of  
globalization.  
”

## ON THE WEB

### [ENTREPRENEURSHIP]

#### Taking Care of Business

“Canada has seen a surge of entrepreneurship in our economy over the last 20 years, and women have been at the forefront, launching businesses at rates that often outpace men.”



**KAREN HUGHES**, Alberta School of Business professor, on new evidence that Canadian women are more likely to become business owners than in any other G20 country. [tinyurl.com/GEMReportG20](http://tinyurl.com/GEMReportG20)



### ALBERTA HONOURS

*UAlberta Business* was nominated for 10 Alberta Magazine Awards this year. We'd like to thank the Office of the Dean, the Business Marketing & Communications team and our sterling contributors for upping the quality of this magazine. We're proud to be in the company of Alberta's finest publications. Congratulations to the winners and nominees.

- ▶ Sarah Jackson & Min Gyo Chung, *Bright Spot Ahead* (**WINNER, Best Cover**)
- ▶ Adrien Veczan, *Deconstructing Brew Green* (**WINNER, Photograph: Landscape, Architecture or Still Life**)
- ▶ Sarah Jackson & Loveis Wise, *The Human Touch* (**Finalist, Best Cover**)
- ▶ Sarah Jackson, *The Movement Issue* (**Finalist, Art Direction Single Issue**)
- ▶ Tim Querengesser, *MaaS Effect* (**Finalist, Feature Writing—Long**)
- ▶ Taylor Lambert, *Trade and Turmoil in the Age of Trump* (**Finalist, Feature Writing—Short**)
- ▶ Jyllian Park, *For Love and Money* (**Service: Business, Education, Health or Medicine**)
- ▶ Min Gyo Chung, *Bright Spot Ahead* (**Finalist, Illustration**)
- ▶ Vikki Wiercinski, *Economy 150* (**Finalist, Infographic**)
- ▶ Sarah Jackson & Aaron Petersen, *MaaS Effect* (**Finalist, Feature Design**)



### [BUSINESS CASE]

#### Duck and Weave

What do you do when your blood, sweat and tears aren't enough? You pivot—just like MBA student Luke Butterworth (pictured, centre), who changed his company from a software business for health insurers to one for health-care practitioners. Trioova, which essentially acts as a virtual home base for medical information for caregivers and patients, is ready for a pilot with Canadian Forces Western Health Services. Learn more about it at [tinyurl.com/UofATrioova](http://tinyurl.com/UofATrioova).

### [START-UP]

#### Clean Breakthrough

The newest start-up hatched from inside UAlberta is a clean water tech company that has big implications for rural communities the world over. Roshan Water Solutions, founded by engineers Mojir Shaibani and Amirreza Sohrabi and supported through eHUB's Accelerate program, short-circuits cumbersome and faulty water testing in isolated areas with a handheld testing sensor. Read about it at [tinyurl.com/RoshanWaterSolutions](http://tinyurl.com/RoshanWaterSolutions).

### [APPS]

#### Fashion App Reaches Fever Pitch

Two UAlberta students and former staff launched an app that caught the attention of Tinsel Town. Billed as the “Home of Hollywood Fashion,” Nelo was licensed by Universal Studios to promote a contest in which fans of the popular trilogy Pitch Perfect can dress digital versions of the movie's stars. It's just one of a few milestones for the new company, which you can read about at [tinyurl.com/NeloAppPitchPerfect](http://tinyurl.com/NeloAppPitchPerfect).

Send us your letters and comments.  
Email us at [bizmag@ualberta.ca](mailto:bizmag@ualberta.ca).

## FOOD

# FIELD TRIP

Hunter-gatherer-businessman  
Kevin Kossowan's tools of the trade

WRITER

[Kalyna Hennig](#)

PHOTOGRAPHER

[Daniel Wood](#)

**THE EXTENT TO** which Kevin Kossowan, BCom '99, and his family go to eat only what they can grow, forage or hunt is staggering. "Today I had canned pike for lunch, there's black bear in the oven for supper, and our freezer is full of white-tailed deer, grouse, waterfowl, and more," the financial-planner-turned-food expert says from his central Edmonton home, where all the game is skinned, butchered, cured and/or frozen. As for fruits, roots and veggies, all the trees and shrubs on his property are fruit-bearing—sour cherries, saskatoon berries, apples, pears—and the backyard is almost all garden.

Oh, and there's a henhouse.

And rabbits, to help keep the land fertile.

Kossowan doesn't just live as hunter-gatherer-grower-locavor (anything he can't hunt, fish, forage, or grow himself he barter for from local farmers)—he teaches the lifestyle on his popular blog [kevinkossowan.com](#) and web series *From the Wild*, currently in its fourth season. The former hobby is now a company, Story Chaser Productions, and his highly stylized movies have garnered him film festival awards, as well as corporate contracts with Alberta Culinary Tourism Alliance, Canadian Cattle-men's Association and others.

But Kossowan's career change isn't a total divergence from his finance-focused education, which he says readied him for creating his own company. "A spreadsheet is my spirit animal," he jokes. "Regardless of what you're selling, managing any company still involves the day-to-day modelling of project management, counting, and financial management of the entire operation." His education made him a critical thinker, he says, helping him advocate against such issues as catch-and-release fishing, which he calls "animal harassment," and conditions in the meat industry that he considers unsafe. Management science classes lent a hand in making shot lists for his films and in organizing his work in the field.

But once he's out there, his formal education gives way to pure human instinct. "We chase it, we kill it, we cut it and we cook it," he says. "In the meantime, we try not to die." He does it with these tools of the trade. 📷

**KALYNA HENNIG** is a born-and-raised Edmontonian whose writing has been published in *Avenue*, *The Yards*, and *Infrastructure Insight*.



**01**  
**CAST IRON POT**

**02**  
**ROTHCO PARACORD:** A bundle of versatility, it's used for tying up a lean-to shelter, stringing up an animal, or (knock on wood) creating a tourniquet if you're cut and bleeding out.

**03**  
**BROWNING MEDALLION**  
**A-BOLT 30-06 RIFLE**

**04**  
**HANDCRAFTED MORITAKA KNIFE:** "You become dependent on knives for breaking down animals, for daily living, cooking—everything," says Kossowan. But not all knives are created equal. Cheap, 'abusable' ones can serve many purposes—splitting wood, sawing rope, butchering animals—but for more refined purposes—skinning animals, deboning fish—he uses Japanese white carbon knives with precision blades that were gifted to him on his travels. These would also inspire his award-winning documentary on Japanese blacksmithing, *Springhammer*.





**05 A-CAM KIT:** Canon 100 Mk2, lenses, microphone, MacBook, power pack, spare batteries, chargers, and headphones. "This is my favourite tool, because this is what I get to tell the story every time." The only thing it can't do? Underwater footage—that's his GoPro's job.

**06 DEER-HIDE GLOVES**

**07 MSR POCKETROCKET 2 ISOBUTANE STOVE:** This folds out into a life source in precarious situations, like during a fire ban or emergency. The pocket-sized device screws onto a small can of isobutane fuel, producing intense heat that lasts for a week, or unfolds into a stand for a pot so he can boil water in a pinch.

**08 ANKER POWERCORE BLOCK CHARGER:** You thought your phone dying midday was annoying? Try coping without communication on a days-long hunt. This brick-sized portable charger stores enough power to keep seven devices alive for a weekend.

**09 BROWNING BRIDGER BOW AND ARROW**

**10 DJI PHANTOM 2 DRONE:** Even in the most challenging conditions, Kossowan captures smooth, cinematic, bird's-eye view shots of the field with a GoPro attachment. "You just have to fly a remote-controlled thing and hope that you don't crash it." In that case, he has a backup drone.

**11 LIFESTRAW:** If he can't boil water, this could save his life, allowing him to drink directly from any water source—including puddles—by filtering the contaminated water before it reaches his mouth as safe and drinkable.



## SCIENCE

# DECONSTRUCTING GEARHALO

WRITER  
*Mike Kendrick*

PHOTOGRAPHER  
*Adrien Veczan*

The science behind athletes' new best friend



**SPARKED BY THE** funk of a boys' atom hockey locker room, coach Peter Konidas, BCom '95, and his business partner Demetrius Bazos have made it their mission to snuff out putrid gear. Konidas (co-owner of jewelry store chain Metal-smiths Sterling in his non-coaching hours)

partnered with Bazos, an industrial polymer specialist, to design GearHalo, an odour-killing pod that athletes can just pop in their duffel bags like pucks. Beta-tested on hockey moms, the duo was determined to create a renewable, zero-waste product for a market saturated

with sprays, deodorants and disposable chemicals. Since hitting store shelves last year, GearHalo's war on rancid bacteria has offered salvation to thousands, from yogis to construction workers, and even private military contractors—basically, anyone who sweats to make a living. 🔥

## SIMPLE SCIENCE:

Using a patent-pending blend of deodorizers, moisture absorbers and natural oils, GearHalo penetrates textiles as sturdy as leather to control bacteria on a molecular level by changing the interior environment. "We took it through many, many generations to get it right where it needs to be," says Konidas.

**ZERO WASTE:** A single pod lasts the length of a hockey season (over a year in a work bag) but doesn't require a full replacement. Simply toss it in the dryer to remove accumulated moisture, and it's ready for baseball season—even after the deodorizers have worked their magic.

## RECHARGEABLE:

The moisture removal system operates much like a battery. "The dryer removes the moisture and allows the user to continue using the product, long after the deodorizer has faded," says Konidas.

## EDMONTON-MADE:

The proof of concept was backed by a \$24,500 USD Indiegogo campaign with funders from around the world, but GearHalo is decidedly Edmontonian. Designed and manufactured in the founders' home city, the product also got its first retail boost in Edmonton skate shops and sporting good stores, but continues to ship tens of thousands of pods to retailers across the continent.



## INVESTING

## GOOD MONEY

Why more investors are putting social responsibility first

WRITER

*Taylor Lambert*



**MAKE MONEY, OR DO GOOD.** Pick one. That was long believed to be the choice for investors and corporations: either you can focus on taking a principled stand when it comes to business practices, or you can seek to maximize your return on investment. Anyone who tried to have their cake and eat it too was dreaming.

But the menu has changed since then, and the cake—sweet, delicious “responsible investing”—has become surprisingly popular. Worldwide, the total amount

of assets professionally managed with an eye to ESG (environmental, social, governance) concerns was \$22.89 trillion USD, according to Global Sustainable Investment Alliance. That’s more than a quarter of all managed assets, and an increase of 25 per cent from 2014. “People have seen the wisdom of trying to combine social and environmental issues with business issues in order to create positive change,” says Devereaux Jennings, coordinator of the Canadian



## RESPONSIBLE INVESTING GLOSSARY

**ESG (Environmental, Social & Governance):** the types of non-financial criteria typically considered in responsible investing

**Ethical Investing:** often misused in place of “responsible investing,” this usually connotes using a negative screen, i.e., ruling out investing in areas such as tobacco or coal on moral grounds

**Impact Investing:** another type of responsible investing with a focus on specifically quantifiable social or environmental returns

**Non-Financial Disclosure:** a company’s voluntary self-reporting of its business practices, strategies and outlooks beyond the bottom line, such as how much water a firm uses and from where it’s sourced

Centre for Corporate Social Responsibility at the Alberta School of Business.

**Responsible investing is an umbrella term for investments that have at their core a consideration of non-financial factors.** Traditionally, investors and fund managers would put their dollars into whichever firm was likely to succeed. Success, of course, was defined by profit, but responsible investors consider other aspects of the firm’s performance as part of the success. Like, for instance, how many

women sit on its board? Are there clear efforts to promote diversity? Is it environmentally sustainable? Does management even think about these things?

That's not to say that responsible investors don't want to make money.

Fiduciary duty—the principle that investors and fund managers have a responsibility to act in the best financial interests of their clients—is still the bedrock of the profession. What's changed is the notion that investing responsibly subtracts from the bottom line.

"Fiduciary duty concepts have evolved over the years and now includes the concept of systemic risk," says Alison Schneider, MBA '11, director of responsible investment at the Alberta Investment Management Corporation (AIMCo). "In other words, if we're investing in companies in which we could arguably do well in the short term, but in the long term there is a great cost to society, that could actually pose a loss for AIMCo in the long term, and a loss for our clients and beneficiaries."

Schneider points to climate change—what she calls "the systemic risk of our time"—as an obvious concern for investors, for multiple reasons. The unpredictability of dramatic shifts in climate patterns poses risks for businesses, for one. But ESG reporting also reflects the quality of management at a company.

"If you're tracking and reporting your ESG performance, it means you understand what goes on in your organization," says Dasha Smirnow, a PhD student studying non-financial disclosure at the Alberta School of Business. "If you can tell me how much water you recycle, that means you know. That means you understand your processes, you are keeping an eye on your operations, and you're trying to ensure they're efficient." If managers have a more granular understanding of their company's operations, goes the thinking, that's an indicator of better overall performance.

Though principled investing has a long history (American Quakers refused to invest in businesses involved in the slave trade, as one example), the modern concept has roots in the social revolution of the '60s and '70s.

Thirty years ago, as a graduate student at Stanford University, Jennings was involved in pressuring the university to divest itself of investments linked to South Africa, as a response to apartheid. Then, in the '90s, Jennings recalls a shift

## NET IMPACT

Making responsible investments starts early for some. **Net Impact**, a global non-profit encouraging young professionals to use their talents to "drive transformational change in the workplace and the world," has a UAlberta Business chapter for students willing to volunteer for consulting projects for good causes.

For more information, visit [ualberta.ca/business/student-organizations/net-impact](http://ualberta.ca/business/student-organizations/net-impact).

“  
In the court of public opinion, businesses are finding themselves having to become really defensive about their practices.”

in the environmental scene he was involved in. "People started to flip it around and think more about the virtuous side: Is it possible to pursue business and the environment simultaneously?"

After the 2008 global financial crisis exposed the questionable actions of financial actors, ESG became a way to win back public trust by acknowledging concerns in the broader society. The United Nations-backed Principles for Responsible


Investment—a set of "voluntary and aspirational" guidelines for investors—were launched in 2006, and the number of signatories from people representing investment firms has since surged to 1,800, representing \$70 trillion USD in assets.

With longer-term data to analyze, academic research has helped responsible investing's recent surge in popularity. Different long-term studies from Dutch academics and MSCI indexing show that companies focusing on and reporting ESG criteria can at least match or even outperform the returns of other similar companies that don't use ESG, providing a business case for being environmentally and socially conscious.

ESG investing has become such a mainstream idea that there are regulations to enforce non-financial disclosures. For instance, Schneider points to two jurisdictions: Ontario, which requires pension plans to report on whether and how ESG policies are incorporated into their investments; and France, where institutional investors must report on their carbon footprint on top of disclosing their ESG policies.

But when it comes to encouraging businesses to be better social actors, external pressures may be more effective than regulation, says Smirnow. "Often, regulations aim to set the minimum standard, but often that becomes the maximum that corporations are willing to do." She adds, "There's a growing pressure on businesses to do things differently. Not because there's regulation, but because, in the court of public opinion, businesses are finding themselves having to become really defensive about their practices."

Experts see the adoption of responsible investing continuing, but where that eventually leads is anyone's guess. "I think you will see more funds targeted to emerging countries," says Jennings, citing in particular a growing interest in funding initiatives around climate change in the developing world.

More generally, if the data continues to show that ESG investing can be profitable, there may be no limit to how widespread it could become. Says Schneider, "The ideal is there's no need for a responsible investing department because it's so fully embedded across the organization." 

TAYLOR LAMBERT is an Alberta journalist and the author of *Darwin's Moving* and *Roots: Extracted Tales from a Century of Dentistry* at the University of Alberta.



## HEALTH

# SNACK ATTACKS

Weapons to fight your vending machine urges

WRITER

*Angela Johnston*



**IT'S 3 P.M., YOUR** energy is flagging, and all you want is a tasty treat. A chocolate bar, chips or the latte of the season come to mind first, but you're on a sugary or starchy streak this week. How can you curb your cravings and make better food choices at work? Ask Joanne Siemens. The registered dietician and instructor in the Alberta School of Business Executive Education program offers workplace nutritional guidance to Government of Alberta managers, part of a trend of more companies trying to improve the workplace with wellness programs.

And it's no wonder why: according to Ontario-based health management group Cookson James Loyalty, getting back to the basics with exercise, sleep, nutrition, and avoiding alcohol and cigarettes, could save the Canadian economy \$69.4 billion yearly. As for the employee's incentive, consider this: a survey by a Dutch organic food producer claims the average woman consumed 2,240 calories a week—100,000 a year—from snacking at her desk.

We asked Siemens for tips on how to maximize lunches and minimize poor eating habits at work.

1

### Skip the diets.

"They're distractions," says Siemens. Don't deprive yourself of food groups like carbs—just choose them wisely, like brown rice over white rice. Siemens emphasizes shopping for "real food" rather than prepared items, cooking from scratch, and always preparing lunches so that you're in control of your intake.

2

### Meal times matter.

Breakfast is critical, since you haven't eaten in about 10 hours and your body needs to refuel. When it comes to lunchtime, she emphasizes making it a real break, not one you spend on the computer or in line at the food court. And if you eat at noon, Siemens says you should expect to need a snack at around 3–4 p.m., as the body naturally craves food every three or four hours.

3

### Plan ahead.

If you're a stress eater, ensure you have healthy snacks on hand to curb the vending machine urge. If you like to nibble on crunchy foods, pack apple slices, nuts or carrot sticks. If you prefer to sip on something, try a healthy but flavourful smoothie or tea.

4

### "You can't outrun your fork."

That's Siemens's warning to those who think they can eat whatever they want as long as they exercise. If you choose junk food, know that you'll have a hard time burning those calories, so enjoy a small portion only. Siemens points to an old adage. "Weight loss happens in the kitchen; fitness happens in the gym." 🏃

## TECH

# VISION QUEST

Virtual reality gets  
a blue-collar job

WRITER

*Angela Johnston*

PHOTOGRAPHER

*Adrien Veczan*


**THE FUTURE OF** job training is now—and it looks a bit like *Pokémon Go*.

Thanks to Alberta companies like Scope AR and Serious Labs—plus upstarts like Daqri, a company whose US-made safety goggles display data such as pressure gauges in your field of vision—training videos and job shadowing might be replaced by augmented and virtual reality (or AR and VR). Beyond reduced training costs, estimated by *Training* magazine to be \$1.5 million USD for mid-sized companies, simulator technology helps trainees gain muscle memory and confidence before they operate machinery in the field, increasing safety and performance.

It could also alter the way some traditional jobs are done.

Imagine doing maintenance on a motor that you work on only once a year and skipping the learning curve; using Scope AR's app, simply point your phone camera at the machine and step-by-step instructions appear overlaid on the real-world image. A checklist then tracks your work, allowing you to refer back to when the maintenance was last done and who did it.

Serious Labs takes a more heavy-duty approach, using nearly full-scale VR simulators. It allows workers to practice operating machinery such as cranes, using headgear, joysticks and stationary equipment that simulates on-site tasks in the goggles. "You can just turn your head and it's there," says Danielle Enns, MSc '06, director of project management at Serious Labs.

When the company started, Neil Lamoureux, MBA '96, vice-president of engineering at Scope AR, says industry didn't really "get it." But today the global VR/AR market is worth about \$4.4 billion USD (projected to be \$108 billion in three years according to data analyzed by TechCrunch). Much of it is for professional usage, as in hospitals and medical schools, and people are grasping the technology's full potential. "Now that it's out there in the consumer world, people get it. They see their kids using it. We're having to explain less and less about AR, and companies are getting how important it can be." 





THE FRANK FILES

# MOM & BOT SHOPS



COLUMNIST  
*Tema Frank*

Small businesses can capitalize off AI too

**ARTIFICIAL INTELLIGENCE IS** often thought of a resource possessed by giants that can throw billions of dollars at it, like Google, Amazon and IBM, but seldom the mom-and-pop shop. More recently, “machine learning” is an oft-discussed subfield of AI that lets computers learn from their mistakes, much as humans do but faster. But for it to work, it needs two things that most small businesses don’t have and can’t afford.

The first is huge amounts of data to practice with while it learns, and the second is data scientists who can write algorithms—rules that help it decide how to turn the data into useful information. Kory Mathewson, a UAlberta PhD candidate in computing sciences, says that although smaller sets of data can be a start in training machines, the models won’t be great at predicting outcomes at first. It can take “one million rows of data for making some data-driven decisions.” Companies with only a few hundred customers likely won’t have enough information of their own to teach the machines. That said, smaller organizations can still benefit from AI indirectly.

Software like x.AI, an automated meetings scheduler that skips the back-and-forth emails, and Crystal, a personality analyzer based on written communications, as well as the many “chatbots” for technical support are available (see sidebar). Even Amazon is selling subscriptions to its facial recognition service, Amazon Rekognition, to small counties hoping it will aid in crime prevention. By 2030, AI is set to contribute \$15.7 trillion to the global economy, according to accounting multinational PwC, and a big part of that will be mass-market tools like these.

The key to getting started with more customized types of AI, says Gary Filan, BCom ’92, and vice-president at Toronto-based technology solutions company T4G, is getting help from your existing vendors. Many of them are already improving their own products and services with AI, and they don’t want their market to be limited to just the enterprise giants. For customer relations management, there are Salesforce’s Einstein AI tools and Microsoft’s Cortana Intelligence Suite. In the industrial sector, GE’s Predix Studio requires minimal computer programming experience from operations staff.

That said, AI isn’t a magic wand. “It’s not going off and hiring data scientists and saying, ‘Go find a problem to solve,’” says Filan. “It’s applying the technology against existing processes.” (In fact, with the shortage of trained data scientists, highlighted by the *Harvard Business Review* in 2011, few small businesses could hire one even if they wanted to.)

Look at how your company works and think through the problems you’d like AI to solve for you. A restaurant, for example, might be able to use AI to look at historical patterns of what its customers have ordered, on which days of the week, at which times, and in which weather conditions, to predict what it should serve and which ingredients it should stock up on.

Once you know what problem you want to solve, talk to vendors who have AI tools and ask what they can do for you. The big players are racing to dominate the world of AI, so they’re quite willing to invest in helping businesses of any size use their products to solve problems creatively.

## AI Tools for Small Businesses:



**Crystal:** Analyzes the “DISC personality style” of people you correspond with via email and social media to give you an idea of how to communicate with them more effectively, offering real-time suggestions as you type. [Starts at \\$19/month. crystalknows.com](http://crystalknows.com)



**Path:** An inexpensive “chatbot” welcoming visitors to your website, asking qualifying questions, and sending leads to relevant (human) staff for immediate follow-up. [Starts at \\$79 USD/month. chatpath.com](http://chatpath.com)



**Botsify:** Similar to Path, but it includes an option for Facebook messenger integration and doesn’t require coding. [Starts at \\$10 USD/mo. botsify.com](http://botsify.com)



**x.AI:** An AI assistant to avoid the back-and-forth of scheduling meetings. [Starts at \\$17 USD/month. x.ai](http://x.ai)



**Salesforce Einstein:** Several integrated AI tools for customer relationship management. [Costs vary. salesforce.com](http://salesforce.com)



**Cortana Intelligence Suite:** A bundle of cloud-based and customizable analytics services for small and medium-sized businesses with big data sets. [Costs vary. cortanaintelligence.com](http://cortanaintelligence.com)

TEMA FRANK, BCOM ’82, is the author of *PeopleShock: The Path to Profits When Customers Rule*. She writes, consults, teaches and podcasts about customer experience in the digital era.

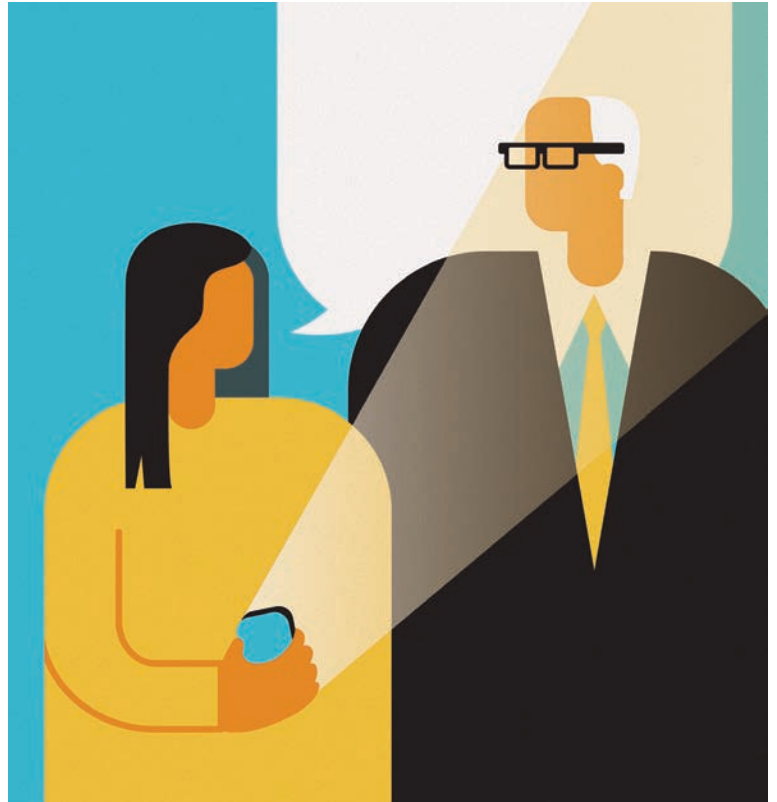
## MANAGEMENT

# FOUNTAIN OF YOUTH

How “reverse mentorship” bridges the values gap between young and old

WRITER

*Jordhana Rempel*



**MOST SENIOR PROFESSIONALS** would balk at getting mentored—especially by someone less than half their age. But Lorne Rubis, an executive at ATB Financial, brings his 20-year-old advisor into meetings with the bank’s top brass. After all, Christina Luo, a sunny BCom student, is his “reverse mentor”—an expert on all things Millennial, like tweeting, valuing collaboration over competition, and other ideals common amongst the newest workforce.

Rubis, BEd ’72, joined ATB in 2012 as the chief people officer, a role that encourages employees to practice corporate values to improve customer experience. Last year, he became its first chief evangelist, in charge of advancing the 85-year-old crown corporation’s culture and helping it adapt to new technologies and social engagement. In an already forward-looking role, it wasn’t a big leap for him to see the potential in reverse mentorship.

Reverse mentorship has been incorporated into big companies like Microsoft and Target. With Millennials predicted to make up nearly half the workforce by 2020, it bridges the generation gap and keeps companies on the cutting edge of digital culture. In a company post, Michael Jacobs, the general manager of Microsoft Norway, wrote about his


28-year-old mentor: “[He] is mentoring me on what the workplace should look like going forward, what his generation is interested in, what they are looking for, how we can make ourselves attractive for young talent, and last but not least, how we make sure we stay relevant to them.”

There are several advantages to learning from Millennials, or “digital natives” as they’re sometimes called. In a paper published by the Zur Institute, digital natives are described as intuitive, participatory learners who can quickly task-switch. The egalitarian nature of the internet taught them to see the world in less hierarchical terms, so they have a different view of authority. Luo says this has transferred over to her relationship with Rubis. “There’s no power dynamic over ideas and contribution,” she says. “It’s a very organic process.”

“We hang out,” adds her mentee, whose traditional suit and tie contrasts Luo’s relaxed fashion. Rubis prefers the casual structure he and Luo have over more formal mentorship programs. “You meet someone for lunch and they bring their eight questions and that’s it.” With Luo, he says, “we get stuff done. We work through conversations, not necessarily through structured meetings.”

Rubis was introduced to Luo in April 2016, when she joined ATB through its summer student program. Rubis enjoyed her entrepreneurial approach and was impressed by her creativity and digital smarts. “She’s so intelligent, she writes code for fun,” he says. Luo returned in April 2017 as ATB’s Google Ambassador and intern support, meant to help in the adoption of technology. In return, Luo has gained leadership skills.

But the dissolution of traditional mentor-student roles did come with a learning curve. “I had to learn not to ask for permission to do what I think is right,” Luo says. “I learned to be more fearless and open to experimenting,” adds Rubis. “I learned how much I didn’t know, and I had to learn to be vulnerable in that regard.”

Both Rubis and Luo encourage others to try reverse mentoring, though, as with all mentorships, finding the right connection between mentor and mentee is imperative. In the end, they praise the continuous nature of the arrangement and the way they’ve come to appreciate disparate personalities. “It’s intergenerational and interdisciplinary,” says Luo. “You can learn a lot from each other.” 



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**HUMAN CAPITAL**

# CUTTING OUT “THE MIDDLE MAN”

Why more women are relying on each other for career success

WRITER

*Jyllian Park*



Irena Kahn, BCom '97 (left), and Jessica Leung, BCom '10 (right), founders of Forward Together.

“ We believe that we’ll be stronger if we do it together”

**THE TAIL END** of 2017 was all about tearing down the “boy’s club” mentality permeating politics, entertainment and offices the world over. And 2018 is no different.

Professional women are demanding an end to the toxic culture of gender-based sexual harassment and belittlement. With the support of many allies, especially members of the LGBTQ community, themselves tired of workplace discrimination, it feels like the obstacles facing women in their careers are finally being taken seriously. But while high-profile companies take steps to become safer, more equitable workplaces, women have been doing the work themselves for a long time.

In every city, peer support networks—like Alberta Women Entrepreneurs (AWE), the Alberta School of Business’s Women’s Network for MBA students and alumni, and the student-run Network of Empowered Women—give guidance and resources so women are better represented on every rung of the corporate ladder. “We believe that we’ll be stronger if we do it together,” says Jessica Leung, BCom ’10.

In 2013, Leung and Irena Kahn, BCom ’97, founded one of Canada’s fastest-growing professional networks, Forward Together, to help advance the women in their workforce. What started as a one-off conference has grown into an ongoing platform of engagement events and training tools to help women obtain leadership positions in their companies. Forward Together partners with companies to share best practices to support their women in achieving career goals. The Toronto-based group now partners with 15 top-tier organizations, including Facebook, Canadian Tire, Pepsi and Procter & Gamble, focusing on building confidence and inspiring high-performing women to advance towards leadership roles within the partnering corporations.



## Breaking & Entering the Start-up Scene

The hurdles facing women entrepreneurs are many. We asked **KRISTINA MILKE, BCOM '94**, president of one of Canada's most active angel groups, and a founding mentor of the University of Alberta's Venture Mentoring Service, for tips for women breaking into the fast-paced start-up world.

1

**SEEK OUT YOUR PEERS:** "Find other organizations, incubators and accelerators where like-minded individuals are gathering. Women are famous for trying to get it all done ourselves—and that's crazy to me. Time is precious. Whether you have children or a family, that doesn't matter. Time is still precious. Why not find and seek out like-minded entrepreneurs who can point you in the right directions, connect you with people, and share their experiences?"

2

**MAKE MENTORS:** "There are a lot of folks in your town willing to mentor; you just have to ask. Most will say yes. You have to be a bit bold, but what's the worst-case scenario? Someone rejects you? It's not life or death. The best thing you can do is find people who've been down this path before. Make it easier on yourself."

3

**LOOK FOR ORGANIZATIONS TO HELP YOU:** "Look for resources like the Venture Mentoring Services, a program for U of A students and graduates to apply for free mentoring. The mentors are high-quality, successful business people in Alberta's ecosystem from a variety of different backgrounds and skill sets."

*This has been edited for brevity and clarity.*

They argue that the key to professional equality is in more women ascending to leadership positions. "What we're seeing is that women are dropping off closer to the top," says Kahn. "We don't have a problem with the number of women who are entering the workplace. We have a problem with women reaching the top levels of their careers."

### SMALL BUSINESS, BIG PROBLEMS

When it comes to running their own businesses, Canadian women are better off than their counterparts in other nations' innovation-based economies, according to a recent Global Entrepreneurship Monitor (GEM) Report authored by UAlberta Business professor Karen Hughes. In 2016, 13.3 per cent of Canadian women were engaged in early start-ups, well ahead of women in the U.S., Australia and other countries. But Canadian women who choose to establish their own businesses, regardless of size or sector, typically face more barriers than their male counterparts, especially in tapping into the knowledge, mentoring, and networks they need to get their ideas off the ground.

"Women have the same growth aspirations as men," says Marcela Mandeville, BCom '96, MBA '14, CEO of AWE. "It's often the implementation piece—access to capital, networks and markets to support the growth—that's missing for women looking to start out and build successful ventures." For AWE, a non-profit founded in 1995, that "piece" means providing women-owned businesses with repayable loans of up to \$150,000, as well as advising, networking, and workshops to help their businesses.

Lacking financial support is a severe hindrance for women entrepreneurs, and it's less a circumstance of all women being innately risk-averse—a commonly-held stereotype among investors—than it is of entrepreneurs not knowing when, where and how to access capital. Loans, business plan assistance, and pitch training from AWE help women in entrepreneurial spaces to get started and grow. Meanwhile, several women angel investors have launched firms like the New York-based Golden Seeds to invest in women-

led companies, while firms like Hera Angels in California focus on educating the female investors themselves.

### GOVERNMENTS NOT IMMUNE

The public sector isn't immune to gender discrimination.

Last fall, the City of Edmonton came under scrutiny after an employee engagement survey showed one-fifth of city employees who completed the 2014–16 survey faced instances of workplace harassment. Unsurprisingly, in many departments, morale and job satisfaction was lower among female employees.

Senior City staff admit the issues had been ongoing for several years.

After reviewing the results of the culture audit, executive leadership from seven departments of municipal government examined the steps needed to ensure a safer and more supportive work environment for city employees. The team developed an external reporting system for employees and senior leadership to facilitate better communication among staff, and it's running respectful workplace sessions across the different branches. They've also introduced a new branch, called Corporate Safety and Employee Health, to address mental health in addition to traditional occupational health and safety.

The realization that there's a deep-rooted culture problem at the City of Edmonton is troubling, but there's hope the work being done to resolve longstanding issues will lead to a supportive and equitable work environment for all municipal employees. It might even inspire other organizations to take a sober second look at their internal culture, as a global conversation sharpens its focus on detoxifying problematic work environments.

Forward Together's Kahn affirms this moment, noting that companies are starting to accept culpability and welcome ideas that support not just women, but all employees across all levels of the company. [f](#)

**JYLLIAN PARK** is the Edmonton editor of *Western Living* and a fashion stylist. She won a 2017 Alberta Magazines Award.



# RUMBLE IN THE JUNGLE

The bid for Amazon HQ2 was a long shot for the 238 cities battling to win it. But Calgary and Edmonton got some economic soul-searching in the process.

WRITER

*Jeremy Klaszus*

ILLUSTRATOR

*Raymond Biesinger*

**IN A THREE-STOREY** brick building in downtown Edmonton, Danielle Strang, BCom '08, is singing the praises of the city she once hoped to leave. As head of people operations for Jobber, a plucky homegrown start-up that makes scheduling software for businesses, Strang is at the forefront of the city's nascent tech scene. Her job involves culture development and talent strategy—recruiting talent and selling them on the idea that, no, moving to the frosty northern edge of the Great Plains isn't lunacy. You can really build something in this city—and with the digital economy growing rapidly in Canada and internationally, Edmonton is in on the shift.

"Whether you're relocating or not, what I love about the conversations that we're having is that it's changing people's perceptions about what's here," says Strang. She eagerly lists Edmonton's perks: strong arts and food scenes, a relatively low cost of living, and affordable homes. "I didn't think I would still be in Edmonton," admits Strang, who thought of herself as Toronto or New York-bound. "But Edmonton is not the same as it was when I graduated in 2008, and it's going to continue to be Canada's best-kept secret."



The secret's safe—for now. Edmonton and Calgary both hoped to land Amazon's much-hyped second headquarters, HQ2, a move that would transform their economies with up to 50,000 new “high-paying” jobs and \$5-billion in capital investment, but failed to make the shortlist. Toronto is the only Canadian city still in the running, along with Chicago, L.A., New York, and wildcards Raleigh, North Carolina, and Montgomery County, Maryland. But even though Edmonton and Calgary aren't in the running, their Amazon bids revealed each city's high-tech aspirations. After being battered by another oil crash, the province's two major cities are back on their feet and looking beyond oil and gas for the next iteration of their economies. Both want to be places that draw and nurture tech talent.

All around Strang, Edmonton is transforming in little ways. A few blocks southwest of Jobber, the city opened a scenic funicular, making it easier for people with disabilities to access the river valley. Protected bike lanes were recently installed downtown, just as they were in Calgary several years ago. Both cities have new bridges that double as impressive architectural gateways to their downtowns: Edmonton with the Waltherdale Bridge's white arch, and Calgary with its car-free Peace Bridge. Both cities are getting new amenities that are increasingly important as cities compete for talent and investment.

“It's very different than 30 years ago,” says Kyle Murray, vice dean and professor of marketing at the Alberta School of Business. “Both cities are larger and more urban, and that's more attractive to not just tech sectors but any of the higher-end, white-collar type careers.”

But is it enough to attract large tech companies? When Amazon put out its request for proposals, it asked for a lot. It didn't only request tax breaks (though it wants plenty of those, too), it asked for a city with good recreational and education opportunities, a high quality of life, a diverse population, excellent post-secondary schools and, yes, bike lanes. A city, in other words, that can draw and keep people.

Throughout history, cities have always competed for commerce—but as the world becomes more urbanized and competitive, there are more players. “It's not just New York fighting with Chicago and L.A., or Toronto and Montreal battling it out,” says Murray. “It's really now a global



01

“It's really now a global phenomenon of cities all over fighting constantly for these kind of opportunities—not just to attract them, but also to keep what they already have.”





phenomenon of cities all over fighting constantly for these kind of opportunities—not just to attract them, but also to keep what they already have.”

**TECH IS NOT** what comes to mind for most people when you mention Calgary or Edmonton, but look a little closer and you’ll see foundations well in place. Edmonton’s BioWare, widely regarded as one of the world’s best video game studios, was founded by three University of Alberta grads in the mid-’90s (and since purchased by Electronic Arts, a multinational American corporation). In 2017, DeepMind, the UK-based artificial intelligence division of Google, set up an Edmonton research office in collaboration with the University of Alberta. And start-ups like Jobber, founded by Sam Pillar, BCom ’05, and Forrest Zeisler, BSc ’07, have popped up around town. Staying put gives Jobber a certain prominence in its community—a status it likely wouldn’t have in Vancouver or Silicon Valley.

Down the highway, Calgary has long had oil and gas tech. But as the city pivots from being primarily an energy hub (since the 2014 crash, a quarter of downtown offices are still empty, according to commercial realtor CBRE), it’s trying to jump-start its start-up culture. Across the street from the Bow, the crescent-shaped skyscraper that’s home to Cenovus, tech entrepreneurs and venture capitalists meet at a new hub called Nucleus, with a view toward building more connections between Calgary and Silicon Valley. The building doubles as a co-working hub for start-ups. Nearby, Calgary Economic Development is fleshing out its next economic strategy. “The perception of what Calgary is is probably our biggest hurdle,” says Mary Moran, Calgary Economic Development’s president and CEO. “Rightly or wrongly, people don’t put tech and Calgary in the same sentence.”

While “economic diversification” has been a refrain of Alberta politicians for years, progress on that file has been slow. Left to their own devices and \$100-per-barrel oil, most Albertans would happily stick with the oil and gas boomtowns they know.

Calgary saw the Amazon RFP as chance to disrupt that oil town narrative—regardless of the outcome of the bid itself. “We knew there would never be a more public platform—other than something

like an Olympic bid—to share Calgary’s story,” says Moran. Calgary accompanied its bid with a cheeky marketing blitz, including sidewalk chalk graffiti in Seattle, Amazon’s hometown. On a building by the tech behemoth’s campus, they unfurled a banner that read: “Hey Amazon. Not saying we’d fight a bear for you... but we totally would.” An ad with the same message ran in the *Seattle Times*.

The campaign turned heads for its playful gutsiness. “That’s great to try to get the Amazon bid,” says Murray, “but it’s also a strong signal of a city saying, ‘We’re willing to spend money to try and attract these kinds of companies—and we’re open for business.’” Calgary Economic Development openly admits that Amazon wasn’t the only intended recipient of the campaign: “For us it was about potentially getting recognition from other Seattle-based or Pacific Northwest-based companies,” says Moran.

The campaign was also designed for people at home, who are still recovering from the recession. “Calgary got hit harder, faster than most jurisdictions that suffered from the drop in commodity price,” says Moran. “We wanted to give Calgarians some hope and pride.”

As an outlier, both geographically and in perception, Calgary had to be original in its approach. There’s no way it could compete financially with the likes of Newark, New Jersey, which publicly offered a staggering \$7 billion in tax breaks, including \$5 billion from the state itself. (Indeed, Newark made the shortlist.) The details of Edmonton’s and Calgary’s proposals were kept under wraps—both economic developers cited confidentiality for competitive reasons. “Saying it’s secret is a little bit of a cop out,” says Murray. “[It’s] like saying ‘We don’t really want to tell people what we did, because it’s not that attractive.’ The ones that put together great bids told everybody.”

**WHILE POLITICIANS AND** economic developers fell over themselves to land the Amazon prize, less attention has been given to the negatives that the company could bring. *The Seattle Times* reports that, thanks in large part to Amazon’s influx of 40,000 workers, Seattle has seen a surge in housing prices—turning affordable neighbourhoods into unaffordable ones. Landing a company the size of Amazon could overwhelm Edmonton’s fledgling tech ecosystem. Danielle Strang



02

01 Jobber co-founder Sam Pillar, BCom ’05 (left), in the fast-grown company’s downtown Edmonton office.

02 Internal staff event at Bioware’s Edmonton office.



(Top) A peek inside Calgary's bid for Amazon HQ2.

(Above) Cheeky ads like this promoted Calgary's bid throughout Seattle, in newspapers, billboards, and even on sidewalks.

says a balanced approach is necessary. "The entrepreneurial spirit can be fragile," she says. "If it gets to the point where all of a sudden people are justifying not going to [tech incubators] like Startup Edmonton to maybe grow their idea, because there's too much competition, then we've officially squashed what makes this city innately unique."

For Edmontonians like Strang, one of the rewarding parts of being at the fore-

front of the industry shift is you get to change the city's culture, both inside and outside the tech ecosystem. "That's what really unifies a lot of Edmontonians," says Brad Ferguson, BA '92, BCom '94, outgoing president and CEO of Edmonton Economic Development Corporation. "They're all a part of building a great city. They don't just live and work here. They actually feel like they're part of building it."

Or, in the casual parlance of Jobber on its website: "We are building a humble and supportive company that really gives a shit, and we're having a blast doing it."

The company, for example, has partnered with Girls Learning Code Canada to host a series of coding camps in 2018. The idea is to give back to the community, while also nurturing the next generation of coders. This will become increasingly important: Canada will need another 218,000 tech workers by 2020 to meet labour demands, according to projections by the Information and Communications Technology Council. Finding ways to fill these roles will be increasingly important, and wooing talent from elsewhere is just one way to tackle it—and likely inadequate. "Being a bit of an outlier in a place like Edmonton, I'd like to think that we're thinking a bit more creatively about that," says Strang.

Canadian cities also have an edge over American cities in the extent to which citizens have a say over how their communities are developed. "The average Canadian large city is more proactive in public involvement," says Paul Messinger, Associate Professor of Marketing at the Alberta School of Business. His research has explored the concept of "citizen-centred cities." Whereas American cities are required by higher levels of government to consult the public for development projects, "in most Canadian cities, it's more [from the] ground up," says Messinger. And that kind of civic engagement tends to increase citizen happiness. "It makes it a good place for people," says Messinger. "Despite the oil downturn, Edmonton continues to grow."

**IN EDMONTON, THERE** was little fanfare around the city's Amazon bid, which was submitted quietly, unlike Cowtown's aggressive marketing ploy. "[Calgary] put a lot of resources into that," says Edy Wong, the School's Associate Dean (International). "And the approach of Edmonton was almost like: 'We're also here.' We don't have [high] expectations. That really reflected the differences in the business culture between the two cities."

Wong is on the board of Global Edmonton, a new regional economic development agency launched in 2017. The idea is to promote the entire Edmonton area, as opposed to just the city proper. "This way we don't trip over each



other when we go overseas,” says Wong. “In today’s world, we can’t afford to be fragmented.”

Edmonton and Calgary each have their advantages. Edmonton offers manufacturing facilities and expertise; Calgary is known for head offices and professional services. Both cities have populations with a high level of technical training and are increasingly confident they can attract tech investment. “At one level it makes sense because high tech is a footloose industry,” says Wong. “It can be located anywhere.”

But the Amazon experience showed that Calgary and Edmonton simply don’t have enough tech talent yet. As well, Wong says Edmonton needs to figure out specifically which sector it’s aiming to service and which global supply chains the city is connected to. “That’s where we struggle a little bit,” he says. “Edmonton is not well known on the international stage because our supply chain doesn’t go anywhere except the United States.”

As an example of a city that has successfully created a new role for itself, he points to Dubai, which has transformed into a global aerotropolis through rapid airport expansion. “They are using the airport to build an economy and they’re offering good commercial conditions, low taxes and whatnot,” says Wong. “Their rationale is that they’re the linkage between Europe and Asia. So they have a story to tell.”

Alberta’s cities are still finding their stories about how they fit into the tech world—even the global economy. The Amazon bids were a chance to flesh out those stories a little more, narratives that will become increasingly important regardless of who gets Amazon’s HQ2. “Winning this particular engagement [isn’t] really the end of this game,” says Messinger. “It’s really the beginning of it.”

**JEREMY KLASZUS** is a National Magazine Awards winner who has contributed to *Monocle* and *National Geographic Traveler*.

## FAILED SEDUCTION: FOUR CITIES THAT PULLED OUT THE STOPS FOR HQ2—AND LOST\*



### Calgary

Calgary went all out, getting hockey fans to chant “Amazon!” at a Flames game and taking its campaign right to Seattle, Amazon’s home city, with guerilla-style ads on sidewalks and buildings. “We knew that we had to get attention,” says Mary Moran, CEO of Calgary Economic Development. A staffer hand-delivered the bid itself to Amazon’s HQ—a human touch for a city that has long prided itself on business being done by handshake deals. Moran is glad Amazon gave cities the chance to put on a display. “It ups the game for economic developers,” she says.

### Tucson, Arizona

Leaders in southern Arizona tried to send Amazon a big ol’ 21-foot cactus, meant to symbolize that the company would have room to grow if it opened its second headquarters in the Tucson area. Amazon declined the prickly plant, but expressed gratitude on Twitter: “Thx @SunCorridorInc! Unfortunately we can’t accept gifts (even really cool ones) so we donated it to @DesertMuseum.” The details of the bid itself were kept secret.



### Birmingham, Alabama

To promote its bid, Birmingham dropped three giant replicas of cardboard Amazon boxes, nearly tall as houses, throughout the city. Residents were encouraged to take selfies in front of the boxes and post to social media with the hashtag #bringAtoB. Birmingham lacks daily flights to Seattle and other elements of the RFP, but civic leaders saw it as a chance to work toward a goal that will make it easier to submit similar proposals in the future.

### Fresno, California

While Stonecrest, Georgia made an honest-to-goodness promise to rename the city “Amazon,” Fresno’s eager bid offered Amazon a say in how their municipal taxes are spent, thanks to a board made up of city officials and Amazon staff. City amenities such as playgrounds would be branded with Amazon’s name and logo. “The potential negative impacts from a project would be turned into positives, giving Amazon credit for mitigating it,” says the Fresno proposal.



### \*And Then There Was Edmonton...

The Alberta capital kept the details of its bid hush-hush, and did no marketing blitz. Even so, Brad Ferguson, then president and CEO of Edmonton Economic Development Corporation, says Edmonton is appealing for its well-educated and loyal talent base. “When you have talent, that’s what attracts companies,” he says. “So what we’re focused on is building that environment that attracts talent—and making sure that young people want to stay, live and excel in the city.”





# HOW HIGH?

Cannabis is already big business, but with Legalization Day around the corner, might it become a vital Canadian industry? All eyes are on Alberta, the province with the laxest retail laws and, soon, the biggest marijuana farm in the world.

WRITER

*Renato Pagnani*

ILLUSTRATOR

*Jeannie Phan*

**IN 2014, SHELDON CROOME**, BCom '10, could already smell the smoke. An entrepreneur with a fondness for new markets, he knew that an opportunity, one he couldn't imagine just a decade before, was on the horizon. He wanted to start growing and selling marijuana. Legally. Come July 1, when recreational marijuana officially becomes legal in Canada, he'll be doing just that, along with hundreds and eventually thousands of other entrepreneurs across the country. And he hopes to help make Alberta the leader in the industry.

The 31-year-old's path to pot producer, in retrospect, seems inevitable. After graduating in 2010, Croome began working with a liquor distributor. Dealing regularly with government administration, he learned the ins and outs of the various permits required by liquor stores, distributors and manufacturers. "I learned a ton about cutting the red-tape with government and how to work with them to get through a controlled industry," he says. This skill to bend bureaucracy in his favor would prove useful a few years later.

Croome is approachably handsome, with slate eyes and square jaw, giving

him the air of a college quarterback. He speaks with the purpose of someone more than comfortable giving high-pressure business presentations to fat-pocketed investors. In fact, in 2013, he appeared on CBC's *Dragon Den*, pitching to the show's celebrity investors ICEcigs—e-cigarettes that vaporize water and flavored glycol, designed to help smokers quit. The dragons loved his fire. Bruce Croxon, co-founder of dating website Lavalife, ended up loaning ICEcigs \$75,000.

But, after a while, Croome grew leery of how people, especially youth, were using ICEcigs products. "A lot of kids were starting to take up recreational vaping, when originally all of our clients were older people just trying to quit smoking," he says. "All of the sudden our demographic shifted so young, so quickly, that I didn't feel comfortable with things anymore."

Croome had considered the U.S. marijuana market before but saw it as too risky since cannabis, while legal in many states, was (and still is) illegal at the federal level. But in 2014 the federal government here in Canada started giving

licenses to companies across the country looking to grow medicinal cannabis, following a Supreme Court ruling that people had the right to reasonable legal access when authorized by a physician. Croome had a hunch that full legalization was inevitable. He sold his shares in ICEcigs, and MMJ Genetics—quickly renamed Atlas Growers to be more consumer-friendly—was born.

The production facility, located near Lac Ste. Anne, Alta., will span across 38,000 square feet by the time it's fully up and running. Budgeted at just under \$12 million, it'll feature a soil-free, hydroponic-based system that's fully automated, meaning no human contact with the plants necessary, aside from occasional trimming and eventual harvest. Croome estimates that they'll be able to harvest 5,000 kilograms of cannabis annually, but Atlas is far from the biggest producer in Canada—or even Alberta. That would be Aurora Cannabis which, if it gets its way, will be the world's largest cannabis producer. Sooner than later, "Alberta-grown" might hold more weight than "B.C. bud."



### THE CANNABIS MARKET IS PROJECTED

**TO BE BIG.** Very big. Based on a 2016 study of 5,000 Canadians over the age of 19, Deloitte projects the base retail market value of recreational marijuana to be around \$8.7 billion. Add in ancillary services like security and transportation, and the entire industry could total \$23 billion annually, roughly equal in size to Canada's alcohol industry.

And this is without factoring in revenue from tourism, taxes, licensing and paraphernalia, all of which could help that number rise significantly. When Deloitte conducted its study, Ottawa had yet to decide on a marijuana tax framework (\$1 per gram, or 10 per cent of the sale price, whichever is higher), or a tax revenue-sharing formula (provinces will take in 75 per cent of sales tax revenues), both of which were finally worked out at the end of 2017. Considering that Colorado—a state one-seventh the size of Canada—generated \$52 billion in tax and licensing revenue alone in 2015, \$23 billion might be a conservative estimate.

Alberta in particular boasts several advantages for companies looking to get a foothold in the industry. On the production side, electricity is comparatively cheap in the province, and growing pot is a power-intensive endeavor (ironically, the green stuff isn't very green). Over half a growing operation's energy use can come from lighting alone, because replicating the natural growing conditions of the plant as closely as possible is the goal. Efforts are being made to reduce the carbon footprint of cannabis (Atlas, for example, is investigating in low-energy alternatives to high-intensity discharge lamps, like LED lights).

Another advantage is Alberta's government, unlike Ontario's, isn't placing limits on the number of stores that can sell cannabis. At least, not in theory; how the province decides to initially pace the number of retail licenses handed out is another matter entirely. But for now it sounds like good news for Alberta retailers, many of whom are clamouring to get in on the action. Private liquor stores, as

represented by the Alberta Liquor Store Association, have chimed in to proclaim that they're best suited to sell pot safely and responsibly. Multiple cannabis information centres, like those run by the B.C.-based Green Room, and 420 Clinic, which currently has locations in Calgary and Lethbridge, have also made public their desire to move out of simply providing counsel about marijuana and into selling the product itself. Even vape shops, not to mention head shops that have been around for decades selling smoking paraphernalia, want to be licensed retailers.

Each province was left to its own devices to come up with a framework for legalization. True to the Alberta entrepreneurial spirit and famously privatized liquor industry, the province decided on a laissez-faire approach, at least when compared to certain provinces. Alberta will adhere to a hybrid model similar to that of Manitoba, where the provincial government will secure the supply of cannabis from federally-licensed providers and have private retailers sell it. In Alberta, private retailers will be allowed to grow and sell pot too, but the government will handle online sales. For comparison, the Government of Ontario is also controlling online sales in that province, but the province-run liquor stores, the LCBO, will handle physical sales.

The size of Alberta's marijuana industry won't be determined by policy alone. To benefit from the billions of dollars up for grabs, the province will need large-scale farms and horticultural expertise. And it has plenty of both.

### THE INDUSTRY IS GROWING MORE CROWDED BY THE DAY,

even before a single gram of legal recreational marijuana has been sold. If an upstart like Atlas wants to make a dent, it's going to have to do it against one of the biggest players in the industry: the Edmonton-headquartered Aurora Cannabis.

Aurora's first production facility was built in 2015 near Cremona, Alberta, just north of Calgary, as a 55,000 sq. ft. facility that now produces thousands of kilograms of medicinal marijuana per year. That's a boutique business compared to their second production facility—Aurora Sky—currently under construction on the Edmonton International Airport's land. When it reaches full capacity in 2019, the company claims its \$100-million, 800,000 sq. ft. farm will be the largest of its kind in the world.



Aurora, already one of the biggest marijuana operators in the country (vying for the top spot with Ontario's Canopy Growth), is thinking three moves ahead, opting to focus on aggressive growth, both domestically and internationally. "Everyone is focused on consumer legalization, and we are too, but not to the exclusion of our international growth plan," says Cam Battley, the company's chief corporate officer. "The central fact of the global cannabis market is there's a massive excess of demand over supply for legal, regulated cannabis, not only in Canada, but in Europe, Australia, and a bunch of other new markets that are opening up right now."

Global demand has led Aurora to such deals as last spring's \$23 million acquisition of German company Pedanios, a leading wholesale importer, exporter and distributor of medical marijuana in the EU. This gives Aurora access to the German market, and if things go right, to the rest of Europe.

"We're now selling product produced right here in Alberta in Germany," says Battley, whose previous career was in biopharmaceuticals. He has the taut features of a marathon runner in training and speaks with the unflappable conviction of a door-to-door evangelist. "Unlike some other Canadian companies that are selling in Germany and only getting wholesale prices, we're getting full price—roughly double what others are making, because we own the distributor." Now that Aurora has received European Union Good Manufacturing Practices certification, it can supply all of the new markets that are opening across the Atlantic. "And they pay in Euros," he adds with laughter.

If Battley sounds confident, it's with good reason: Aurora Sky will be bigger than nine CFL football fields, including end zones. Surrounded by security fencing, planes land and takeoff less than a kilometre away. From the airport itself, only the hot water storage tank—a burgundy behemoth roughly the size of one of the 737s overhead—is visible.

So how does a smaller company like Atlas compete with a giant like Aurora? With strategic alignments—namely, a family brand that carries considerable clout.

Last fall, Atlas partnered with Jim Hole, BSc (Ag) '79, of the Hole's Greenhouses & Gardens dynasty, who, as the company's vice-president of cultivation, advises on all aspects of plant growth. Croome admits that getting Hole involved

wasn't easy. A number of interested parties tried to get the St. Albert resident to back their proposed cannabis projects, but it was Croome's thorough preparation for safety, standardization, and advanced cultivation that impressed Hole. "Jim was only willing to align himself with us because we had done such extensive planning," says Croome, who boasts that he spent eight months working on the Lac St. Anne facility's design with "the highest level of standardization, quality control and safety standards."

The Holes have a wholesome family image to protect. Jim's late mother Lois is a local hero. Aside from writing dozens of horticulture books (some co-written with Jim), she's a philanthropist immortalized in murals and plaques. Before agreeing to partner with Atlas, Jim Hole consulted with his family on whether pot was something they wanted to get involved with. "After Sheldon described his vision, we had a family discussion over a few months," says Hole. "Because it's cannabis, it's not just something that you jump into. It's not to be taken lightly because it's a bit controversial."

He also spoke to a number of users whose real-life experiences helped convince him of marijuana's alleviating properties. He recalls one particular encounter that helped the family make their decision: "There was a lady, maybe in her seventies, who told us ... 'I don't need any medicinal cannabis right now, but I may need it in the future, and knowing that you're involved with Atlas gives me confidence in their product.'"

While public opinion on pot is much more positive than it was during Lois Hole's time, recreational legalization remains a contentious issue. According to Deloitte, only 40 per cent of the adult population favours legalization, while 36 per cent are actively opposed and a quarter are undecided. A fifth of those polled still consider marijuana to be as dangerous as hard drugs like cocaine and heroin.

The stigma facing the country's budding marijuana industry is likely to last for decades, says Michael Lounsbury, Canada Research Chair of Entrepreneurship and Innovation at the Alberta School of Business. "Not unlike the efforts of our best energy corporations to combat the stigma associated with the label 'tar sands' and environmental destruction, cannabis entrepreneurs need to legitimize themselves with the broader public by developing a 'social' license to

“  
**Cannabis  
 companies  
 need to become  
 sophisticated  
 cultural  
 entrepreneurs  
 that develop  
 messages  
 resonating  
 widely,  
 including with  
 soccer moms**  
 ”



## WHAT CONSUMERS NEED TO KNOW

### LEGALIZATION DAY:

July 1, 2018

### CONSUMER AGE:

18

### CARRY LIMIT:

Individual adults can carry 30 grams on them; no limits on home possession.

### PERSONAL PLANTS:

Four per household limit.

### WHERE IT CAN BE SMOKED:

Similar restrictions to tobacco.



## WHAT COMPANIES NEED TO KNOW

### REGULATIONS IN PLACE:

An agency overseeing distribution, similar to the Alberta Gaming and Liquor Commission, will control the pace of new licenses issued to retailers.

### IN WHAT FORMS IT CAN BE SOLD:

Loose leaves, pre-rolled joints, or oil (edibles won't be available for purchase until July 2019).

### WHERE YOU CAN SELL:

Stand-alone stores dedicated solely to recreational marijuana—not alongside alcohol, tobacco or pharmaceuticals (medicinal marijuana will still be delivered by mail).

### WHAT ELSE CAN RETAILERS SELL:

Weed-related products like rolling papers, pipes, and lighters (think head shops).

### OTHER RESTRICTIONS:

All staff must be over 18 and have undergone cannabis sales education.

operate.” By that, he means work needs to be done to earn the acceptance of the public by changing negative perceptions of the plant to a societal positive contribution. This includes helping keep cannabis out of the hands of minors and ensuring marketing material does not target them, with the hopes of avoiding a scenario like the one Croome encountered with ICEcigs and its troublesome demographic shift.

The industry's challenge isn't just proving to regulators that they can sell in an ethical and responsible manner; it's changing the minds of the 60 per cent of the population that either opposes or is undecided about legalization. It's not surprising, then, that producers emphasize, again and again, the medicinal benefits of cannabis—even as they fully intend to capitalize on its recreational usage. Lounsbury says cannabis companies need creative solutions to change public perception. For instance, Aurora's slogan, “the Healing Power of Nature,” redirects images of dorm-room stoners to notions of finding the plant next to the GMO-free, hand-squeezed almond milk in the organic aisle. “All cannabis companies need to become sophisticated cultural entrepreneurs that develop messages that resonate widely, including with soccer moms,” says Lounsbury. And it's not only billion-dollar behemoths like Aurora and medium-sized companies like Atlas trying to reach the average Canadian, but potentially hundreds of small-batch growers too.

**IF AURORA IS THE ANHEUSER-BUSCH OF CANNABIS**, 5Points is the weed equivalent of a microbrewery producing limited-edition salted caramel oatmeal stouts.

Co-founded by Peter Loginov, MBA '18, the start-up, which is in the process of becoming a licensed producer, is concentrating on small-batch craft organic cannabis, the kind that the big players will ignore in favor of more mainstream, accessible strains. Unlike both Atlas and Aurora, who need to pump out thousands (or in the case of Aurora, hundreds of thousands) of kilograms of cannabis a year in order to satisfy shareholders, 5Points and the like are willing to experiment with more exotic strains. “There's a need for specialized local producers serving the local market,” he says.

The business plan is actually a pivot. When Loginov and his partner initially

hatched the idea for 5Points inside eHUB, the University of Alberta's entrepreneur incubator, it was as an e-commerce platform selling dry cannabis, oils, and edibles from licensed producers, as well as “personal grow technology and vaporizers.” But that was before the Alberta Justice Minister announced in November that the provincial government would handle online sales itself, in response to public concerns about the online age verification process, especially with regards to weed delivery.

On the surface, the decision seems like an indication that they're listening to input from the public about the policies for a contentious topic, but it also gives the government exclusive rights to the profits of online sales, in effect putting the province in direct competition with private retailers. At least, as Loginov points out, until the provincial government unveils a clearer structure, since it is still figuring out a final framework as legalization approaches.

As of January, the province hadn't released any details about what technology it will use for online sales, how it will enforce the age restriction, or exactly how purchasing cannabis online will work. Hope remains that at some point the government will start allowing private retailers to sell recreational cannabis online. Alcohol, after all, has long been available for purchase online in Alberta as well as most other provinces, and medicinal cannabis can be ordered via the internet.

At the federal level, the government is racing to approve growing licenses lest there not be enough pot to fulfill demand come July 1. There are cautionary lessons about market instability from the US that Canadians in the industry will want to remember.

At the end of 2014, six months after its Legalization Day, Washington State's cannabis industry went from a severe shortage—some stores had to actually close temporarily because they ran out of inventory—to having way too much weed, causing growers to struggle to sell their stock. How smoothly Canada's legal industry will go remains to be seen, but there's little doubt that Alberta will be helping drive the industry forward. “We're inventing a brand-new industry in real time,” says Battley. “It doesn't get much more exciting than that.” 

**RENATO PAGNANI, BA '10**, is an Edmonton-based writer whose work has appeared in *Rolling Stone*, *Maclean's* and *Pitchfork*.

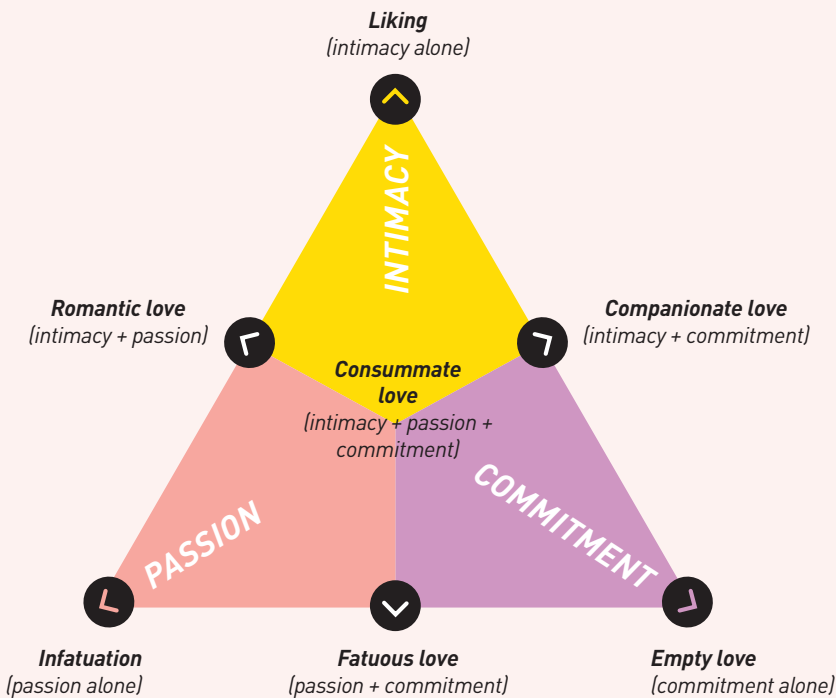


QUICK STUDIES

# JOB LOVE TRIANGLE

The difference being job satisfaction and something greater

WRITER  
*Angela Johnston*



**WHAT DOES IT** really mean to love your job? It's nothing like job satisfaction, according to Michelle Inness, an associate professor in the Alberta School of Business, who's been researching "LOJ"—"love of one's job"—for years. In fact, she finds more similarities between loving a job and loving a person.

Using psychologist Robert Sternberg's "triangular theory of love," which posits three aspects of love between people that overlap into the ultimate "consummate love," Inness and her coauthors surveyed workers in order to capture the psychological experience of loving a job.

**Passion:** You feel passionate about your work and this feeling might be motivational, leading to increased effort.

**Intimacy:** You feel closely bonded with your coworkers, to the point of friendship.

**Commitment:** You're committed to the organization you work for and you want to stay there.



**What's the difference between job satisfaction and loving a job?** **MI:** It doesn't really reflect that you feel intensely about something if you say you're "satisfied." Whereas if you say you "love" something, there's a higher of intensity of emotion.

**Is there a type of leader that makes you more likely to love your job?** **MI:** We have some preliminary data suggesting that the more transformational a leader is, the more likely it is that his or her employees will love their job. A transformational leader is one who is inspirational, a good role model of the expectations they have for employees, so they live by a code or set of values. They tend to ask the employees questions and get them involved in trying to create solutions or improve the company. They treat their employees like people who can contribute in an intellectual way.

**How do you differentiate between loving a job and workaholism?** **MI:** Workaholism is when you feel a compulsive need to work, even if you don't like what you're doing. When someone loves their job, I think they're feeling "I want to work." Workaholism is based more on a feeling of "I should work."

**Do certain people more easily find love in their jobs?** **MI:** We measured that throughout every study we've run because we were also curious: *Is it just the fact that some people are positive, therefore they love their job?* It seems like certainly the personality you have contributes to LOJ, but it's not just that. It seems like it's also the situation that you find yourself in. I researched people with two jobs at the same time, and they could love them different amounts depending on what they experienced in each of these workplaces. **🔗**

*This interview has been edited for length and clarity.*

## SOCIAL TIES



01

**Merritt Chisholm, BCom '52** (second from left), of Vancouver Island, B.C., and **Frank Gibson, BCom '72** (right), of Victoria, B.C., attended the University of Alberta Alumni Brunch at the Fairmont Empress in Victoria on Dec. 2, 2017, for a speech on mental health and addiction. Merritt and his wife **Bennie, BScN '53** (centre), are long-time residents of Vancouver Island, and Frank made the permanent move in June 2017 after retiring.

02

**Alvin Chow, BCom '91** (right), **Marcel Reghelini, MBA '88** (left) and **Donna Karpowich**, attended the 2017 Alumni Holiday Brunch at the Royal Vancouver Yacht Club on Dec. 3, 2017. Chow served as the School's key alumni contact in Vancouver for the past five years. He recently took on a new role with Glacier Media as vice-president of national sales Western Canada and is now publisher of the Richmond News.

03

**Erica Viegas, BCom '06** (first on right), of New York, NY, development manager, World Economic Forum, met with **Kristel Owens, MBA '16, BCom '15** (left), Employer Relationship Advisor, Masters Programs Office, Alberta School of Business and **Ashton Rudanec (née Paulitsch), MBA '16, BCom '12**, Analyst, Responsible Investment, AIMCo, during a New York visit.

04

**Paul Lopushinsky, BCom '12** (left) **Janet Wood, BCom '82** (second from left) and **Jan and Brian Sharp, BCom '64** (first and second on right), attended the 2017 Alumni Holiday brunch at the Royal Vancouver Yacht Club on Dec. 3, 2017.

05

**Dean Cronin, BCom '84** (top row, fifth from left), production manager of Scalandre and **Michael Kaye** (top row, right), of Michael Kaye Couture, hosted the Alumni Holiday Party in New York City on Dec. 8, 2017. Business grads **Michael Tran, BCom '08**, **Mary Colpo, BCom '14**, **Ashton Rudanec (née Paulitsch), MBA '16, BCom '12**, **Kristel Owens, MBA '16, BCom '15** and other grads joined the party.





**CLASS NOTES**

**1970s**

**TERRY HARRIS, BCOM '77**, of Edmonton, president of Vantage Alliance Inc., ran for Catholic School Board Trustee last October and was elected to represent Ward 71 (Northwest Edmonton).

**EDY WONG, BCOM '77**, of Edmonton, Associate Dean (International) of the Alberta School of Business, is now on the board of directors of Edmonton Metropolitan Region Economic Development Company, a new non-profit company established by 15 municipalities in the Greater Edmonton region to promote international trade and investment in the region (see [PAGE 20](#)).

**1980s**

**CAROLYN GRAHAM, BCOM '86**, of Edmonton, executive vice-president and chief financial officer at Canadian Western Bank, was named one of Canada's Most Powerful Women: Top 100 by the Women's Executive Network in 2017. After joining Canadian Western Bank in 2000, her roles and responsibilities grew to now overseeing finance, treasury, capital management, investor relations, internal audits, group risk management, legal services and regulatory compliance. She's also chair of the audit committee for MacEwan University.

**ROBERT GETTE, BCOM '87**, of Innisfail, Alta., co-owner of the Fox & Hound Sports Pub, was one of the 200-plus Albertans recognized by Senator Doug Black for volunteering in their communities. The ceremony was part of Canada 150 celebrations.

**1990s**

**ALLAN CLEIREN, BCOM '90**, of Edmonton, was appointed chief operational officer of Aurora Cannabis Inc. Cleiren is now responsible for integrating domestic and international acquisitions, assessing expansion opportunities, and optimizing the structure and processes of one of the world's largest cannabis corporations

(see [PAGE 23](#)). He was one of the featured speakers at the Eric Geddes luncheon lecture, "The Business of Legalizing Cannabis: A Joint Effort," on Feb. 13, 2018 at the Matrix Hotel in Edmonton, which had more than 250 guests in attendance.



**ANNE HAMRE, BCOM '90**, of Edmonton, recently published *Passages* (Friesen-Press) (ABOVE), a heavily researched but fictionalized narrative inspired by her grandparents. It's an authentic portrait of early 20th century life, in all its hardships and triumphs, and Canada's rich immigration history. An historian and author, her previous fiction collection is *Stories: Past, Present, and Future*.

**TRISH REAY, MBA '91**, of Edmonton, professor in the Department of Strategic Management and Organization, Alberta School of Business, received the McCalla Professorship in 2017 for significant contributions to the field of qualitative social research and social theory. The professorship allows Trish to draw together her teaching focus on managing organizational change with her ongoing research interests in how public sector managers work to improve the quality of services provided.

**JIM YIH, BCOM '91**, of Edmonton, a financial expert, pension consultant and author, was the featured speaker in the Educated Wallet speaker series on Oct. 28, 2017 at the Edmonton Clinic Health Academy. Yih spoke about building a personal plan for a successful and happy



**Meet the New Mentors & Mentees**

Venture Mentoring Service is a special program developing alumni entrepreneurs by engaging them with teams of experienced mentors who provide wise counsel to help navigate business challenges. Their latest intake welcomed the following business graduates into the program.

**MENTORS:**

**CHARLENE BUTLER, MBA '09**, President, Butler Business Solutions

**CHRIS DAVEY, BCOM '01**, Senior director, Customer Marketing, DocuSign

**ROBERTA MACGILLIVRAY, BCOM '99**, President, The Filter Shop

**MARK MCRAE, BCOM '04**, Business valuator and partner, Sequeira Partners

**MENTEES:**

**MYRNA BITTNER, MBA '93**, RUN-WithIT

**ADAM SIMMONS, MBA CANDIDATE**, Trioova

retirement, financial and otherwise. He is recognized as one of Canada's leading experts on retirement, investing and personal finance.

**PETER DENT, BCOM '92**, of Oakville, Ont., a partner at the Centre for Crisis Management at Deloitte LLP received the MacEwan University Distinguished Alumni award. Dent's career started in policing, but in time he became a forensic accountant, travelling to over 35 countries with the investigation unit at the World Bank and Deloitte. Since graduating from the University of Alberta and MacEwan's Law Enforcement program, his work has been dedicated to doing financial investigations and advising organizations on accountability, transparency and governance. Dent also lectures on a director's responsibility with respect to crime risk in his role as

a faculty member at the University of Toronto's Rotman School of Management.

**COURT CARRUTHERS, BCOM '93**, of Lake Forest, Ill., accepted a new position as president and CEO of packaging company TricorBraun. He is a former member of the Alberta School of Business Advisory Council.

**MICHAEL BALDWIN, BCOM '94**, of Calgary, accepted a position as senior vice-president, corporate development at Trican Well Service Ltd., a company he joined as a controller in 1997.



**BINDI KARIA, BCOM '94**, of London, England, was named one of the most Influential Women in UK IT in 2017 by *Computer Weekly*, one of her many accolades, including being named a Top 1000 Influential Londoner by *London Evening Standard*. She's currently working on an entrepreneurial project building a boutique advisory focused around Europe's technology ecosystem.

**PERNILLE IRONSIDE, BCOM '95**, Deputy Representative at UNICEF Nigeria, gave birth to son Ivo Ironside on Jan. 11, 2017—born a very healthy 9 lbs. 7 oz. She wrote to say: "We are looking forward to spending some time in Canada, NYC and the Netherlands before returning to Nigeria in July 2018."

**LAURIE SCHULTZ, MBA '95, BCOM '89** (ABOVE), of Vancouver, B.C., president and CEO of ACL Services Ltd., was recognized by Women's Executive Network as one of Canada's Most Powerful Women in 2017, for the second year in a row. Laurie's Vancouver-based software company, ACL, specializes in governance, risk management and compliance solutions.



**SHAUNA DE CARTIER, MBA '98**, of Toronto, Ont., founder of Six Shooter Records, was featured in a recent issue of *New Trail* magazine, published by the University of Alberta's Alumni Relations.

**JANIS ISAMAN, BCOM '99**, of Calgary, opened My Body Couture on the city's famous 17th Avenue, following a decade working in fashion media in New York City. Her studio provides customized fitness, movement, health and nutrition coaching, focusing on the root causes of clients' health concerns. She's also a public speaker appearing at recent engagements in New York City and Los Angeles.



**LES WOLD, BCOM '99**, of Edmonton, and his company, Effect Home Builders, announced the net-zero-energy home they built in the Belgravia community recently generated surplus energy for the third year in a row. In other words, it generated enough energy for the home's consump-

tion and fed excess energy back into the electrical grid for neighbors. Effect Home Builders, along with engineer **GORDON HOWELL, BSC '75 (ELEC ENG)**, built the home to demonstrate that a net-zero energy home was possible in chilly Central Alberta. The Canadian Home Builders' Association selected the residence as the national and provincial winner of the Green Home Award in 2012.

## 2000s

**DANILO TERRA, BCOM '00**, of Calgary, accepted a new position as director, equipment financing and leasing at ATB Financial. Previously, he was vice-president of equipment leasing and corporate finance (brokerage and advisory) at Leasex Financial.

**JENNIFER PENDURA, BCOM '01**, of Calgary, accepted a position at the University of Alberta as Director of Advancement (Calgary Office). She has extensive management and stakeholder relations experience in oil and gas, including having served in community relations and investment with Cenovus Energy before working this past year for the University of Calgary's Energize fundraising campaign. Pendura has been a contributing member of the UAlberta Energy Alumni Advisory Board.

**GEORGE FAHMY, BCOM '05**, of Regina, Sask., accepted a new position as associate broker at Royal LePage Regina Realty. Previously, he was associate broker with Coldwell Banker Venture.





**LAUNA LINAKE**, MBA '05 of Edmonton, accepted a new position as experiential learning educator at MacEwan University. Her previous role was as full-time faculty in MacEwan's School of Business.

**ANDREW KNACK**, BCOM '06, of Edmonton, was re-elected as City of Edmonton Ward 1 Councillor last October. He currently serves as the council representative on the City of Edmonton Youth Council and Edmonton NextGen.

**ALLAN BERG**, BCOM '07, of Calgary, accepted a new position as associate director, Group Risk Management, Energy at RBC Royal Bank. Previously, Berg was a senior manager and crude oil broker at TradeX Markets.

**SHAWN KANUNGO**, BCOM '07, of Edmonton, senior manager of strategy and innovation at Deloitte & Touche LLP, was a keynote speaker at the Go West Conference on Feb. 13, 2017 at the Edmonton Marriott River Cree Resort. Go West is an annual two-day conference on education, innovation and networking, and Kanungo kicked off the second day with a presentation: "Disruptive Innovation - Be Bold, Be Brave, Be Experimental."

**HAYAT KIRAMEDDINE**, BCOM '09, of Edmonton, is the Alberta School of Business Representative on Alumni Council for 2017-2018. She is currently a senior manager in the Ernst & Young tax group.

**KARIMA BAPOO-MOHAMED**, MBA '11 (ABOVE), of Edmonton, was featured in an accomplished alumni poster series installed by the University's Alumni Association and displayed at Enterprise Square. Bapoo-Mohamed received the Alumni Honour Award in 2014 for contributions to her profession as a clinician, instructor, businesswoman and humanitarian.

**2010s**

**JADON FRANK**, MBA '11, of Olds, Alta. married Mikaela (Nelson) Frank on May 20, 2017. She's the game day and event promotions programmer at Olds College.

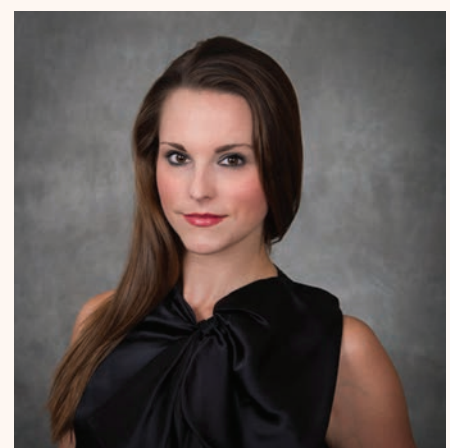


**KIERSTEN STEAD**, MBA '11, of San Francisco, Calif., investment director of Monsanto Growth Ventures, spoke to a

group of alumni and MBA students on a study tour of the Bay Area's innovation-entrepreneurship space. The panel was moderated by Joel Gehman, Alberta School of Business Professor of Strategic Management and Organization. Stead shared the stage with panel speakers Jorge Heraud, founder and CEO at Blue River Technologies, and Karsten Temme, CEO of Pivot Bio.



**GREG NAKATSUI**, MBA '11, of Edmonton, vice-president of Lincolnberg Master Builder and vice-president of Canadian Home Builders Association's board of directors, was named one of *Avenue's* Top 40 Under 40. The majority of Lincolnberg's clients are new Canadians, he told the magazine.



**JENNIFER TKACHUK-TREMBLAY**, BCOM '11, of Toronto, vice-president of sales, electronic and algorithmic trading (automated execution) at TD Securities, was nominated for Markets Choice Awards' 2017 Women in Finance award in New York. She recently hosted a group of MBA students, led by **KRISTEL OWENS**, MBA '16, BCOM '15, Employer Relation-

ship Advisor, Masters Programs Office, Alberta School of Business.

**RENA LIVINIUK, MBA '12, BA '07**, of Edmonton, accepted a one-year appointment as acting director of Prospect Research at the University of Alberta, where she's worked since 2014.

**STÉPHANE ERICKSON, BCOM '12**, of Ottawa, Ont., is now a lawyer at Norton Rose Fulbright, practicing in the field of employment, labour and human rights law.

**CHRISTOPHER LEEWORTHY, BCOM '12**, of Edmonton, is now a senior account manager at Canadian Western Bank. His previous role with the company was as account manager in real estate lending.



**FRANCA BRODETT, BCOM '12**, of Edmonton, accepted a position as senior development officer at Glenrose Rehabilitation Hospital Foundation. Previously, she was Assistant Director of Development at Alberta School of Business. She also serves on the board of directors for the Business Alumni Association and as community volunteer for the Stollery Children's Hospital Foundation.

**JEREMY BRYANT, BCOM '12**, of Edmonton, founder of Mealshare, and his business partner Andrew Hall, will receive a Meritorious Service Decoration (Civil Division) from the Governor General later this year in recognition of their efforts to fight child hunger. With 300 partner restaurants across the country, menu items carry Mealshare logos, indicating that a dollar of that price will go to a charity fighting hunger, such as a food bank, drop-in centre or school program. This has resulted in more than 1.7 million free meals in four years.

**SAIRA WAGNER, MBA '13, BCOM '05**, of Edmonton, board treasurer at Strategic Alliance for Alberta Students with Learning Challenges, ran for Edmonton Public School Board Ward I Trustee in October 2017. She's a founding member of the MBA Women's Network at the University of Alberta and her humanitarian work includes contributions to the Elizabeth Fry Society, AIESEC Edmonton, AIESEC Mexico, and United Way.

**LAURA MCDONALD, BCOM '14**, relocated back to Edmonton from Calgary. She is HR operations specialist at DIALOG, a fully integrated multi-disciplinary design firm.

**JEN PANTELUK, MBA '14, BCOM '03**, of Edmonton, president and CEO of Junior Achievement (JA) of Northern Alberta & NWT, was named one of *Avenue's* Top 40 Under 40 as well as a Global Woman of Vision. She recently spoke to a group of MBA students about her post-MBA career journey and her passion for community-centered work, the importance of volunteering, and the unique challenges of leading a non-profit. The students also had an opportunity to hear from **NICOLE JANSSEN, BCOM '02**, JA board chair; Medha Gupta, an entrepreneur and current MBA candidate, and Minoo Soleymani, current BCom student and JA Company Program alumna. The January event was organized by the MBA office and MBA student volunteer committee, and was sponsored by professor **TRISH REAY, MBA '91**.

**JANINE ROGAN, BCOM '14**, a CPA and tax specialist at PwC in Calgary, was the featured speaker at the Educated Wallet speaker series on Nov. 4, 2017 at the University of Alberta's Engineering Teaching and Learning Complex. She spoke about how to master your money and grow your wealth towards a sustainable future.

**REBECCA TONG, BCOM '14**, of Edmonton, accepted a new position as senior tax specialist at KPMG.

**JEAN-PAUL TSOTSOS, MBA '14**, of Toronto, has a new position as manager of corporate development at Hudbay Minerals Inc.

**BRAD KERSCHER, BCOM '15**, of Calgary, accepted a position as sales executive at Distinctive Collection, an Aston Martin and Bentley dealership specializing in new and pre-owned luxury vehicles.

**CHRISTOPHER LINDSAY, BCOM '15**, of Calgary, accepted a new position as business development manager at Exempt Edge, an Olympia Financial Company.

**LORRAINE NICHOLS, MBA '15**, of Edmonton, accepted the position as Assistant Director, Information Technology Services, with the University of Alberta's Faculty of Engineering. Before that position, Nichols worked at the Alberta School of Business as a technology specialist, instructor, and web and e-learning specialist.

**MICHAEL STUART, BCOM '15**, of Edmonton, senior accountant of audit and assurance at Deloitte LLP, successfully passed the 2017 CPA Common Final Exam as one of nine candidates in Alberta named to the National Honour Roll. He is currently completing the practical experience requirements for the designation.

**THOMAS SIMPSON, BCOM '15**, of Edmonton, senior accountant at KPMG LLP, successfully completed the CPA Professional Education Program and the Common Final Examination, as one of nine candidates in Alberta named to the national honour roll.

**ZACHARY YACHIMEC, BCOM '15**, of Sturgeon County, Alta., plays on Edmonton Impact, Canada's first professional paintball team, with his brother Zane. The team was crowned world cup champions at a tournament in Florida in November, and this is the second time Edmonton Impact has won the NXL Paintball World Cup.

**SERENA MYLES, BCOM '16**, of Edmonton, accepted a new position as regional sales specialist at Ford Motor Company. Her previous role at Ford was as sales operations analyst.

**MATTHEW SEMAKA, MBA '16, BCOM '09** (OPPOSITE PAGE, LEFT), of Edmonton, and Steven Osterlund (RIGHT), invented Ketl Lab, an insulated, portable kettle made entirely of metal that is able to withstand the elements and make that perfect cup of coffee anywhere, anytime. Since launching the initial pour-over kettle, they've developed and are in the midst of prototyping approximately 10 new products.

**MERON BOSIAK, BCOM '17**, of Edmonton, accepted a new position as associate at





PwC. Previously he was a partner service representative at TD.

**KATE FARLINGER, BCOM '17**, accepted a position as assistant brand manager at Nestlé International Travel Retail in Switzerland. She was previously a trade marketing intern with Nestlé in France. While in school, Farlinger was president of the Alberta School of Business Students' Association in 2014–2015.

**EDDY TAM, BCOM '17**, of Edmonton, accepted a new position as staff accountant at Ernst & Young LLP. Previously, he was an assurance associate with PwC.

**IN MEMORIAM**

**MURRAY LINDON JACQUES, BCOM '45**, Calgary, Alta.

**WILLIAM JOHN ARCHER TOOLE, BCOM '49**, Calgary, Alta.

**GERALD DOUGLAS JOHNSTON, BCOM '51**, Edmonton, Alta.

**BERNARD HENRI LEMAY, BCOM '57**, Edmonton, Alta.

**DAVID ELI GROSSMAN, BCOM '59**, Calgary, Alta.

**KEN INNES, BCOM '60**, Fairmont Hot Springs, B.C.

**EDWARD ROBERT BLASKEN, BCOM '60**, Calgary, Alta.

**LEO SUPERSTEIN, BCOM '61**, Edmonton, Alta.

**TERRENCE ALLAN COCKRALL, BCOM '62**, Edmonton, Alta.

**AL W. ANDERSON, BCOM '67**, Sherwood Park, Alta.

**STEPHEN GORDON DAVID THOMPSON, BCOM '67**, St. Albert, Alta.

**HERMAN PETER KROEKER, MBA '68**, Calgary, Alta.

**DENNIS FREDERICK BUCKLE, BCOM '70**, Edmonton, Alta.

**RAYMOND BOSCH, BCOM '70**, Calgary, Alta.

**JEFFREY PARKER DEVINS, BCOM '72, MBA '73**, Vancouver, B.C.

**LARRY JAMES OLEXIUK, BCOM '73**, St. Albert, Alta.

**LEONARD OWEN NELSON, BCOM '77**, Calgary, Alta.

**ANNE KATHLEEN SPELLISCY, BCOM '80**, Kelowna, B.C.

**CLINTON JOHN MACPHAIL, BCOM '82**, Vancouver, B.C.

**JULIAN MICHAEL HENRY COWARD, MBA '84**, Victoria, B.C.

**SIMONE ANNETTE SCHROEDER, BCOM '85**, Calgary, Alta.

**BARBARA FLORENCE HANSEN, MBA '97**, Edmonton, Alta.

**Alumni Event Briefs**

*by Julia Rudolf, BCom '15*

**BAA HOLIDAY CHEER**

On Nov. 23, 2017, the Business Alumni Association (BAA) held the annual BAA Holiday Cheer event at the Hansen Distillery in Edmonton. The 32 alumni and staff in attendance enjoyed a tour of the distillery, sampled their locally made spirits, and rang in the holiday season with pizza and good company. The event also benefited the United Way; attendees assembled 100 pencil cases that will be donated to youth in need as part of United Way's Tools for Schools campaign.

**CPA CUP GOLF TOURNAMENT**

On Sept. 6, 2017, the BAA held the annual CPA Cup Golf Tournament at the Highlands Golf Club in Edmonton. Over 110 local business leaders and Alberta School of Business alumni attended the event in support of business education. The winning teams tied for first place: Eric Germain, **COLIN SZOPA, BCOM '10, DANIEL PINGLE, BCOM '11, and JON GERMAIN, BCOM '10**; and **DEAN EVANGER, BCOM '06, DAVID REYNAR, BCOM '06, SCOTT KWASNECHA, BCOM '06, and MATT MCPHEE, BCOM '06**.

**UN-CASE COMPETITION**

The BAA hosted its first ever BAA Student/Alumni Un-Case Competition on Sept. 23, 2017, bringing together students and alumni from the School's BCom, Masters, and PhD programs to help solve business issues relating to artificial intelligence. The competition allowed for more than 70 participants, judges, volunteers and sponsors to innovate, learn, and connect. Congratulations to the winners **AALEEM JIWA, BCOM '14**, Roger Goulden, Michelle Lee, and Prathyusha Ramayanam and to all the teams for their innovative and thoughtful work.

**FITNESS MEETUP**

On Oct. 12, 2017, the BAA partnered with Fitset to host a Fitness Meetup at Blitz Conditioning. Founded by **TIM GOURLAY, MBA '17, BCOM '09**, Fitset aims to make fitness classes more affordable and accessible by allowing Fitset pass holders to attend classes at dozens of local gyms and fitness establishments for the price of a single membership. The 32 attendees at the meetup got to enjoy a killer HIIT workout designed by Blitz Conditioning's talented team and also walked away with 5 free passes to any of the dozens of FitSet partner studios.

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**THE CORNER  
OFFICE VIEW**


# NANCY SOUTHERN OF ATCO

AS TOLD TO  
*Mike Kendrick*

PHOTOGRAPHER  
*Curtis Comeau*

## ...ON FUTURE-PROOFING AN INSTITUTION

**TAKING A SMALL** business global is no small task. ATCO, which began as a trailer rental company founded by S.D. Southern and his son Ron in 1947, has become a diverse energy holdings company and it's only grown stronger since Ron passed the torch to his daughter Nancy Southern in 2000. While the senior Southerns expanded ATCO's initial revenues of \$1,077 into billions, Nancy, looking for ways to fill gaps left by the energy industry's low commodity woes, set her sights on the future of modular housing and energy systems. Her foresight is partly what's earned her the 2018 Canadian Business Leader Award from the Alberta School of Business. Here, the chair and CEO discusses bringing a family institution into the 21st century.

### How have the values your father set in place helped you transform ATCO from a family business into an international firm?

**NS:** We started early with forming true equity partnerships with communities in remote areas: top of the Andes, into the Arctic, across Alaska, Easter Island. ATCO would deliver about \$100 million in revenue annually to First Nations and Métis communities each year through our joint-venture partnerships. Those are real jobs. That's real ownership. It's not tokenism. It's creating real capacity for development. That's where Canadian companies have to get to for the future.

### How does an Alberta-grown business find its footing in an increasingly competitive global market?

**NS:** We're finding a way to do modularized, low-cost urban housing. Things like senior citizens' homes, assisted living or stacked apartments. That's going to be a new market for us, but it requires reskilling and retooling the factory, and developing relationships with a whole different set of customers. My gut says we can be very successful in that.

### What place in Alberta's economy does ATCO see for itself in the next decade? In the next 30 years?

**NS:** Our hope is, long-long-term, we can make life easier for people in the future by building communities "in a box," so to speak. When you look at the migrative, transient people in the world today, they're looking for jobs. We can play a big role in teaching people how to construct and operate energy systems, how to have a solid roof over their heads and how to build it in a very portable, semi-permanent fashion that I think will accommodate the growing demand for these millions of people that are trying to find hope and a better life for their families. 🍷

*This interview has been edited for length and clarity*



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