



globalconnections

kay and yvonne whitmore global management center/CIBER

Summer 2016

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Kylie Chenn



LETTER FROM THE DIRECTOR



The past year has seen several more milestones achieved by the Global Management Center here at BYU, made possible by dedicated faculty and staff, supportive administration, and wonderful students who participate in the international programs that help globalize our institution. Through generous funding by the Whitmore family and the U.S. Department of

Education, we have expanded our programs implemented through our designation as a CIBER (Center for International Business Education and Research). BYU continues to be a leader in international business as one of only 17 such centers in the country.

SUCH MILESTONES INCLUDE:

More faculty involvement in research funding from the Center, as well as development programs for faculty abroad. New this year is our leadership of a Middle East North Africa faculty development program that took some 20 professors to that dynamic, important part of the world to learn more about international business.

Increased participation in study abroad and student exchange experiences.

In ever-increasing numbers, our Marriott School students circle the globe studying global management on the ground in Asia, Europe, Africa, and South America. Graduate and undergraduate students alike visit companies, perform projects, and take classes in the four corners of the globe to increase their awareness and competency in international business. These students total 354 in 15 separate programs. We offer new programs in Global Supply Chain, for example, as well as a popular seminar in social entrepreneurship at Oxford University.

Further leadership in case competitions. We invite some 45 students and coaches from universities around the country to analyze cases and present findings in Spanish and Chinese, expanding to Arabic in the upcoming year. We also sponsored the High School Business Language Competition, a similar competition on campus for high school students from Utah, as part of our outreach efforts to integrate students earlier into international business experiences.

More graduates with the Global Management Certificate and Global Business and Literacy minor. This program continues to grow, with over 100 students participating from the business school and a dozen colleges across campus. By taking several additional international business classes, improving their language skills to a high level through business language courses, and participating in

an international business program, these designations help students signal to employers and others that they are ready for leadership in global careers.

Record number of scholarships awarded. Thanks to the generosity of the Eccles Foundation, 10 first-year MBA students were given resources to further their international business training, including study abroad. The Cardon International Scholarship (CIS) donors allowed us to again designate Marriott School graduate students as CIS awardees— 19 in the entering class, a new record. These international students will certainly provide leadership in ever-widening global circles.

Expanded leadership in strategic partnerships and outreach. We were invited to join and co-sponsor the Pacific Rim CIBER network, to boost our visibility in that part of the globe. We also co-sponsor (with U. Colorado Denver) the Rocky Mountain CIBER, assisting a dozen universities in the Western U.S. interested in international business education. We also support and participate in several important globally-minded organizations, including the World Trade Association of Utah, the Network of International Business and Economics Schools (NIBES), the Consortium for Undergraduate International Business Education (CUBIE), the annual meeting for which we hosted on the BYU campus last spring.

IN SUM, THE GLOBAL MANAGEMENT CENTER'S MISSION IS TO:

- 1) prepare Marriott School students for leadership in the global business community and a worldwide church
- 2) assist faculty in internationalizing their research and teaching efforts
- 3) elevate the stature of BYU in the field of international business.

As you peruse this bulletin and think about the activities and purpose of the Center, we hope you feel, as we do, the urgency to help move the mission forward. If you feel so inclined, please let us know how we can help you help the cause of Global Management at BYU.

— Bruce Money

TABLE OF CONTENTS

STUDENT EXPERIENCES

WORLD CLASS.....10
THANKS THROUGH DEED.....18
ALL-NIGHTER LEADS TO VICTORY.....22
STATISTICS.....23
STUDY ABROAD PROGRAMS.....24
STUDENT EXCHANGE PROGRAMS.....26

FACULTY EXPERIENCES

FDIB EGYPT AND UAE.....32

CENTER NEWS

TEN STUDENTS NAMED ECCLES SCHOLARS.....36
CARDON INTERNATIONAL SPONSORSHIP SPOTLIGHTS..37
BYU HOLDS BUSINESS LANGUAGE COMPETITION.....38
TEENS BATTLE WITH BILINGUAL BUSINESS SKILLS.....40

ALUMNI

LEARN, GO, BECOME GLOBAL.....44

PHOTO JOURNAL

PHOTOGRAPHS.....46



STUDENT EXPERIENCES



WORLD CLASS

AN ORAL HISTORY OF THE 2015 GLOBAL BUSINESS STUDY ABROAD

By Sara D. Smith

The busy colorful streets of Bangkok were unlike anything Kim Haymond had ever seen before. Navigating the muggy city in lurching tuk tuks, she and her Global Business Study Abroad group had an itinerary dotted with bucket-list adventures like riding elephants and exploring ancient temples.

Amid this exotic backdrop, Haymond, a global supply-chain student, half expected the group's visit to a Nike apparel factory to feel just as foreign. But she felt oddly at home. "It surprised me because Bangkok was so different, but the business felt familiar to other businesses we had seen," Haymond says. "It made it seem more realistic for me to actually travel and work in different places."

Now in its second year, the Global Business Study Abroad annually takes forty BYU undergrads around the world in four weeks, stopping to tour businesses and sample culture in seven countries across three continents. Along the way, students test their aptitude for living abroad while gaining invaluable international business experience.

Follow the adventures—and mishaps—of the 2015 trip as the students and program directors share in their own words how circling the globe proved to be the ultimate crash course in business education.



DAYS 1-5 LONDON

Students began their trip in a city more familiar than foreign for a good reason: “They were getting their feet under them,” says program director and business management professor Scott Webb, who led the students through London’s financial district, with stops at the London Stock Exchange and Barclays Bank. Their feet did have a bit to complain about—some students clocked their daily mileage between fourteen and twenty miles per day as they walked the historic city.



DAYS 6-10 PRAGUE

While Prague is one of the few major European cities untouched by the bombs of World War II, it’s still recovering from scars of the past. “It wasn’t that long ago that they emerged from communism,” Webb says. “We visited a high-end crystal factory that really had to reestablish itself”—a process requiring the family who started the company to buy it back from the state and regrow the brand, which is now known all over the world for its beautiful handmade crystal.



DAYS 11-15 ROME

Flexibility is key to travel, and the group needed it most in Rome. They arrived to find crowds clamoring for a sight of the pope, delaying their plans for hours. On the way out, a metro strike had them scrambling for a ride to the airport—where their departing terminal had burned down. The monitors in the foreign airport were unhelpful, so the group tracked down the right flight by watching incoming planes land. “You have to be ready for the curveballs that are thrown at you,” says Matt Relei, a marketing senior. “In life and in business, nothing ever is going to go exactly by plan.”





DAYS 16-20 ATHENS

Sparkling Mediterranean beaches marked a nice change of pace. “We had sun and warmth and music and good food,” says Carolee Corbett, assistant program director. “Gelato morning, noon, and night. And gyros.” Students connected the dots along a global supply chain with a visit to a port in Athens and saw firsthand the signs of a struggling economy. Katelyn Strobel, an economics student, recalls chatting with a restaurant owner about the situation: “She smiled and said, ‘It is bad, but we in Greece are not bad. I just keep working.’”



DAYS 25-29 BANGKOK

In Bangkok students caught a glimpse of Asian mass-production manufacturing at a Nike factory and learned about international relations from expats at the US embassy. After close encounters with exotic jungle animals like elephants and baby tigers, students took their business skills to the streets, learning how to haggle like locals at the markets. “I tried to pay at least 60 percent less than what they asked for,” says McKenzi McDonald, a global supply-chain student. “It’s a lot of fun. We learn about negotiations in class, and we got to use those skills to get good prices.”



DAYS 21-24 JOHANNESBURG

South Africa is emerging as a first-world economy. “Johannesburg is positioning itself as the business center of Africa,” Webb says. After an eleven-hour flight, students jumped right into a long day of business tours. “You think of China as being the big market,” adds Jordan Egbert, an economics student, “but Africa has a lot of potential. At Cummins—a billion-dollar company—they explained that most of their sales were within Africa. There’s a lot of opportunity there.”



DAYS 30-34 BEIJING

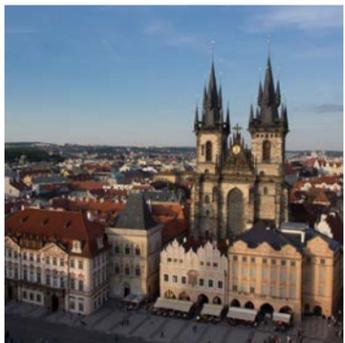
On their final stop of the trip, the students dipped their toes into one of the world’s largest markets—and struggled through their steepest cultural barriers—eventually summiting the Great Wall of China. “We climbed up to the highest the wall goes, and the view was just incredible,” Jordan Egbert says. “The Great Wall is up in the mountains, and it was beautiful. Getting to the top brought a sense of accomplishment. It was a cool way to end the trip together.”





"My elephant didn't acknowledge that I was on its neck until we went in the water—it would fill its trunk up and spray my face. That was kind of gross."

—Kaitlin Kelly, exercise science



"It was one of the most beautiful countries. When you first get to downtown Prague, there is a big river in front of Prague Castle with a city skyline and rolling green hills in the background. We got there right at sunset."

—Jordan Egbert, economics



"We talked to a London native and asked him where we should go eat. He told us to go to an area called Shoreditch—it was great, not a lot of tourists. It had cool spray-painting murals all over the walls."

—McKenzi McDonald, global supply chain



"While visiting Barclays Bank, I was really struck by the fact that many people high up in the company are foreigners willing to travel and live outside of the United States. Life doesn't necessarily revolve around working in the home country or the city you were born in."

—Matt Dale, pre-management



"We took a train ride through some farmland, and everywhere you looked there would be mountains in the distance. They looked so mysterious and majestic. The ones farther away seemed to fade into the clouds. The green fields and tropical trees seemed to stretch out forever."

—China Lau, pre-management



"The royal baby had just been born when we landed in London, so I stalked Kensington Palace waiting to see Pippa, Kate Middleton's sister, arrive. I talked with the British people outside the palace who were as excited about Pippa coming as I was. I'm kind of obsessed."

—Kaitlin Kelly, exercise science



London Highlights: Tower of London, Westminster Abbey, Barclays Bank, Chelsea Football Stadium, London Stock Exchange



"It seemed like we could go several days without seeing another foreigner. Every time we turned around, there would be another Chinese person asking to take a picture with us. It was fun being a complete novelty."

—Tony Bertolino, marketing



"They have these desserts called trdelnik that I've craved ever since I left. They are almost like a long cinnamon roll. They wrap the dough around a rolling pin, cook it, and then dust it with sugar and line the inside with Nutella. I had a good number of those."

—Mike Holman, accounting



"When we arrived in Thailand, it was so hot and humid I thought I was in a steam room. I was amazed at how people were just going about their day while I was pouring sweat. Once I accepted that I'd constantly be feeling the heat, I enjoyed walking around."

—Miriam Cowley, global supply chain



"After visiting the factory I realized one of its problems: it is really hard to differentiate your products in the glass business. To the untrained eye, handmade glass looks similar to cheap knockoffs. The cost differential between the high-quality and low-quality products is huge, and that is part of the reason the glass factory is struggling."

—Eric Banks, finance



"Basketball is huge in China. They love Yao Ming; he's a hero. Their favorite teams are the Houston Rockets and the Cleveland Cavaliers. The NBA does two exhibition games in China for marketing purposes, and the number of viewers is equivalent to all the views in the United States for an NBA finals game."

—Matt Relei, marketing

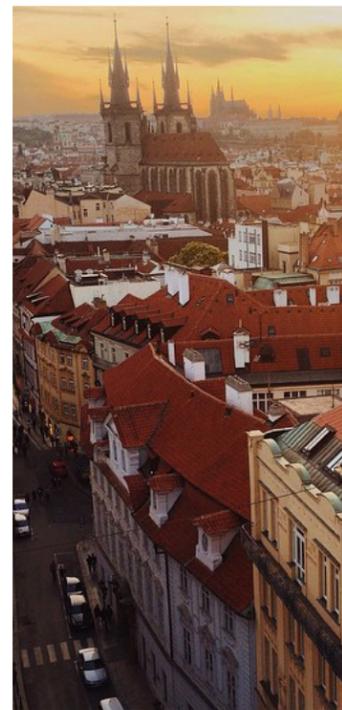


Prague Highlights: River-boat cruise, John Lennon Wall, Prague College, Ruckl Crystal Factory, Prague Castle



"We had a lot of sore feet and blisters. In the United States, if we want to go somewhere we jump in our car. In London you find the nearest Tube, and you walk all day long. It's good for you."

—Scott Webb, program director



"It was one of the most beautiful countries. When you first get to downtown Prague, there is a big river in front of Prague Castle with a city skyline and rolling green hills in the background. We got there right at sunset."

—Jordan Egbert, economics



"At night you could hear everyone on the streets because Greek people tend to stay up late; it's common for them to be out until midnight or later, chatting or having a nice dinner. They also had mandolins playing late into the night."

—Becca Broderick, accounting



Bangkok Highlights: Elephant rides, Wat Saket Temple, street markets, Nike Apparel Factory, US Embassy



"An expat spoke to us at the embassy. Hearing from American businesspeople in different countries about their experiences living abroad really stood out to me. I wanted to work abroad before, but this trip reinforced my desire."

—Jordan Egbert, economics



"Visiting the Parthenon may have been my favorite visit of the entire trip. Learning about how architecturally advanced the building was blew my mind. It was erected two thousand years ago, and we are still trying to understand how the Greeks built it."

—Eric Banks, finance



"As far as understanding the business of a country, Prague College was one of the best visits. I asked one of the students there, 'What's your plan? Are you going to move back to London?' He said 'Well, if I move back to London, my only goal is to try and get a job.' Prague has a lot more free market. It's not uncommon for people to start businesses, and he said that was more of a possibility if he decided to stay."

—Mike Holman, accounting





JOHN HOFFMIRE

The Oxford Social Enterprise Seminar exists thanks to Dr. John Hoffmire, the Director of the Impact Bond Fund at Oxford University, who received his PhD in Economics from Stanford University. John's professional background involved a twenty-year career in equity investing, venture capital, consulting and investment banking with a particular focus on employee stock ownership plans. As founder and CEO of his own investment banking firm, he helped employees buy and manage approximately \$2.2 billion worth of ESOP stock. He sold his firm to American Capital, which then went public and reached \$1 billion in assets. After leaving American Capital, John was vice president at Ampersand Ventures, formerly Paine Webber's private equity group. Earlier in his career, John was a consultant at Bain & Company. Dr. Hoffmire created the first known employee stock ownership plan for a microfinance institution when he helped the employees of K-REP buy part of their bank in 2001.

John is chair of a 12-office international non-profit, Progress Through Business, that focuses on building entrepreneurship opportunities and runs innovative financial literacy, tax form preparation, and benefit enrollment projects. He has, through his for-profit and non-profit career, helped to start and grow 39 companies in addition to the hundreds of firms he has either financed or advised. He also directs the Center on Business and Poverty at the University of Wisconsin-Madison. He serves on the board of directors for two companies in the media and finance industries.



THANKS THROUGH DEED

By Laura Ricks

“Because I have been given much, I too must give” are the words from a church hymn that most BYU students have been singing all their lives, but during the 2015 Oxford Social Enterprise Seminar students were able to learn the tools that would help them transform these words into action.

Sponsored by the Marriott School's Global Management Center, the Oxford Social Enterprise Seminar takes place each July at Oxford University.



During two weeks the students are taught by Oxford faculty member Dr. John Hoffmire about how to use the skills they are learning in the Marriott School and apply them to real-life social enterprise projects happening around the world. Dr. Hoffmire stated that he created this program to “give students experience they can talk about in job interviews and confidence that they can act in ways, through business, that are profitable and help others”.

In 2015 students were able to choose from a wide array of social enterprise programs to work on. Three groups worked on strategy, logistics and research for Power House, a company that is developing solar houses for the homeless in India. Three additional teams worked on developing Toilet Run, a smart phone app created to alleviate public health issues by helping people find clean toilets in India's urban areas. An additional team worked on a crowdfunding campaign to

launch a worldwide finance education foundation, PFEFF, which teaches employees personal finance skills. The final team planned the website relaunch of progressdaily.com, the website created for the non-profit Progress Through Business, where the public can learn more about social enterprise efforts happening around the globe.

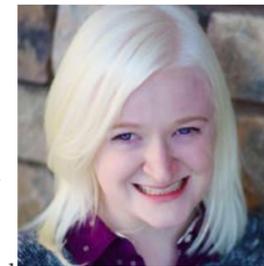
Using their backgrounds and strengths in management, supply chain, strategy, finance and marketing, Marriott School students found that they could

help give back to others in ways they never before imagined. But beyond the strengths and skills of these students, many found that their personal challenges also gave them great insight in how to serve those in need.

One such student is Ellen Lewis, a Marketing student from Pocatello, Idaho. “I went on this program on a whim,” stated Ellen, “but I was surprised at the impact the program had on me not only academically, but spiritually. I understood how small

contributions can improve the lives of many people. Everything matters. What we do with our time and our talents defines who we become, and I developed a broader perspective on who I want to become.”

During her time in Oxford, Ellen added more to the program than just her skills in Marketing. Ellen suffers



“I understood how small contributions can improve the lives of many people.”

— Ellen Lewis

from Albinism, which alters the structure of the eye and optic nerve because of complete lack of pigment. Since Ellen's eyes have developed differently, surgeries and glasses cannot completely correct her vision problem. Because of these issues, Ellen has reduced visual acuity which limits her ability to see fine detail. One of the reasons Ellen was attracted to the Oxford Seminar was due to the fact that technology and business has helped expand her personal possibilities. Using

an iPad and other technologies has transformed her ability to read text, and given her much more academic freedom in the classroom. Ellen said, “Although medical advances have been incredible, nothing has come remotely close to fixing my vision issues. I don't experience medical miracles with my vision; I experience miracles because of technology. Simple features such as screen sharing, zooming, text adjustment, and handheld tablets have completely changed both my academic and social abilities. I can learn at a more normal rate in the classroom. I can get information on my phone as big as I want it, and even in audio form. Most people view these advancements as cool, easy, new features; I view them as life changing. They allow me to be more normal and to keep up with my peers.”

During one of the daily lectures Ellen's vision challenges helped all the students attending the seminar clearly see how to solve one key issue with the Toilet Run app. During a class discussion on how to make the app accessible to individuals who cannot read, students shared ideas like using symbols and arrows to help people find clean facilities, while Ellen patiently

raised her hand at the back of the room. Once she was called on she said “Look, I am not illiterate, but I can’t read an app with small symbols and directions,” and went on to explain that she felt the best solution to the issue would be to utilize audio prompts similar to those used through GPS systems. Through Ellen’s perspective, the students were able to understand the mindset of someone with challenges they haven’t personally experienced. Laura Ricks, International Program Coordinator for the Marriott School, who attended the seminar, said “That was the moment



when the purpose of the program became very clear to me, that both our strengths and our challenges can help us serve disadvantaged people worldwide.”

The group of 30 students took this kind of information from discussions and lectures, along with the additional research that they worked on as teams to create presentations they shared with leaders of their assigned social enterprise organizations at the end of the seminar. Each team worked together to share their ideas with these leaders in person and over Skype, and then heard feedback on their findings. “This kind of internationally based project work is what we strive to achieve in Marriott School international programs,” said Laura Ricks, “and many of these students have told me that they have learned as much in two weeks as they have in semester length classes on campus.”

The Oxford Social Enterprise Seminar will continue to run annually, with the number of students participating increasing each year. In 2016 enrollment has grown over 33% with more than 40 students enrolled, and the program has been expanded to over three weeks to give students more time to delve into both their academic projects and the unique environment of Oxford. With one of the highest enrollments in the Marriott School’s international programs, the Oxford Social Enterprise Seminar has become one of the most talked

about programs in the business school. Many students are going because of the praises shared by friends and family members. Julia Mahterian, who will be attending the 2016 Oxford Seminar, said she chose to attend after hearing about the program from her sister Erika, who attended last year. Julia said, “My sister spoke so

highly of the experience and how Dr. Hoffmire inspired each student and the meaningful relationships she cultivated in the group.”

The bonds created through these experiences at Oxford have continued on after the program, with the members of the 2015 group naming itself “OxFam” after the famous UK non-profit group Oxfam International, founded at Oxford University in 1942. This name means more to these students than just the skills and insights they learned at Oxford to help serve others, but relates to the family unit that was formed over such a short time doing such important work. “OxFam means that our

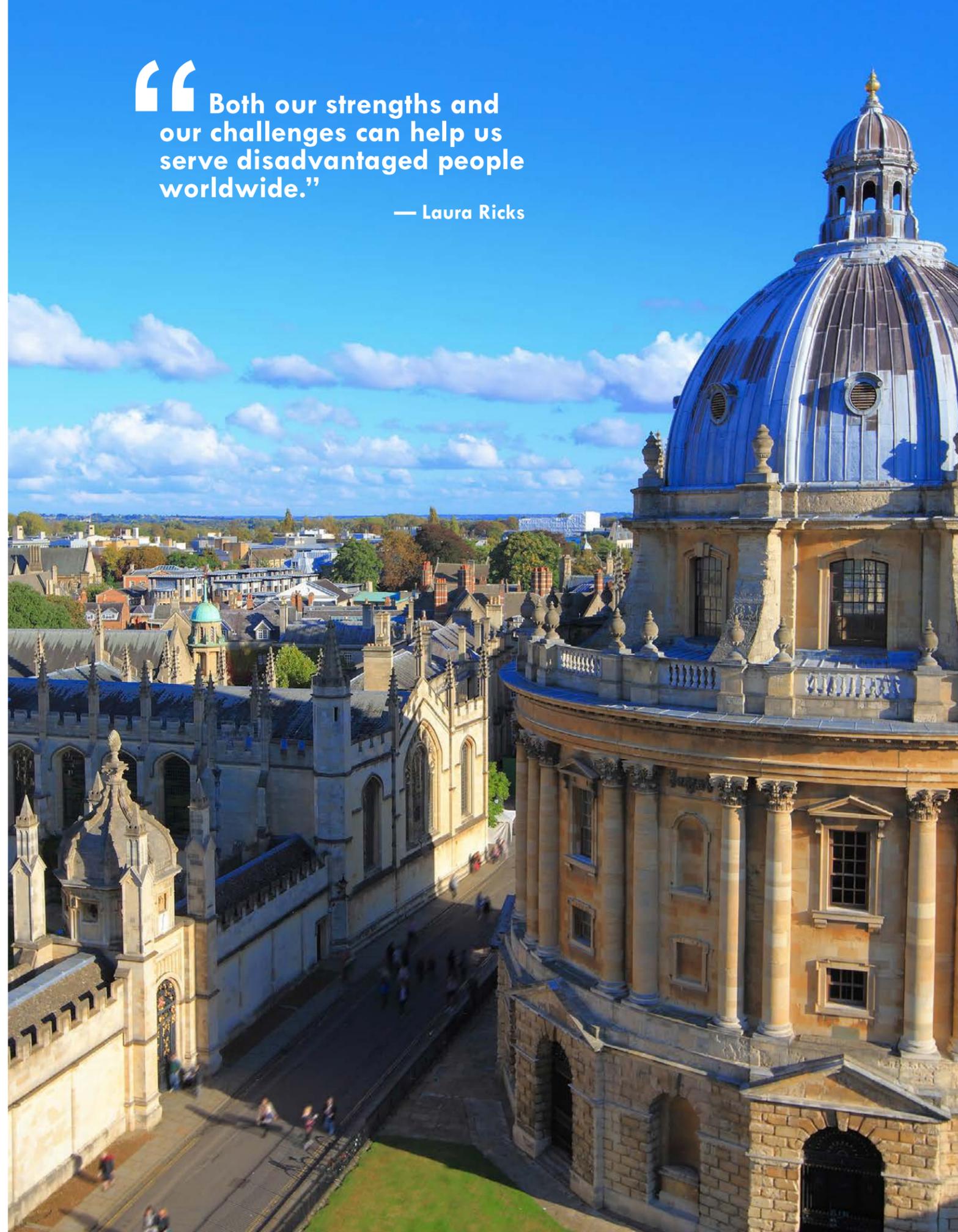


group is family” said 2015 participant Alyssa Hindman, “Everyone who was on the program is connected on a deeper level than we ever expected.”

One memory that will stay with all the students attending the Oxford Seminar will be one not expected in a business program: Singing. Dr. Hoffmire opens each day in the Saïd Business School by singing hymns and even took the group to some of Oxford’s most famous chapels to sing together. Dr. Hoffmire made this an integral part of the program because “It is really important to understand that God’s spirit can be felt in all kinds of situations, in service, in other faith’s churches and in other places where hymns can be sung”. One of the hymns sung often during the seminar was “Because I Have Been Given Much,” which clearly explains why this program has become an essential part of the Marriott School’s international programs. The song closes by saying “I shall give love to those in need; I’ll show that love by word and need; thus shall my thanks be thanks indeed.” Learning they can use their business skills to help others during the Oxford Social Enterprise Seminar has been eye-opening for Marriott School students, but has also helped them better understand the words of the hymn they have been singing all these years because this experience has taught them how to show their thanks through deed.

“ Both our strengths and our challenges can help us serve disadvantaged people worldwide.”

— Laura Ricks



ALL-NIGHTER LEADS TO VICTORY

BYU STUDENTS TAKE FIRST IN INTERNATIONAL BUSINESS COMPETITION

By Sara D. Smith



PROVO, Utah / Nov 24, 2015

Months and hours of practice and preparation came down to two 25-minute presentations for a group of Marriott School of Management students at the International Business Case Competition. Thanks to some last-minute adjustments, all the work resulted in a first-place win at the competition, held on the campus of Northeastern University.

Sponsored by the Consortium of Undergraduate International Business Education, the four-member team from Brigham Young University traveled to Boston to compete against schools from across the country, including the University of San Diego and Villanova University.

“Winning the CUIBE case competition is significant because it distinguishes us from other schools that also teach international business.”

— Bruce Money

“Winning the CUIBE case competition is significant because it distinguishes us from other schools that also teach international business,” says Bruce Money, director of BYU’s Whitmore Global Management Center. “We’re running with a fast crowd and to win garners respect for BYU’s international program.” Each group was expected to present a sound business plan on an international topic. This year, teams were given just over 30 hours to construct a reasonable model for Amazon’s international expansion. However, 18 hours into the competition, the BYU students recognized a flaw in their plan. They pulled an all-nighter readjusting and tightening their case in order to be ready by the 6 a.m. deadline.

“Each one of us had a job trying to

poke holes in one another’s arguments,” explains team member Zack Hansen, a finance senior from Cary, N.C. “This helped us get ready for the judges with the most concrete, robust argument possible. No matter how good your content is you have to be able to persuade people with your confidence and how you present.”

The BYU students were able to do just that, impressing the judges with their delivery to earn the win. Hansen’s teammates included Jenica Sedgwick, a strategy senior from Stratford, Conn.; Adam Richardson, a finance senior from Camas, Wash.; and Alexis Cooper, a finance senior from Queen Creek, Ariz.

Much of their confidence came from months of preparing and practicing, as well as support from BYU faculty and the Whitmore Center.

“Our mentors put so much hard work into teaching us about presentation, engaging the judges and standing out,” Sedgwick said. “We were glad we implemented all their help for a successful win that represented them and BYU well.”

284 STUDENTS ON BUSINESS RELATED STUDY ABROADS
1,574 TOTAL STUDENTS ON BYU STUDY ABROADS

= 18%

OF ALL STUDY ABROAD STUDENTS WENT ON BUSINESS PROGRAMS. (MORE THAN ANY OTHER COLLEGE AT BYU)



← PERCENTAGE OF BUSINESS STUDENTS THAT ARE BILINGUAL →

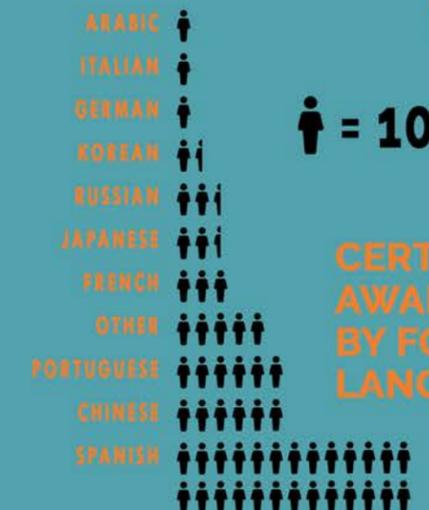


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FOR INTERNATIONAL BUSINESS



GLOBAL MANAGEMENT CERTIFICATE PROGRAM

OF NEWLY ENROLLED STUDENTS
107



CERTIFICATES AWARDED BY FOREIGN LANGUAGE

GLOBAL BUSINESS & LITERACY MINOR

INTERNATIONAL BUSINESS AT BYU BY THE NUMBERS

STUDENTS CURRENTLY ENROLLED **160**

90 GRADUATES TO DATE

STUDENTS FROM **51** DIFFERENT MAJORS

STUDENTS FROM **67** DIFFERENT MAJORS

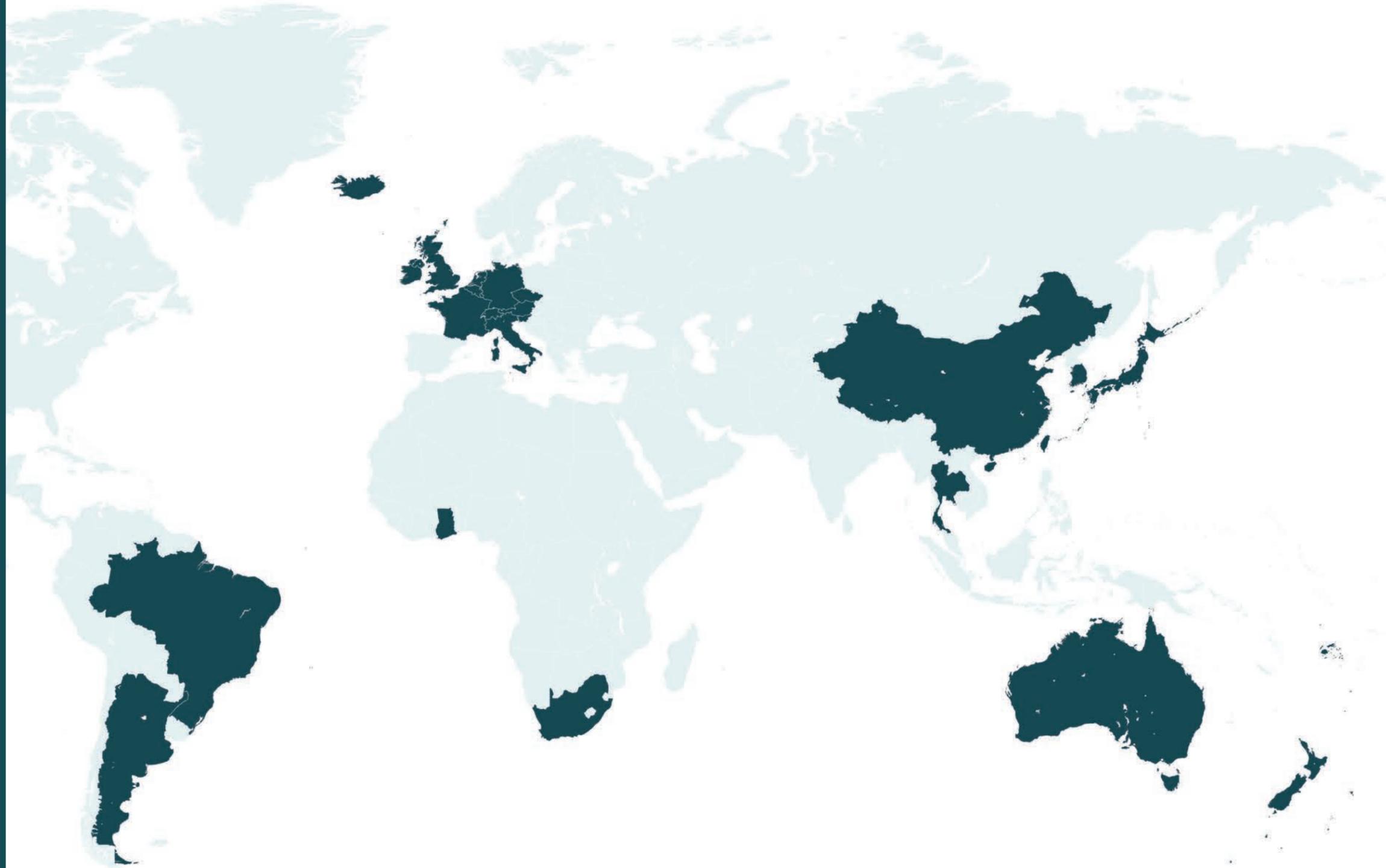


STUDY ABROAD PROGRAMS

The Global Management Center offers many study abroad programs that give students the opportunity to study international business in a foreign country. Students visit businesses ranging from large, multinational corporations to small entrepreneurial ventures. They gain an understanding of cross-national business strategy through discussions with international professionals and government officials. The Marriott School offers study abroad programs that range from general business to discipline specific.

COUNTRIES VISITED BY OUR STUDY ABROAD PROGRAMS

ICELAND
FRANCE
ITALY
GERMANY
GHANA
FIJI
AUSTRALIA
NEW ZEALAND
CHINA
JAPAN
BELGIUM
ENGLAND
BRAZIL
ARGENTINA
SOUTH AFRICA
THAILAND
CZECH REPUBLIC
GREECE
SOUTH KOREA
TAIWAN
MACAU
AUSTRIA
NETHERLANDS
SWITZERLAND

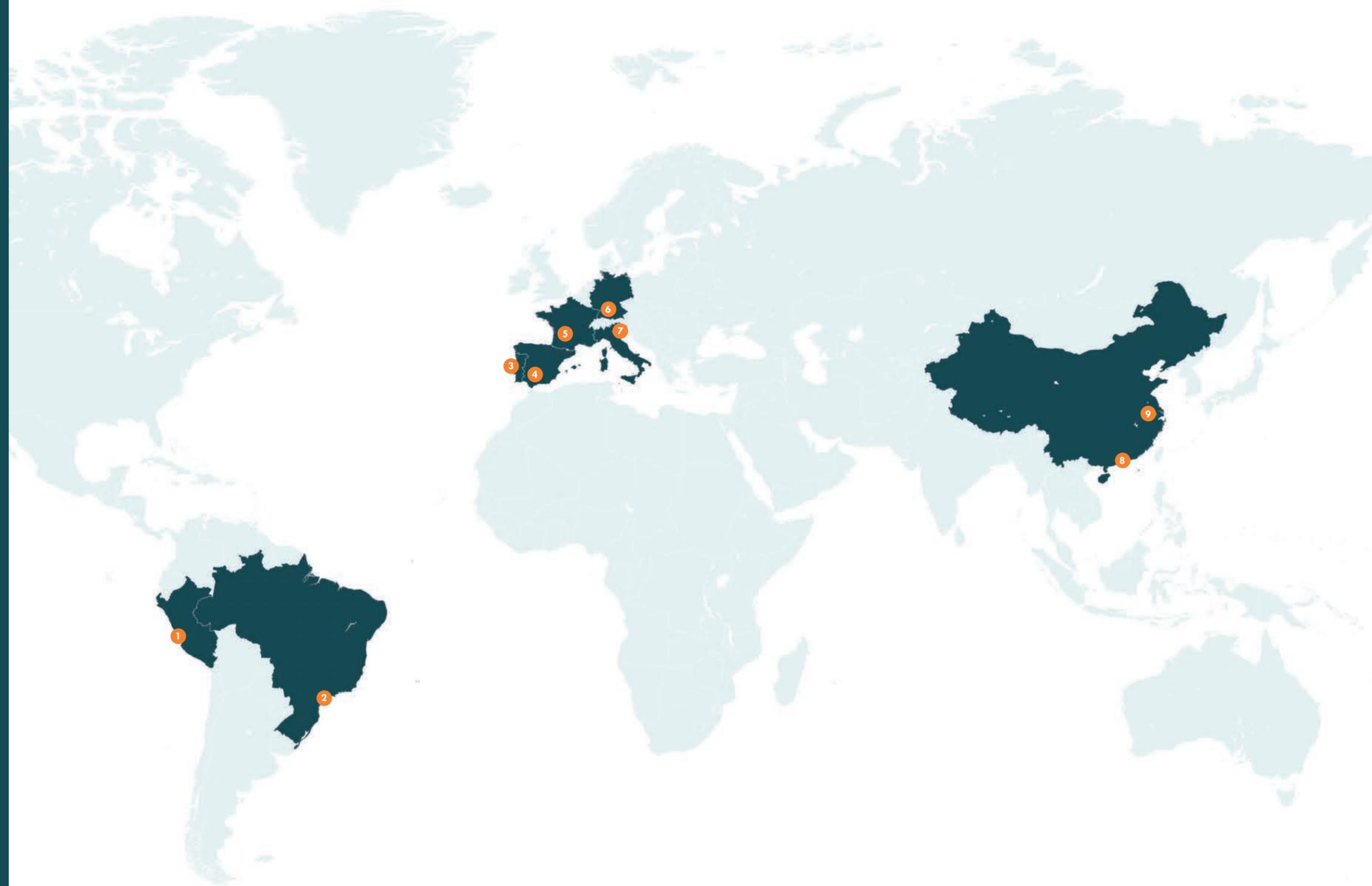


STUDENT EXCHANGE PROGRAMS

The Marriott School forms partnerships with business schools around the globe in order to expand its international network. The Student Exchange Program (SEP) was established in 2006 between the Marriott School and three universities in China, Mexico, and Brazil. Today SEP has expanded to include universities in France, Germany, Italy, Spain, Peru, Portugal, Hong Kong, and China. The SEP is unlike traditional study abroad programs, where a student travels with a BYU professor and a group of BYU students. Outgoing SEP students immerse themselves with local and international students on a foreign campus for a semester. Partner schools regularly send their students to BYU for a similar immersive experience in the United States.

OUR STUDENT EXCHANGE PROGRAM CAMPUSES

1. UNIVERSIDAD ESAN
2. FUNDAÇÃO GETULIO VARGAS
3. INSTITUTO UNIVERSITARIO DE LISBOA
4. UNIVERSIDAD DE ALCALÁ
5. FRANCE BUSINESS SCHOOL
6. HOCHSCHULE PFORZHEIM
7. UNIVERSITA COMMERCIALE LUIGI BOCCONI
8. HKUST BUSINESS SCHOOL
9. NANJING UNIVERSITY



Learn, Go, Become

GLOBAL

KAY & YVONNE WHITMORE
GLOBAL MANAGEMENT
BYU MARRIOTT SCHOOL **CENTER**

FACULTY EXPERIENCES



FDIB EGYPT AND UAE

BYU CO-LEADS A FACULTY DEVELOPMENT IN INTERNATIONAL BUSINESS PROGRAM TO EGYPT AND UNITED ARAB EMIRATES

Mark Twain said that travel is fatal to prejudice, bigotry, and narrow-mindedness. To those who study and teach international business, travel is all of those things plus much more. It is the consummate vehicle to convert book learning into experiential understanding of how one does business on a global scale.

In January of 2016, nineteen professors and administrators from around the U.S. met in Dubai to begin a two-week experience in the United

Arab Emirates and Egypt studying business practices and culture specific to the Middle East and North Africa. This trip was a faculty development in international business experience led by the Darla Moore School of Business at the University of South Carolina and the Marriott School of Management at Brigham Young University.

Faculty development trips like this one focus on providing participating faculty a unique international study opportunity, which will ultimately assist

the United States in its international competitiveness via pedagogy, research and business outreach. The objective of the FDIB-MENA program is to raise faculty awareness of the economic, political and cultural environments that exist in the Middle East and Africa today, and, ultimately, to leverage that first-hand awareness into competence and expertise in classrooms and on research campuses throughout the United States.

During the trip, participants visited a

variety of businesses, universities, and embassies. Some of the highlighted business visits included:

- Dana Gas (Sharjah, UAE)—An independent gas company.
- Nakheel Properties (Dubai, UAE)—One of the premier real estate development firms that has created The Palms and The World, residential properties built on land reclaimed from the sea.
- Masdar City (Abu Dhabi, UAE)—An experimental business and residential development that strives to be the world's most sustainable eco-city.
- Wadi Group (Cairo, Egypt)—One of the largest agri-businesses in the region with business units in olive

and olive oil production, poultry, and industrial cooling pad production.

- Suez Canal (Egypt)—World-famous, man-made canal to improve shipping lanes in the region.

Participants enjoyed a special cruise on both the old and the new parts of the canal, something not accessible by locals.

Jonathon Wood, managing director of the Global Management Center and co-leader of the program explained, "One professor told me she was making plans to incorporate what she learned on the trip in the classroom. Another professor from a smaller college said that she had learned much and gained the confidence to return to her college

and start a study abroad program. I don't think we could have received better compliments reflecting the success of the program."

Of course visits to cultural visits such as the Pyramids of Giza, the Burj Khalifa (the tallest building in the world), the Sheikh Zayed Grand Mosque, markets, camel rides, and river cruises were an integral part of the trip. Understanding the local culture is important when studying how business in a region is done.

In January 2017, the FDIB-MENA will run again visiting Egypt and Rwanda. With the success of the 2016 program, more participants have already begun to express interest in the trip.



CENTER NEWS





TEN STUDENTS NAMED ECCLES SCHOLARS

The Marriott School of Management at Brigham Young University recently recognized 10 first-year MBA candidates as Eccles Scholars, an award presented by the school's Whitmore Global Management Center. Each recipient was awarded up to \$9,000 of financial aid for schooling expenses, international projects and global career exploration.

A committee of faculty members interviewed 55 applicants and selected the top 10 candidates who were chosen on the basis of academic performance and their trajectory toward a global business career.

"Global business is an important piece of the school's mission," Money says. "To elevate students with global potential to this prestigious award

Eccles Foundation. The foundation was created in 1960 to ensure that the Eccles' philanthropic work would continue beyond their lifetimes. The foundation supports many projects and programs, particularly in education, at nearly every college and university campus throughout the state of Utah.

Back (left to right): Brad Call from Bountiful, Utah; D. Brandon Remington from Sammamish, Wash.; Christopher Barnes from Eugene, Ore.; Leandro Baer Barbosa from São Paulo; and Rodrigo Ortigoza from Brampton, Ontario

Front (left to right): Margaret Ebeling from Philadelphia; Joshua Porter from Spokane, Wash.;

Angela Hui from Richmond Hill, Ontario; **Not pictured:** Daniel Wilde from Ventura, Calif.; Kris Willenbrecht from Yorba Linda, Calif.)

“ This award clearly distinguishes each student as a future leader in the global business community.”

— Bruce Money

means that the Marriott School and its donors are serious about training

leaders who will make a significant contribution to the global marketplace and their communities.”

The Eccles Scholars Award is funded by the George S. and Dolores Doré

“To be chosen as an Eccles Scholar signifies that you will represent BYU, the Marriott School and the Eccles name with distinction,” Bruce Money, Whitmore Center director said.

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CARDON INTERNATIONAL SPONSORSHIP SPOTLIGHTS



OSCAR CHAVEZ

Oscar comes to the MBA program as a senior consultant with 6 years of experience in leadership, talent management, culture change, and customer service; he has worked for different types of industries, multinational IT companies, including Oracle, and as a project consultant for various consulting firms.

Oscar is regarded as an expert on organizational culture topics, excelling as a learning facilitator with a focus on analysis implementing quantitative and qualitative sociological methodologies. While at BYU Oscar has also been awarded the prestigious Eccles Scholarship.

Oscar served a mission for the LDS Church in Chile, Osorno, and continues to serve in a leadership capacity; he and his wife Francisca are the parents of Diego who is eight years old, and Victoria who is almost five.



SETH AYIM

Seth Ogoe Ayim, one of our MPA students from Asunafo Abomosu, Ghana, West Africa, is a second-year graduate student who speaks four languages: English, French, the Twi language of Ghana and the Mano language of Liberia.

Desiring to make the world a better place, Seth has sought higher education as a tool to become a force for good within his family, his profession, and the wider church community. Seth has worked with insurance companies and IT companies for the past seven years, both in Ghana and West Africa. He also served for two years as a technology specialist, assisting Perpetual Education Fund applicants and church leaders. He trained BYU-Idaho Pathway students in his stake to use new church technologies, increasing technology awareness by fifty percent.

To become more competitive in his career, and enable him to give back to those around him, Seth is pursuing an MPA degree at the Romney Institute of the Marriott School of Management at BYU where his wife, Selina, and their two sons, Spencer and Sheldon, are sharing the US adventure with him.



BYU HOLDS BUSINESS LANGUAGE COMPETITION

By Sara D. Smith

PROVO, Utah / Dec 10, 2015

Much more complex vocabulary than “ni hao” and “hola” impressed the judges at Brigham Young University’s ninth International Business Language Case Competition.

The competition, sponsored by BYU’s Whitmore Global Management Center, is an annual opportunity for college students from across the country to demonstrate their abilities in both business and language. Competitors were given two weeks to begin preparing a case on an

international issue to be presented entirely in either Chinese or Spanish. A new case was written for the competition this year that centered on Blendtec, a high-end blender company. For the first time, the event was extended to a two-day experience that allowed teams the opportunity to visit the company’s Utah headquarters.

“It was a great opportunity to not only participate in the case competition, which is like sports for business students, but also to have the chance to actually see the company in person,” says Laura Lueken, a competitor from

Indiana University studying business economics and public policy. “It made for a really great two-day adventure.”

Students were tasked with creating a viable strategy for Blendtec to take its product to an international market. The judges looked for mastery of the language, quality of presentation and soundness of the team’s business plans. In the Chinese division the University of Washington took first place followed by BYU in second and Indiana University in third. In the Spanish category, Babson College placed first, BYU received second place and the



University of Washington took third. A total of \$7,000 in cash prizes was awarded and the first-place teams also received Blendtec blenders.

“Our students learned a great deal from competing and from meeting so many talented people,” says Virginia Newhall Rademacher, coach of the Babson College Spanish team. “They really enjoyed getting to know the other teams and we were all impressed by the time and care given to every detail leading up to and surrounding the competition itself.”

The Whitmore Center looks forward to the future growth of the competition and to continuing to help students prepare for careers in an international

business world.

“It’s more than a case competition now. It’s become a complete international business learning experience,” says Jonathon Wood, associate director of the center.

“It’s more than a case competition now. It’s become a complete international business learning experience.”

— Jonathon Wood

“If you’re not training to be a part of global business you’re going to be left

behind. Speaking a second language at a high enough level to use business terms will open doors.”

The Marriott School is located at Brigham Young University, the largest privately owned, church-sponsored university in the United States. The school has nationally recognized programs in accounting, business management, entrepreneurship, finance, information systems and public management. The school’s mission is to prepare men and women of faith, character and professional ability for positions of leadership throughout the world. Approximately 3,300 students are enrolled in the Marriott School’s graduate and undergraduate programs.

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TEENS **BATTLE** WITH BILINGUAL BUSINESS SKILLS

BYU HOSTS FIFTH HIGH SCHOOL BUSINESS LANGUAGE COMPETITION

By Sara D. Smith

PROVO, Utah / Mar 11, 2016

Utah high schoolers proved they learned more than ‘¿Como está?’ from their Spanish classes at the Global Management Center’s High School Business Language Competition.

This year a total of 15 teams from local high schools were tasked with creating marketing plans for Altra Footwear’s

Olympus 2.0 trail running shoe. The students presented their ideas, which were tailored to Utah’s Hispanic community, to a panel of judges entirely in Spanish.

“This competition is significant because it gives high school students a taste of how their language skills can help in future careers,” says Laura Ricks, GMC program coordinator and competition organizer. “It puts their skills to the test in a real-life project, getting them to start thinking about the possibilities of international business before they even begin college.”

The competition is largely funded by the GMC’s Center for International Business Education and Research grant from the U.S. Department of Education. The grant, which has



1st PLACE
OREM HIGH SCHOOL



2nd PLACE
AMERICAN FORK HIGH SCHOOL



3rd PLACE
SKYLINE HIGH SCHOOL

been given to Brigham Young University and only 16 other universities in the country, is designed to foster an interest in global business among students of all ages

“I have been really impressed at the quality of the business plans these students put together,” Ricks says. “Although they are still in high school, I feel that many of the plans are at the same level as those created by undergraduates. They also add an element of fun and excitement to the competition by coming up with really creative ideas.”

A small cash prize was awarded to the students in each of the top three teams. Orem High School came in first winning \$600, with American Fork High School placing second receiving \$300 and Skyline High School taking third and

\$100.

“This means a lot to our team,” says Amy Kutsulis, adviser for the winning Orem team. “We have participated in the competition five times and this was our first win, so we were so excited and surprised. It’s such a great opportunity for our students to get experience and use their Spanish.”

Right: Orem High School takes first place in High School Business Language Competition.

Left: High students competition in business language competition at BYU.

ALUMNI



LEARN, GO, BECOME GLOBAL

INTERNATIONAL EXPERIENCES: A CHANGE OF TASTE FOR HER CAREER

By Sara D. Smith

Not too many students can say they've traveled the world, but with more than sixty-five countries and an excursion-planning business under her belt, Kylie Chenn is one of the few exceptions. A 2015 Marriott School graduate, Chenn has spent the last three years living abroad and leading tours through Europe, Asia, and Africa.

Although she came to BYU to play basketball, she soon discovered her calling in business, and of course, travel.

"I fell in love with the idea of business," Chenn says. "It opened up doors for me to be innovative, passionate, and creative."

It was that passion that first took her abroad. Chenn was accepted into BYU's direct enrollment program at Cambridge, which also

included a two-week innovation seminar in Oxford.

But Chenn wanted more. She and the Marriott School's Global Management Center (GMC) created an individualized international program to study the history of creativity and innovation. The program took her backpacking through eighteen countries—more than one-third of the countries in Europe.

"I spent my time fostering a love for travel, cuisine, culture, and connection. The people and their stories were inspiring," says Chenn.



“It was then that I learned to love the international community.”
— Kylie Chenn

The summer came and went all too quickly for Chenn. She decided against going home, opting to spend fall semester at ISCTE, a business school in Portugal that is part of BYU's direct enrollment program. She immersed herself in business classes and language, learning Portuguese in a mere four months. During those few months, she also received her letter of acceptance to the Marriott School's strategy emphasis. Provo beckoned her home, but she never stopped missing the cultures and the food she discovered abroad. Chenn began cooking international recipes for her friends, filling her kitchen with the taste and smells of her travels.

Then she had an idea. "I realized I can take these different spice blends from these countries that I've been to and connect them with a story of a person who uses them," Chenn says,

"I can use cooking and flavors to bring a cultural experience to someone in another country."

Chenn's idea, partnered with her love for travel and cooking, led her to found a culinary spice company, Acanela.

Wanting to do more research before launching Acanela, Chenn once again headed overseas. Her first stop? India. China, Malaysia, Singapore, Thailand, Vietnam, and Cambodia followed. That summer, she ventured for eighty days—meeting people, cooking with them, eating with them, and hearing their stories. Those eighty short days taught her enough to let her pursue her company with confidence.

Back in Provo, the GMC hired her as a student global ambassador, where she

was able to share her love of travel with students like herself. The experience with the GMC also inspired her to start planning excursions for others, which led to a new branch of her company.

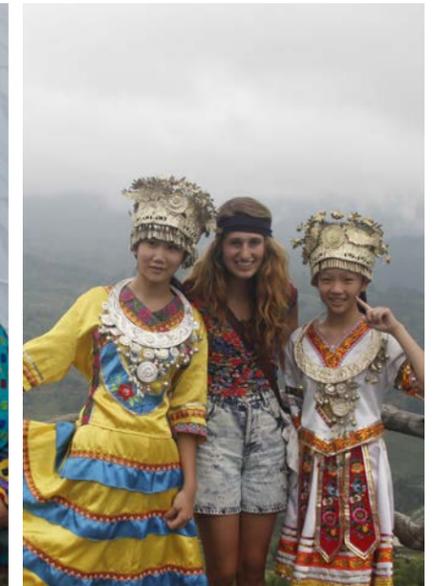
"I incorporated my experience into Acanela, and we started planning educational tours in conjunction with selling spices," Chenn says. "Now I'm able to provide people with opportunities to go abroad that are actually very affordable."

Throughout the start-up process, Chenn's now-husband, Andrew, proposed. They were married over Christmas break, and spent their honeymoon backpacking across Central America. Four short months later, the Chenns graduated, flew to Uganda, and

explored twelve African countries—capping the trip with hiking Kilimanjaro and interning in Malawi.

Chenn's trip to Africa is far from the last, as the number of stamps in her passport grows while she travels the world with Acanela. She credits the BYU abroad programs and the GMC for helping get her to where she is now, and for providing her with seemingly impossible opportunities.

"I tell people to go and take advantage of the study abroad programs at BYU," Chenn says. "I wouldn't have been in the strategy program had I not gone abroad. I also wouldn't have started my company, which means I wouldn't have been able to help others have those valuable international experiences."

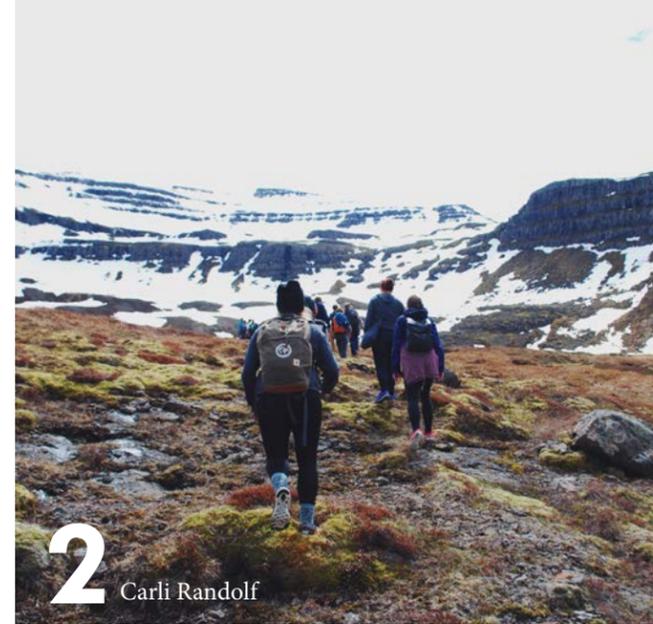




Carli Randolph



1 Andrew Crawford



2 Carli Randolph



Tyler Andersen

3

- 1. GLOBAL MARKETING.** A group of BYU students in front of the Lennon Wall (Prague, Czech Republic).
- 2. RECREATION MANAGEMENT EUROPE.** Students exploring the beautiful Iceland landscape.
- 3. RECREATION MANAGEMENT EUROPE.** Tyler Andersen poses with the same hot dog stand employee Bill Clinton posed with during his visit to Iceland twelve years earlier (Reykjavik, Iceland).
- 4. EUROPE BUSINESS.** Students pose in front of Kensington Palace during their trip to London.
- 5. MBA ASIA.** Benjamin Hillyard rides an elephant during a cultural visit in Thailand (Thailand).
- 6. GLOBAL BUSINESS.** Katelyn Strobel during the Global Business Study Abroad business visit to the London Stock Exchange.



Eliza Shippen

4



Benjamin Hillyard

5



Katelyn Strobel

6

PHOTO JOURNAL

RECREATION MANAGEMENT EUROPE. Students on the Recreation Management Europe study abroad pose in front of Stonehenge, the famous prehistoric monument just outside Salisbury.



1

Jocelyn Murray



2

Anonymous



3

Kyle Saunders



4

Anonymous



5

Sloane Taylor



6

Benjamin Hilliard



7

Eliza Shippen



8

Anonymous

1. RECREATION MANAGEMENT EUROPE.

Recreation Management students wander the streets of Germany (Germany).

2. INTERNATIONAL INVESTMENT INTERNSHIP.

Students visited the Krungsri Bank in Thailand to learn about global investing practices.

3. GLOBAL ACCOUNTING.

A view of the majestic Westminster Abbey, taken by Accounting study abroad students (Westminster, London).

4. INTERNATIONAL INVESTMENT INTERNSHIP.

Members of the International Investment Internship pause for a minute to watch men playing Chinese chess in Beijing.

5. RECREATION MANAGEMENT PACIFIC.

Marriott School students flew to the big, bustling airport in Kadavu, Fiji.

6. MBA ASIA.

MBA students visiting the ancient ruins of Angkor Wat (Angkor, Siem Reap Province, Cambodia).

7. EUROPE BUSINESS.

Europe study abroad students explore Venice's labyrinth of canals.

8. INTERNATIONAL INVESTMENT INTERNSHIP.

Students engage with the local culture in Korea by trying on some of the traditional costumes.

9. RECREATION MANAGEMENT PACIFIC.

Recreation Management Pacific study abroad students rafting on the islands of Fiji.

10. RECREATION MANAGEMENT EUROPE.

Warwick Castle is a usual stop when programs visit England as it was for the Recreation Management Europe program.



9

Sloane Taylor



10

Anonymous



Eliza Shippen
1



Kyle Saunders
2



Hannah Whipple
3



Rachel Chow
4

- 1. EUROPE BUSINESS.** Nerdy obsessions were satisfied during the Europe study abroad visit to Platform 9 ¾.
- 2. GLOBAL ACCOUNTING.** A close up of the love locks that cover Paris' historic Pont des Arts during the Accounting program's second day of their European adventure.
- 3. OXFORD SOCIAL INNOVATION SEMINAR.** Students explored Oxford in traditional Oxford punts.
- 4. RECREATION MANAGEMENT EUROPE.** Recreation Management students during their tour of Harry Potter Studio in London.
- 5. MBA ASIA.** The view from an excursion off the coast of Thailand as part of the MBA Asia study abroad (Phuket, Thailand).



5

Benjamin Hillyard



Sloane Taylor

1



2

Sloane Taylor



3

Kyle Saunders



4

Anonymous



Kyle Saunders

5

1. RECREATION MANAGEMENT PACIFIC. Dressed in traditional sulus, students part of the Recreation Management Pacific study abroad were given hand-made flower necklaces during a going-away ceremony in Vacalea, Fiji.

2. RECREATION MANAGEMENT PACIFIC. Sloane Taylor finds a starfish while snorkeling in the areas surrounding the Fijian islands.

3. GLOBAL ACCOUNTING. Accounting students visit EY in Brussels, Belgium (Brussels, Belgium).

4. INTERNATIONAL INVESTMENT. Investment students tour a manufacturing plant of the Chia Tai Conti Group in China researching the company as a possible investment recommendation for venture capital firms in the U.S.

5. GLOBAL ACCOUNTING. Accounting students savored the experience of true Belgian waffles for 1 euro on the streets of Bruges, Belgium (Bruges, Belgium).

6. EUROPE BUSINESS. Students enjoy the beautiful views of Cinque Terre.

7. GLOBAL FINANCE INVESTMENT INTERNSHIP. Like many other students, Blake Hannesson, takes a moment on the great wall of China to capture a memory while on the Global Finance Investment Internship.

8. RECREATION MANAGEMENT EUROPE. Recreation Management students discuss how a tourist business is run in the heart of Rome (Rome, Italy).

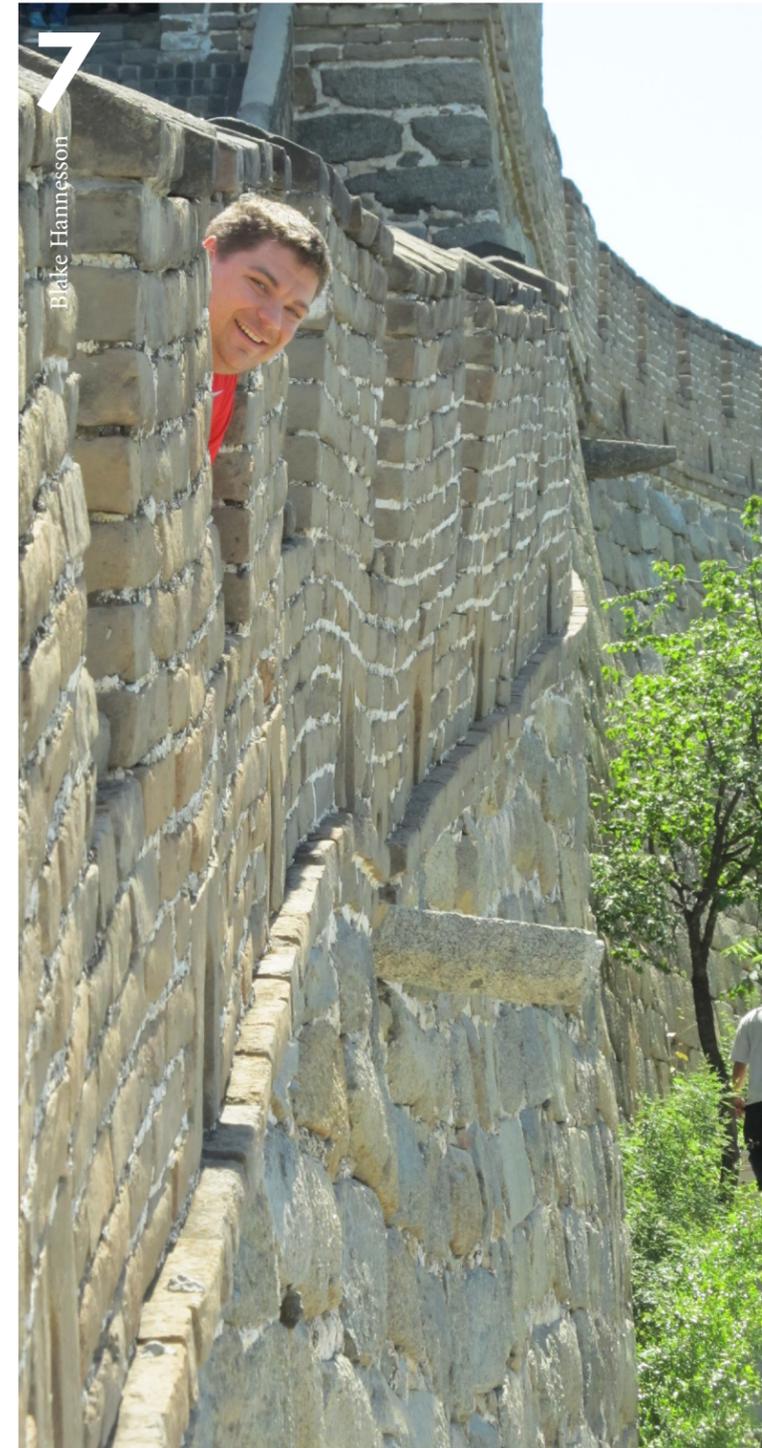
9. EUROPE BUSINESS. Repelling, sliding and jumping down the beautiful canyons of Switzerland, Europe study abroad students experienced the Swiss Alps in a unique way.

10. EUROPE BUSINESS. Marriott School students during their visit to BMW headquarters (Munich, Germany).



6

Eliza Shippen



7

Blake Hannesson



8

Abraham Kim



9

Eliza Shippen



10

Eliza Shippen



MBA ASIA. Three MBA students pause in front of the wall of sake barrels at the Tsurugaoka Hachimangu shrine in Japan.

Devin Paul

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