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THE MAGAZINE OF THE HAAS SCHOOL OF BUSINESS AT THE UNIVERSITY OF CALIFORNIA, BERKELEY

BerkeleyHaas

Fall 2015

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Danae Ringelmann and Eric Schell, MBA 08s, revolutionize the crowdfunding industry

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The Berkeley-Haas alumni network powers new ventures



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2015 Business
Leader of the Year

Progress in a Bold Quest

Joseph Jimenez, MBA 84, the CEO of Novartis, has set his firm in a battle against various forms of cancer. And the outlook is promising.

Question the Status Quo Confidence Without Attitude **Students Always** Beyond Yourself

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BerkeleyHaas

Fall 2015

FEATURES AND DEPARTMENTS *The Confidence Without Attitude Issue*



Since assuming the helm of Novartis in 2010, Joseph Jimenez, MBA 84, has streamlined the largest company in Europe by market value to focus solely on pharmaceuticals, eye care, and generics and has taken special aim at cancer. Jimenez, 55, came to Novartis from consumer goods, giving him a unique vantage from which to re-envision the pharmaceutical industry. **Page 11**

8 Modern Branding

On the occasion of his induction into the Marketing Hall of Fame, Haas Prof. Emeritus David Aaker reflects on branding's emergence 25 years ago and its future.

11 Progress in a Bold Quest

Berkeley-Haas' Business Leader of the Year Joseph Jimenez, MBA 84, the CEO of Novartis, has positioned the pharmaceutical giant to anticipate future health care trends and to make momentous strides against various forms of cancer. Jimenez isn't afraid of risk or failure, and his leadership has been focused, confident, and, at times, bold.

14 Dream Makers

Danae Ringelmann and Eric Schell, MBA 08s, have been awarded Berkeley-Haas' Leading Through Innovation Award for revolutionizing the crowdfunding industry and helping turn dreams into reality.

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Fed Reserve Chair Janet Yellen

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Berkeley-Haas economists rule the financial world.

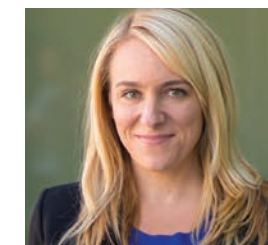
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BerkeleyHaas
Haas School of Business
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1 Faculty & Alumni Economists with Clout



Clockwise from top left: Severin Borenstein; David I. Levine; James Wilcox; Janet Yellen; Robert Seamans, PhD 09; Jay Stowsky; Laura Tyson; Jonathan Leonard; Michael Katz; and Carl Shapiro.

Berkeley-Haas economists, quite simply, rule the financial world. As Federal Reserve chair, **Professor Emeritus Janet Yellen**’s decisions affect markets worldwide. But many from the Haas community lend their expertise to the federal government. The most recent appointment is **Robert Seamans, PhD 09**, who’s serving as a senior economist on the President’s Council of Economic Advisers. This Council has had many from Haas among its ranks, including Senior Asst. Dean for Instruction **Jay Stowsky** and **Professors Jonathan Leonard, David I. Levine, Carl Shapiro, James Wilcox, and Laura Tyson**, who was also chair of the National Economic Council under President Clinton. Haas economists have also served at the Dept. of Transportation (**Severin Borenstein**) and the Dept. of Justice (**Michael Katz**), among many other roles.

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Students Social Impact Metrics

Some nonprofits don’t have the re-sources to measure the effectiveness of their programs. A new class aims to change that, thanks to a multi-year partnership between biotech firm Amgen and Berkeley-Haas’ Center for Social Sector Leadership (previously known as the Center for Nonprofit and Public Leadership). Berkeley MBA students taking the Social Impact Metrics course are helping four cancer patient advocacy groups measure the outcomes of specific initiatives—such as a support helpline and website features—and will recommend solutions. Ultimately students aim to create best practices for many non-profits to measure the impact of their efforts.



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Faculty Accounting Accolades

Prof. Patricia Dechow’s research has made quite a mark. Her 2002 paper “The Quality of Accruals and Earnings: The Role of Accrual Estimation Errors,” has received more than 2,500 citations, according to Google Scholar. This work also earned her the prestigious 2015 Distinguished Contribution to Accounting Literature Award from the American Accounting Association, along with her co-author, Emory University Prof. Ilia D. Dichev. The award recognizes accounting research that has significantly impacted the discipline for at least five years.

Prof. Patricia Dechow



3

Alumni Facebook Network

Silicon Valley likes Berkeley-Haas. Among business schools, Haas has the most alumni working at Facebook—68 according to a new list by *Business Insider*. Compare that to Stanford’s 61 alumni. Overall, UC Berkeley is second only to Stanford in the number of total alumni at Facebook, with 429 versus 487.

5 Alumni Entrepreneur’s Playbook

Wondering where to connect with seasoned founders for frank discussions? Looking for talent? Have questions about research and technology transfer? Access Haas and Berkeley resources for entrepreneurs or those thinking of launching a startup on our new page: haas.berkeley.edu/alumni/entrepreneurship.

6 Rankings Journal Envy

Once again, *California Management Review* beat competitor journals *Harvard Business Review* and *MIT Sloan Management Review* in the number of times its articles are cited in academic publications. The school’s interdisciplinary journal, *Industrial and Corporate Change* (ICC), also scored high. ICC focuses on technological change and organizational processes and structures.

Students

Power Base

Berkeley-Haas’ gender equity efforts continue to pay off. Women now make up 43 percent in the Full-time Berkeley MBA Program overall—which may be the highest percentage among the top-ranked business schools. Not bad for a student body that was less than one-third female just two years ago. In August, Haas’ Senior Assistant Dean and Chief Strategy & Operating Officer **Jo Mackness, MBA 04**, shared Haas’ efforts at a meeting of 47 B-schools

at the White House. There, the schools committed to best practices to close the gender gap and cultivate leaders who can manage diverse workplaces.

Incoming students bond over tug-of-war at the orientation week Cohort Olympics.



8

Case Study Scaling Fair Trade

How can Fair Trade USA, the leading third-party certifier of fair trade products in North America, grow despite increasing competition from other certification organizations like Rainforest Alliance and Utz? How can the Fair Trade USA label be more prevalent amid general market confusion over consumer packaging labels? These are some of the questions explored in a new case study by Professor Laura Tyson and Berkeley-Haas Social Impact Fellow Jennifer Walske. They focus on the challenges and growth strategies that Founder, President, and CEO Paul Rice, MBA 96, and his team are debating. The case is available from the Berkeley-Haas Case Series: cases.haas.berkeley.edu.

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Faculty Honors from Canada

In a Scottish ceremony featuring bagpipes and a dramatic introduction by an orator, Professor David J. Teece received an honorary doctorate from the University of Calgary’s Haskayne School of Business in Alberta, Canada, in June. He was recognized for his work as “a great management

thinker and a role model for research and leadership.” Teece, who is also director of the recently launched Tusher Center for the Management of Intellectual Capital at Haas (see p. 4), researches the theory of the firm, strategic management, the economics of technological change, and more. He has been named one of the 10 most cited scholars worldwide in economics and business.



Prof. David J. Teece

Haas News

BY THE NUMBERS

Berkeley-Haas in the Rankings

Undergrad Program

#2

U.S. News & World Report

#1

PayScale, for highest early career pay

#1

PayScale, for highest mid-career pay

UC Berkeley

#1

Among public universities, Academic Ranking of World Universities (ARWU) by Shanghai Jiao Tong University, China

#4

Among universities worldwide, ARWU

#3

Globally, U.S. News and World Report

#1

Among U.S. public schools, U.S. News and World Report

#3

Forbes, for most entrepreneurial universities



Dean Rich Lyons, BS 82; His Excellency Amr Al-Dabbagh, chairman and CEO of Al-Dabbagh Group and Philanthropy U founder; Prof. Laura Tyson, director of the Institute for Business & Social Impact; and UC Berkeley Chancellor Nicholas Dirks, at the signing ceremony for the Philanthropy U/Berkeley-Haas collaboration.

Philanthropy University

Berkeley-Haas powers free online initiative

Berkeley-Haas and Philanthropy U have teamed up to create Philanthropy University to provide free online training for anyone wanting to perform social sector work for measurable impact. More than 400,000 people from over 100 countries registered for the inaugural courses, which cover skills such as fundraising, strategic planning, and scaling for impact. The goal is to teach hundreds of thousands of NGO leaders, whose work will benefit 100 million people worldwide, by 2020.

The Philanthropy University initiative was envisioned by His Excellency Amr Al-Dabbagh, chairman and CEO of Al-Dabbagh Group, a global business based in Saudi Arabia. He founded the nonprofit Philanthropy U as part of the company's giving activities, including sponsoring the Philanthropy University initiative.

Under the cooperative arrangement, Berkeley-Haas will incubate the non-degree-granting initiative, providing faculty to teach some courses and integrating the program with the Global Social Venture Competition. The Institute for Business & Social Impact and the Center for Social Sector Leadership (CSSL) will lead these efforts. "The cooperation between Berkeley-Haas and Philanthropy U is a powerful, game-changing alliance for social impact," says Ben Mangan, CSSL's executive director. "We're testing new ways to scale learning and collaboration and removing so many of the barriers that have kept people worldwide from getting the tools they need to solve some of the world's biggest problems."

Thought Leadership

New Tusher Center to study intellectual capital management



Berkeley-Haas inaugurated the new Tusher Center for the Management of Intellectual Capital in August to promote the school's thought leadership in a vibrant, complex field. The center will address research, funding, and outreach related to intangible assets and long-term enterprise-level competitiveness. Prof. David J. Teece, the Thomas T. Tusher Professor of Global Business, will serve as the faculty director.

"Tangible assets matter, but even in resource-rich places like Australia and North Dakota, the path to riches involves building and leveraging intangible assets," he said. "These assets can anchor the long-run advantage of both firms and nation states."

The Tusher Center aims to transcend the complex fields of intellectual capital, including antitrust legislation, international trade, business strategy and organization, science and technology policy, and communications policy.

Thomas Tusher, BA 63, former Levi Strauss & Co. president and COO, established the center, which is housed within the Institute for Business Innovation.

A Boost for Startups

Berkeley-Haas to provide seed funding for student founders

Berkeley-Haas will strengthen entrepreneurship support for its students and provide \$100,000 in seed funding for Haas student startups this year, Dean Lyons, BS 82, announced in October.

In addition to seed funding, Berkeley-Haas plans to enhance its offerings for its MBA and undergraduate students who wish to learn more about entrepreneurship, work at entrepreneurial ventures, or start their own businesses.

"Our student entrepreneurs are already thriving within the Berkeley-Haas and Bay Area startup ecosystem. This new effort will continue to build on and expand that success, creating a new generation of leaders who will be mixing with alumni and giving back to the entrepreneurial ecosystem," Lyons says.

Berkeley-Haas will pool a variety of resources from across the school to integrate entrepreneurial thinking throughout the Haas student experience under a new umbrella organization, called the Berkeley-Haas Entrepreneurship Program (BHEP).

Genius

Education pioneer Patrick Awuah, MBA 99, named a MacArthur Fellow



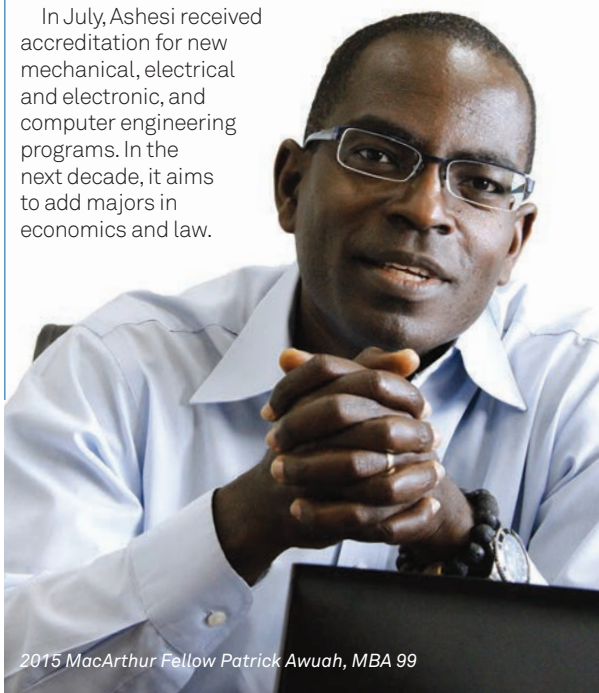
Ashesi University expanded to a 100-acre hillside campus in 2011. In May, a new engineering building was completed. Photo: Ashesi University

Patrick Awuah, MBA 99, founder of Ghana's Ashesi University, was one of two dozen to be named a 2015 MacArthur Fellow, winning the so-called "genius grant" and its no-strings-attached award of \$625,000. The fellowship is administered by the John D. and Catherine T. MacArthur Foundation.

Ashesi University's mission is to educate ethical, entrepreneurial leaders who will help transform Africa. Since its founding in 2002, the university has graduated more than 700 students, 90 percent of whom stay in Africa. A full 100 percent of Ashesi grads are employed, in graduate school, or founding startups. Alumni have launched 19 new ventures and developed new technologies, including mobile healthcare, cardless ATM access, and biometric voter-identification.

Awuah has emphasized ethnic, economic, and gender diversity at Ashesi. Fourteen African countries are represented in the student body, nearly half of enrolled students are women, and 40 percent receive financial aid.

In July, Ashesi received accreditation for new mechanical, electrical and electronic, and computer engineering programs. In the next decade, it aims to add majors in economics and law.



2015 MacArthur Fellow Patrick Awuah, MBA 99

DEAN'S LETTER



Events such as the annual Haas Celebration in Silicon Valley at the Menlo Circus Club (shown) are one of many ways alumni can connect with one another.

The Power of One Another

Plugging into our Berkeley-Haas Network

I want to keep you informed about the power of our Berkeley-Haas network and what we're doing to make it even more powerful. We've been encouraging new modes of connection among alumni across industries and within companies—for example, C-level executives in energy or finance or all alumni working at Google. This starts by making sure you are aware of one another and extends into initiatives like informing you when new interns from Haas are starting at your company. Feedback we've received on these and related initiatives has been overwhelmingly positive.

Here's a representative story. Back in July, I received an email from Tai Tran, BS 16, while he was interning at Apple. An alum he met there helped him reach out to other alumni co-workers. Tai set up more than 10 one-on-one lunches, some with director-level employees. "It has been an eye-opening experience to see the Berkeley-Haas network growing and thriving, especially with alumni who graduated from Haas many years ago," Tai wrote. "As a soon-to-be alumnus, this makes me extremely proud of our business school."

We are 38,000 alumni strong, but all it takes is one conversation or one handshake to launch your career in a thrilling new direction. Our award winners profiled in this issue certainly know that. Danae Ringelmann and Eric Schell, MBA 08s, our Leading Through Innovation Award honorees, couldn't have built Indiegogo without Haas support. And Joe Jimenez, MBA 84 and CEO of Novartis, has kept close ties with Berkeley-Haas throughout his career, enriching the lives of many with his valuable insights.

Keep leaning into our network, your network. Do it in new ways. Learn how at haas.berkeley.edu/alumni/benefits. There's power in personal connections, and there's power in one another. We're stronger together.

Sincerely Yours,

Rich Lyons, BS 82
lyons@haas.berkeley.edu | @richlyons

Power of Haas Ideas



Check out Prof. Catherine Wolfram's Homecoming talk on energy policy in the U.S. and around the world via Haas Insights: haas.berkeley.edu/insights.

RACE AND NONVERBAL BEHAVIOR Associate Prof. Dana R. Carney

Demonstrating Tolerance

If you show that “Black Lives Matter,” others will too, **Assoc. Prof. Dana R. Carney** finds

The “Black Lives Matter” hashtag evolved as a call to expand the conversation about racial inequality. But what if social change were less dependent on talking and more dependent on nonverbal communication? New research finds that small cues play an important role in racial discrimination.

Although unconscious biases are subtle, they are automatically and sometimes uncontrollably expressed through negative nonverbal behaviors, such as not smiling. Sometimes—maybe even *often*—people have little conscious awareness that they are expressing racial bias through behavior or that they are biased in the first place. But these actions—positive and negative—are contagious.

Haas Associate Professor Dana R. Carney and colleagues from Harvard and Princeton described these findings in “Some Evidence for the Nonverbal Contagion of Racial Bias” (*Organizational Behavior and Human Decision Processes*, June 2015).

The research shows, for example, that people observing a white American engaging in positive nonverbal acts toward a black American—such as smiling more often and making eye contact for longer periods of time—become less likely to perpetuate racial discrimination. Specifically, small acts of positivity by white Americans toward black Americans cause observers to hold fewer stereotypes about black subjects and to have more positive attitudes toward them in general.

In this study, participants were randomly assigned to watch one of two types of videos. In one, highly biased white Americans exhibited small, negative nonverbal behaviors of bias, such as less smiling, less eye contact, sitting farther away, and orienting their bodies away from a black American. The second type of video showed whites who held blacks in high regard and naturally expressed their positive biases through more smiling, more eye contact, sitting closer to, and orienting their bodies toward them.

Participants then rated the black American in the video on how much they liked or disliked them or whether they would want to be friends. They also rated the black American on six adjectives: kind, considerate, thoughtful, hostile, unfriendly, dislikable.

Participants who observed the subtle anti-black bias videos formed more negative impressions of the black person, adopted more negative racial stereotypes, and demonstrated greater anti-black bias themselves. Thus, results suggest that nonverbal expressions of racial bias affect passive observers.

But the converse was also true. Observers of micro-positive behavior toward a black subject formed more positive impressions, adopted fewer racial stereotypes, and were found to have less racial bias toward black Americans in general. Participants liked and wanted to be friends with the black American who was on the receiving end of positive micro nonverbal behaviors significantly more than they liked and wanted to be friends with black Americans who received negative nonverbal micro aggressions.

“Prejudice manifests often as micro acts of aggression,” says Carney. “What is hopeful is that our study also indicates that positive behavior toward different social groups can be contagious.”

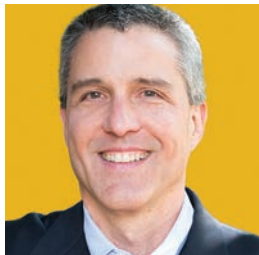
—Pamela Tom



ILLUSTRATION BY RICHARD MIA

Stock Market as Spare Tire

In a banking crisis, stock markets can keep the economy churning



Prof. Ross Levine

Banking crises make it harder for firms to obtain loans, threatening their profitability and survival. That’s when the stock market can act like a “spare tire”—by allowing firms to issue equity to keep capital moving so they can remain solvent and avert further damage to the economy. But strong shareholder protection laws that prevent fraudulent corporate behavior must already be in place, according to Prof. Ross Levine.

Levine and colleagues from the University of Hong Kong compiled data on over 3,600 firms across 36 countries that experienced at least one systemic banking crisis from 1990 through 2011. They factored in shareholder protections, firm profitability, and the duration of the banking crises.

During similarly sized banking crises, firms in countries with strong shareholder protection laws raised more money through stock sales, performed better in terms of profits and investment efficiency, and terminated fewer employees than similar firms in countries with

weaker shareholder protection laws.

No matter how they cut the data, the evidence indicated that the ability to access stock markets when banks go flat has a big effect on businesses—and on the lives of ordinary workers. Their findings are forthcoming in the *Journal of Financial Economics*. “The mechanisms are clear,” says Levine. “When a country has stronger shareholder protection laws, people are more enthusiastic about buying shares in firms because corporate insiders are less able to take advantage of small investors, and this enthusiasm translates into more money for firms, allowing them to weather banking crises more effectively.”

—Pamela Tom

Bad Policies? Blame Voters

Study discovers why people dismiss policies with social benefits



Prof. Ernesto Dal Bó

Why do citizens vote against policies that would help overcome social dilemmas? Is it because media and schools haven’t properly educated them, or is it the fault of politicians pandering for votes?

The above may well be factors, but a novel experiment by Professor Ernesto Dal Bó and his

co-authors pinpoints another cause: the inability of voters to distinguish between the direct effects of a policy and the indirect consequences that may take effect over time.

The research is described in the paper, “The Demand for Bad Policy when Voters Underappreciate Equilibrium Effects.”

“Our evidence suggests that unfamiliar policy options can be a challenge for voters when these policies contain hidden costs or benefits that will accrue once behavior changes,” says Dal Bó.

A tax cut, for example, has an immediate benefit—more money in a voter’s pocket—but may later result in a reduction in services such as street repair which may result in more potholes.

Voters have difficulty understanding that a change in policy will eventually change people’s behavior and thus the outcome of a given policy. Consider a tax on carbon versus regulations mandating more efficient automobiles, says Dal Bó.

Tougher miles-per-gallon standards have an immediate benefit—more efficient cars—but in the long run it encourages people to drive more and therefore add more carbon to the atmosphere.

A tax on carbon, however, offers immediate costs to voters but has a social benefit—lowering of carbon emissions. Failing to fully anticipate these equilibrium effects, Dal Bó says, presents hurdles for groups trying to resolve social dilemmas through democratic means. —Bill Snyder

MODERNBRANDING:

ITS EMERGENCE 25 YEARS AGO—AND ITS FUTURE

Haas' marketing maestro reflects on past and future branding trends on the occasion of his induction into the Marketing Hall of Fame.

By David Aaker

Vice Chairman, Prophet
Haas Professor Emeritus



“Firms need the will and capability to manage subcategories rather than brands, to make sure that their subcategory wins and that it evolves so it keeps winning.”

On a rainy Friday morning in May 1931, Neil McElroy, a 26-year-old advertising manager, wrote a three-page memo telling why he wanted to hire two people to help manage the Camay soap brand at Procter & Gamble (P&G). An aside, he wrote three pages despite an ironclad rule that all memos had to be under one page. He went on to success as CEO of P&G and later as secretary of defense under Eisenhower. But his most lasting contribution is undoubtedly his “Brand Man” memo which defined the P&G brand management system that was to be the dominant paradigm for many companies around the world for a half century and more.

Fast forward to the year 1990, a year that was in the middle of a host of changes to brand management.

First, the country or product fiefdoms were starting to break down in the 1980s. The brand was no longer considered to involve one product and one country like it was in the days of McElroy’s memo. Nestlé, P&G, and others were using roles like Brand Champion or Global Brand Manager to coordinate the brand vision and marketing programs across countries and products. In 1993, Lou Gerstner famously reduced the number of agencies at IBM from 40 to one, making country and/or product isolation no longer the dominant organizational structure at IBM. Other firms were making moves in the same direction.

Second, the 1980s also saw the decline of the one-brand focus as it was in the McElroy model to a broader concern with managing a group or family of brands across multiple products. In 1987 P&G, for example, instituted category management which meant that groups of brands around a common function like hair care were managed as a brand team. Many firms evolved toward some form of central oversight of resource allocation across brands and finding ways that brands could work together. The McElroy concept that brands within a firm would engage in healthy competition was starting to fade.

Third, the concept of “brand is an asset” that is measured by its brand equity emerged in the late 1980s. It was driven in part by overuse of promotions stimulated by

scanner data and the need to move from cost reduction to demand generation. Treating brands as an asset changed everything for those firms that bought into it. It changed what marketing does and who does marketing.

Brand management now included strategic decisions as well as tactical ones. In the McElroy model, the process involved identifying sales weaknesses and “fixing” them with advertising, promotion, or distribution programs, all tactical programs. When the “brand is an asset” perspective is adopted, brand equity becomes an important objective, and because brand equity enables business strategy, marketing becomes a part of the strategic discussion. What becomes clear is that marketing has a lot to bring to the strategy table because of ownership of concepts like customer insights, segmentation, and value propositions, all at the very heart of strategy choice.

Who does marketing also changes. When brand equity is accepted as a driver of strategy, marketing and brand management become part of the charge of the executive team and are no longer relegated to middle management. And for the first time, marketing gets a seat at the executive table in the form of a CMO or VP of marketing.

Fast forward to today. I see the future as an acceleration of three branding trends that are affecting nearly every business. The winners of tomorrow are going to be riding these waves rather than swimming against them.

First, there is a trend from “my brand is better than your brand” marketing to subcategory competition driven by the fast pace of innovation in the marketplace and a growing recognition that, with some exceptions, meaningful brand growth spurts are caused by a new “must have” defining a new subcategory for which competitors are not relevant.

The evidence that subcategory competition is driving growth is abundant. For me, the insight started with my analysis of some 40 years of Japanese beer data. During that time, there were only four major changes in market share trajectory. Three of these were caused by new subcategories being formed or solidified: Dry Beer, Ichiban, and Happoshu. The fourth was when two subcategories, dry and lager, were simultaneously repositioned. I have found the same pattern in dozens of categories such as cars, financial services, computers, retail concepts, water, airplanes, and many more. Growth, with rare exceptions, comes only when new subcategories are formed. In the automobile space, for example, we know that was true for the Chrysler minivan, Prius, Enterprise Rent-A-Car, Tesla, and others.

There are several implications. Firms need:

- To shift some investments from incremental innovaton to “big” innovations.
- The ability to recognize what is a “must have” in the marketplace and what is not.
- The will and capability to manage subcategories rather than brands, to make sure that their subcategory wins and that it evolves so it keeps winning.
- To become the representative or exemplar of the new subcategory by being its innovation leaders and spokespeople.
- To own the subcategory by creating barriers to competitors. One route is to brand the “must have” innovations. A branded technology, for example, like Uniqlo’s HeatTech fabric that retains heat, is hard to duplicate because Uniqlo owns the brand.

“The trend toward having and elevating a higher purpose should continue to grow.”

Second, there is a growing shift from communicating facts about the brand, offering, or firm to developing content that interests and involves customers and populating that content with stories in addition to facts. The digital world, where customers are increasingly gaining control of the communication vehicles, is one driver of that shift.

The tragic reality is that people are not interested in your brand, offering, or firm. They are just not. An alternative is to look to what they are interested in, what activities occupy them, what they talk about, what their passions are. I call it the customer “sweet spot.” Then, find or develop content or programs around that interest area with the brand as an involved partner.

Customers are not so interested in:

- Diapers but they are in baby care and the Pamper’s LoveSleepPlay baby care site.
- Cosmetic products but they are in beauty and Sephora’s BeautyTalk.
- Farm equipment but they are in improving farming and the rural life style and in John Deere’s *The Furrow* magazine, now over 100 years old and read by over 2 million farmers around the world.
- Hardware products but they are in building homes for the homeless and thus Home Depot’s link with Habitat for Humanity.

A sweet-spot-driven content or program can generate interest and energy, create or enhance perceptions, engender trust and authenticity, and stimulate a social network.

It also elevates the role of signature or strategic stories. The story about how a Nordstrom employee in Fairbanks, Alaska, only two weeks on the job, took back two worn snow tires even though Nordstrom never sold tires represents employee empowerment and customer concern at Nordstrom more effectively than just communicating policy standards. Research has shown that when facts are packaged into stories they are more attended to, remembered, and persuasive—by a huge margin. Brand building is increasingly about content and stories around customer sweet spots.

Third, the trend toward having and elevating a higher purpose should continue to grow. In addition to being the right thing to do and addressing real societal problems, a higher purpose can provide inspiration and meaning to employees. Being engaged in reducing global warming or enabling students to be more creative is more rewarding than just increasing sales and profits. A higher purpose can also promote cross-silo collaboration by providing a common goal that encourages people to perceive colleagues as teammates instead of being irrelevant or even competitors. It becomes more likely for the employee to assert “How can I make us succeed?” than “How can I get ahead?”

A higher purpose can also provide a route to customer relationships. Patagonia, the ultimate in having environmental considerations in their heritage, in their products, and in their programs, attracts customer loyalty among those who share their values. Crayola’s goal, to help parents and teachers raise inspired, creative children, bonds with moms. Starbucks’ quest to inspire and nurture the human spirit one person, one cup, and one neighborhood at a time provides a way to connect that means something to customers. Even if a modest percentage of the market is motivated to buy based on the respect and shared values of the higher purpose, the result can mean the difference between struggling in the marketplace and success.

A higher purpose can be and often is simply empty words. To impact internally and externally, it needs to be and feel genuine with substance behind it. Actually, substance is becoming more common as more and more firms are supporting a higher purpose with links to organizational culture and meaningful programs that draw upon the assets, skills, and strategies of the organization and are guided by tangible measurable objectives. However, for customer relationships, this substance has to be not only real but visible. Making a higher purpose known and meaningful to customers is for many a huge branding challenge going forward.

These three trends represent forces in the marketplace that are making a real difference, determining winners and losers. Every firm would do well to assess how these trends will affect strategies going forward.

Branding has a long history with a lot of dynamics. Through its lens we can see some fundamental shifts in how marketing, indeed business, has changed and is changing.

This article was based on a talk at the New York American Marketing Association’s Hall of Fame event in May 2015.

2015 Business Leader of the Year

Progress in a Bold Quest

Novartis CEO Joseph Jimenez, MBA 84, has set his firm in a battle against various forms of cancer. And the outlook is promising.



By Kate Madden Yee

In the spring of 2014, Novartis CEO Joseph Jimenez, MBA 84, appeared on the cover of *Forbes* with a bold question: “Will this man cure cancer?”

The disease, Jimenez said in the article, would be a top priority for the global pharmaceutical company’s nearly \$10 billion research and development budget—though expediency was most important. “I’ve told the team that resources are not an issue,” he’s quoted as saying.

“Speed is the issue.”

Advancements in cell-based and gene therapy have accelerated novel treatments in recent years, and Novartis has seen triumphs against cancer. Its top seller, Gleevec, which won FDA approval in 2001, has helped nearly every patient with the rare blood cancer chronic myelogenous leukemia.

Committing billions to curing cancer is an ambitious bet for anyone to make, especially Jimenez, 55, whose expertise was corporate marketing and consumer goods before he joined Novartis in 2007, first as head of the consumer health division, then (six months later) head of pharmaceuticals, and finally CEO in 2010. His leadership and this vision to solve one of the world’s most formidable challenges have earned him Berkeley-Haas’ 2015 Business Leader of the Year award.

“Though not a scientist, Joe was an inspired choice to run a pharmaceutical giant,” says Rich Lyons, dean of Berkeley-Haas. “It’s his analytical skill at balancing short- and long-term goals, his quiet drive, and his outstanding ability to nurture the right talent that have allowed him to Question the Status Quo and re-envision the industry. He has the confidence and expertise to lead Novartis to deliver where society needs it most and is an example for us all of our Defining Principles.”

Prof. Emeritus David Aaker speaking at his induction into the New York American Marketing Association’s 2015 Marketing Hall of Fame. Aaker was selected for his outstanding lifetime contributions to the field, which include developing the Aaker Model, a brand identity tool used by hundreds of firms to build and strategically manage brands.





Jimenez at a Berkeley-Haas Dean's Speaker Series event in 2013 talking about leadership and the pharmaceutical industry. Jimenez has made a name for himself since taking over Novartis. In 2015, Barron's named him one of the world's best CEOs.

In 2013, one of Novartis' immunotherapy treatments put into complete remission 27 of 30 patients with acute lymphoblastic leukemia at the University of Pennsylvania. Novartis is continuing this work with UPenn, and since the *Forbes* article, the FDA has granted the treatment—which uses a patient's own immune system to destroy cancer cells—breakthrough therapy status, meaning it will expedite the treatment's development and review. The first cells are being processed at a commercial-scale facility for clinical trials. In a recent study of this same technology in those with non-Hodgkin's lymphoma, 11 out of 19 patients had a complete response to treatment. Today, Novartis has over 25,000 patients enrolled in 340 active global trials for promising cancer therapies.

A stronger focus

"There's often a lot of noise in a business situation, and you have to pick out what's really important," Jimenez says. "One of the things I learned at Berkeley-Haas is how to take something that's complex, simplify it down to its basic elements, and then address those."

Simplifying is exactly what Jimenez has done at Novartis by dismantling half of the company left to him by his predecessor. Last year, Novartis, based in Basel, Switzerland, saw net sales of \$58 billion USD. Since then it has sold its Animal Health Division to Eli Lilly for \$5.4 billion, its flu vaccine business to Australian biopharmaceutical enterprise CSL for

\$275 million, and its non-influenza global vaccines business to GlaxoSmithKline (GSK) for \$5.3 billion—while also buying that firm's oncology business for \$16 billion. "This has allowed us to strengthen our position in hematology, breast cancer, and renal cell carcinoma and opened up new opportunities in melanoma," Jimenez says. In July, for example, the FDA granted priority review for a melanoma treatment that combines a Novartis and a GSK drug, a combination that was approved for patients in the European Union in September.

Streamlining, Jimenez says, is crucial for the long-term success of the company—as is preparing to address future healthcare trends. "In the next 10 years, the world will add one billion people to the population, and more than half will be over the age of 50," he says. "To win in this new environment, a business will need innovation power and global scale." Jimenez has shifted attention to pharmaceuticals, eye care, and generics and has established three priorities for Novartis: creating breakthrough medicines, expanding into cutting-edge markets, and establishing a healthcare reimbursement model that emphasizes patient outcomes rather than product sales. Finding ways to improve healthcare helped Novartis place ninth in *Fortune's* recent "Change the World" ranking of companies doing good as part of their profit-making strategy.

Novartis is refocusing its drug development process as well, moving toward personalized cancer therapies instead of working with general populations of patients. Through its Signature program, patients are pre-identified for clinical trials using genetic testing. "We just launched a new lung cancer drug that specifically works in the 3 percent of patients who have a particular genetic mutation," Jimenez says. "Because we can identify the right patients for this treatment, our ability to achieve better patient outcomes is significantly enhanced."

Jimenez is also betting on digital-based medicine to drive breakthroughs. In January, Novartis partnered with Qualcomm Ventures to create a joint investment company that will use \$100 million to support early-stage companies improving patient care via digital technology. A collaboration with Google aims to create a smart contact lens that monitors blood glucose levels in diabetic patients.

Flirting with failure

Selling off half of a company's divisions might seem like a dangerous move, but throughout his career, Jimenez has grown to welcome risk and failure.

As president and CEO of H.J. Heinz's North American and European businesses, the position he held prior to joining Novartis, Jimenez's team in London kept missing its financial forecasts. But his initial assessment—that it was a forecast problem—didn't correct the situation. A psychologist finally pinpointed the real issue: employee behavior and company culture. "People knew they weren't going to come through, but missing the forecast wasn't as bad as telling their boss the truth," Jimenez says.

To rectify the issue, Jimenez completely changed his management style. "I started thanking my em-

ployees when they brought me bad news," he says. "It was a balance between not beating them over the head for missing the goal but also not letting them off the hook. But once we identified this underlying dynamic, our forecast accuracy went through the roof."

He's seen this type of situation play out at Novartis as well. The company's Gilenya drug was initially developed to suppress patients' immune systems after kidney transplants, but this application didn't prove effective.

"So instead our scientists took the drug through another clinical trial, which showed that its mechanism was such that it helps mitigate relapses of multiple sclerosis," Jimenez says. "What started out as a failure has now become a \$2 billion success, both for patients and for Novartis."

It may be that American business culture—especially in the entrepreneurial sphere—more readily accepts failure as part of the road to success than European business culture, Jimenez says. "We're working hard to shift the culture at Novartis so that people know it's okay to try and fail," he says. "With each failure, we come closer to medical breakthroughs."

Crossing cultures

Jimenez's leadership style has evolved since leaving the U.S. for Europe. "People who grow up in Europe get an appreciation for diversity of cultures across countries and geographies different from those of us raised in the U.S.," he says. Jimenez was reared and educated in California, growing up in Walnut Creek and in 1982 receiving his bachelor's degree in economics at Stanford, where he was also ranked among the top five 100-meter breaststroke swimmers nationwide. After earning his Berkeley MBA in 1984, he worked at Clorox and then at ConAgra Foods before the Heinz position that took him across the Atlantic.

"Even though the U.S. is quite large, culturally it's more homogeneous compared to Europe," he says. "Novartis is very much a European firm—performance driven but also collaborative. I've learned to adjust the way that I manage to maintain an aggressive position in terms of performance but also to support my employees and associates."

Jimenez has also had to cross business cultures in another way: from consumer-based companies to a science-based one, but the transition has proven useful. "Coming from industries that are very close to consumers, I've been able to intensify Novartis' focus on patients and how we can help improve their lives," he says.

The Berkeley connection

Since graduating, Jimenez has hosted Dean Lyons at the company's offices in Basel, delivered the keynote speech at the Berkeley-Haas Asia Business Center conference in Shanghai in 2011, and spoken at the Dean's Speaker Series in 2013. This fall, one of Jimenez's sons started his first year at Cal.

"I feel a strong emotional tie to the school," Jimenez says. "I learned a lot at Haas, and not just content but also how to work with people from different backgrounds."

“We’re working hard to shift the culture at Novartis so that people know it’s okay to try and fail. With each failure, we come closer to medical breakthroughs.”

—Joe Jimenez, MBA 84

And Jimenez's leadership style exemplifies Haas' Defining Principles, says one of his mentors, Professor Emeritus of Marketing and Public Policy David Aaker.

"Joe personifies our values of Question the Status Quo and Confidence Without Attitude," Aaker says. "And he's good at developing sound strategy in swiftly changing situations."

Jeff George, head of Novartis' eye care division, says that these qualities, combined with Jimenez's ability to pinpoint the crux of any matter, make him a powerful leader. "He's razor-focused when he digs into an issue, and he's able to discern which questions are most important," George says. "Joe also knows how to read people and situations well, and that's important for the leader of a complex organization. He has to deal with everyone from patients, physicians, and insurers to governments and his own staff."

It's a complicated job, but one formula Jimenez is betting on as Novartis digs in to vanquish cancer is simply staying on task. "There are so many things that can trip you up when you're trying to move forward," Jimenez says. "You'll accomplish a lot more if you're single-minded."

To that end, Novartis' oncology pipeline, he says, includes more than 25 new molecular entities targeting 19 key oncogenic pathways. By the end of 2017, Novartis anticipates launching 10 novel products.

"This is an exciting time in oncology, but much work remains to be done," Jimenez says. "We're working hard to accelerate our innovation efforts and bring these new therapies to patients who desperately need them."

DREAM MAKERS

Danae Ringelmann and Eric Schell, MBA 08s, revolutionize the crowdfunding industry and help turn dreams into reality.

“It is humbling to see how Indiegogo has enabled people across the world to make their projects happen.”

—Eric Schell, MBA 08

By Autumn Stephens

Not many people can say they revolutionized an entire industry. But Danae Ringelmann and Eric Schell, MBA 08s, can. They propelled the crowdfunding movement when they launched Indiegogo, one of the first crowdfunding sites, with co-founder Slava Rubin in 2008. (Kickstarter, Indiegogo's chief rival, launched a year later.)

Since that time, Indiegogo's growth has been exponential. Funds raised on the site in the past two years have increased 1,000 percent. Crowdfunding itself has disrupted the world of finance. *Forbes* reports that in 2010, global crowdfunding was an \$880 million business. In 2014, that figure rose to \$16 billion and is estimated to more than double this year to upwards of \$34 billion.

Almost inconceivably, Indiegogo was first envisioned as an offline venture. “I knew nothing about the Internet,” Ringelmann, Indiegogo's chief development officer, says. It was Schell, the CTO, and Rubin, the CEO, who insisted that only an online platform—in 2006, a novel and controversial proposition—could accommodate the free flow of information and capital that their vision required.

Indiegogo's mission, Ringelmann says, has always been to “democratize access to capital by empowering all people to fund what matters to them—whether it be for patronage, perks, or even for profit.” Though a young company, its legacy is profound, and for having permanently changed the financing ecosystem for the better, Ringelmann and Schell are receiving Berkeley-Haas' seventh Leading Through Innovation Award at the annual Haas Gala in November. The honor recognizes alumni whose fresh thinking and questioning of the status quo has redefined how we do business.

The San Francisco-based Indiegogo, which has hosted over 300,000 campaigns in 224 countries and territories, prides itself on allowing all creative, entrepreneurial, or charitable ventures to run campaigns—and to let the community decide what will fly.

“The core idea of empowering everyone to fund what matters to them has resonated with a lot of people,” says Schell. “It is humbling to see how Indiegogo has enabled people across the world to make their projects happen.”

Indeed, Indiegogo's campaigns raise millions of dollars weekly for a vast and eclectic range of ventures. One of the most-funded campaigns, Hour of Code, has offered free computer-science tutoring to tens of millions of students in more than 180 countries. Scanadu Scout, a small device that reads a person's vital signs when placed on the forehead and wirelessly transmits the data to a smartphone, gained not only backers from Indiegogo but also people willing to be usability testers to hasten the FDA approval process. More recently, the Syrian refugee crisis has resulted in a flurry of donation opportunities, with a variety of campaigns hosted on Indiegogo and Indiegogo's fee-free personal-cause fundraising platform. Lighten the Load, for example, which aims to supply baby slings to parents fleeing war and persecution, was 400 percent funded in just two days.

According to Schell, Indiegogo has thrived in part because of four essential values that the co-founders established early on. “Fearlessness, authenticity, collaboration, and empowerment—we actually use those values throughout our company in business-model decisions, in how we filter for hiring, in product design, in operational decisions,” he says. For example, prioritizing empowerment across gender lines has resulted in a staff where 45 percent of the employees and 30 percent of the engineers are women—significantly above the average for tech startups.

Ringelmann, Schell, and Rubin have received many honors for their work. The trio has been named to *Fortune's* “40 Under 40” list, and Ringelmann made *ELLE's* “Women in Tech” list and received Watermark's “Women Who Have Made Their Mark” award, among others. But for the alumni, recognition by the school where they honed their vision is particularly meaningful.

“It is a reflection of the support and hard work of so many people who have touched Indiegogo since its inception at Haas in 2006 until today—mentors, peers,

customers, employees, friends, and family,” says Schell.

Ringelmann credits Haas with providing an environment that allowed Indiegogo to take root, especially during some early difficult times. After launching at the height of the 2007–09 recession, the co-founders endured three years of bootstrapping while 92 venture capitalists declined to invest. Not until 2011 did the company finally raise funding.

“While the world was ridiculing us,” Ringelmann says, “classmates were introducing us to our first customers. Professors were introducing us to our first advisors.” And, in a definitive vote of confidence, about half of their classmates mounted their own Indiegogo projects. “Berkeley-Haas' unconditional support of Eric, Slava, and myself is a testament of the school truly living our values, particularly Question the Status Quo and Beyond Yourself,” Ringelmann says.

Lately, Indiegogo has focused on helping campaigners not only reach their goals but build sustainable companies. One new development is InDemand, which allows successful campaigners to continue funding a project after its campaign period ends. “Contributions resemble pre-orders and enable our campaigners to begin transitioning their business from funding to their next phase: commerce,” Ringelmann says. The co-founders are also contemplating the new, less restrictive SEC equity crowdfunding regulations and the game-changing implications for its business model.

Looking further into the future, Ringelmann, who sees crowdfunding as a powerful tool for narrowing the wealth gap, envisions shifts in individual behavior catalyzed, in part, by Indiegogo. “Funding will become a welcomed, daily opportunity and responsibility,” she says.

Schell is less inclined to predict. “What I can say for certain is that in five years and in 50,” he says, “even more people from even more places will be using Indiegogo to make their dreams a reality.” Which is, in the end, the most important thing.



Danae Ringelmann and Eric Schell, MBA 08s, began working on Indiegogo, one of the world's first crowdfunding platforms, while Berkeley-Haas students and used their Haas connections to develop the company. To date, Indiegogo has hosted over 300,000 campaigns in 224 countries and territories.

PHOTO: GENEVIEVE SHIFFERAR

Your **Haas** Network

CONFIDENCE WITHOUT ATTITUDE

Platforms for Creativity

Tech expert expresses herself on both sides of the business equation

April Underwood, MBA 07

Head of Platform, Slack
San Francisco

April Underwood likes to solve big problems. And that’s a good thing, because her latest gig as head of platform at Slack offers plenty of opportunity to puzzle out new ways for work teams to communicate.

Slack’s product is a workplace collaboration platform that allows people to navigate their myriad online applications—like Dropbox, GitHub, MailChimp, Twitter, and Zendesk, to name a few—from one centralized location, on any device. Launched in 2013 by Flickr founder Stewart Butterfield, the company now has more than a million daily active users.

“I express my creativity in how I tackle problems,” Underwood says. “And connecting people in the workplace across a range of applications is a serious challenge. It’s exciting to work on something that’s a real solution.” No one wants to waste precious time trolling through a dozen tools just to find a particular conversation or piece of information, Underwood says. Slack helps organize all those elements and make them searchable—for example, by tracking all the tweets that reference a certain product.

She may work at Slack, but Underwood is no slacker when it comes to tech experience. For five years, she served as director of product at Twitter, during which time she built advertising and developer products and partnership programs from scratch. Before that, she was senior partner technology manager at Google in charge of content acquisition for the company’s maps, news, finance, and blogger features, among others. Prior to Google, she was a product manager and software engineer at Travelocity.

Of course, her Berkeley MBA has also contributed to her success. One of Underwood’s favorite Haas courses, taught by Adjunct Professor Andrew Isaacs, dealt with recognizing opportunities for entrepreneurship in Silicon Valley. “In that class I learned how to identify needs in the market and develop a strategy to meet them,” she says. “Now, looking for that kind of opportunity is second nature for me.”

Case in point: In March, Underwood and five of her former Twitter colleagues launched #Angels, an all-female team of investors that identifies worthy startups. #Angels is not a fund, Underwood says—the group’s members will make individual investments, and all six women may not necessarily support the same firms. In April the group announced its first “winner”: Color Genomics of Burlingame, Calif., which makes affordable genetic testing kits for breast and ovarian cancer.

“Each of us had been interested in angel investing on our own,” she says. “But we wanted to make use of each other’s expertise, because we felt that we had more to offer as a team than individually.”

Her work at Slack and her participation in #Angels gives Underwood a way to help solve big problems on both sides of the business equation.

“At Slack, I get to build a product that reaches more than a million users, and at #Angels, I can support the development of new products and ideas in other arenas,” she says. “As a combination, it’s a great way to practice creativity.” —*Kate Madden Yee*



As head of platform at Slack, April Underwood, MBA 07, puzzles out new ways for work teams to communicate. In March, she and former Twitter colleagues launched #Angels, an all-female team of investors who support worthy startups.

PHOTO BY KARL NIELSEN

Transforming India’s Economy

Hardika Shah, BCEMBA 08/09
Founder and CEO, Kinara Capital, Bangalore, India



When Hardika Shah revisited India in 2010, after graduating from Haas, she was on a mission to understand why microfinance was not meeting the needs of small businesses.

“I spent three months meeting all types of businesses, bankers, financiers, intermediaries, and anyone else who wanted to opine on the problem,” she says.

She discovered that though small businesses contribute 45 percent of the GDP, they struggled to access debt at a fair market price. The average microfinance loan of \$200 is not sufficient for a small business, which typically needs 20 to 30 times that amount to grow. Larger lenders consider the investment too risky, forcing entrepreneurs to use loan sharks.

Shah’s solution: Kinara Capital, a for-profit company she founded in 2011 dedicated to serving that “missing middle” in India by providing collateral-free loans from \$2,000 to \$20,000 to small-business owners.

“In a way, the biggest advantage was being unencumbered by past experiences as I had

never worked in the financial services sector in India” says Shah. “A combination of idealism and bullishness allowed me to find new ways to approach the small business lending gap.”

Shah developed an innovative assessment model that minimizes lending risk by financing various players in a supply chain, assessing the business owner, and considering potential social impact. To date, Kinara operates in 12 offices in four states in India, has financed over 2,500 loans with a portfolio of some \$7 million, and has impacted 10,000 lives by creating new jobs.

As Kinara continues to grow, Shah draws confidence and inspiration from her Berkeley-Haas community. “Seventy percent of the seed capital came from my classmates,” she says. “If they believe I can do this, then I should believe I can do this too.” —*MR*

A Shoo-In for Success

Todd Osborne, BS 06
Director of Product Management, Shoes of Prey, Santa Monica, Calif.



Enmeshed in health care financing at Triage Consulting Group in San Francisco—a job that sprang from a Haas class project—Todd Osborne was named Rookie of the Year from among 80 first-year consultants and was

promoted to co-founder of an internal group creating financial analysis applications.

Then his career took a sharp turn: He accepted an unpaid internship. In shoes. In Sydney.

Osborne joined a friend who had co-founded Shoes of Prey, a retailer of made-to-order women’s shoes. “It was quite a jump,” he says. “But I was open to living in a new country and having a totally new experience.”

At Triage, Osborne learned that he most enjoyed product management. “I really wanted to make it my full-time job,” he says. Shoes of Prey paid his living expenses for six weeks, then hired him.

Osborne worked in Sydney for three years while the company was evolving from an online store to one with retail outlets. “I like the challenge of evangelizing mass customization,” he says. In August, Osborne, now director of product management, moved back home to Southern California where Shoes of Prey established its headquarters. He manages a partnership with Nordstrom, which stocks styles for customers to try on. They can then design their own shoes in the store via an iPad.

“It’s exciting engaging with customers in the physical setting to explain the concept and get them on board,” Osborne says.

He credits Berkeley-Haas’ emphasis on all-around leaders rather than specific disciplines with helping him transition from health care financing to shoes. “It was more about learning how to learn,” he says. “Leaving school, I felt like I could apply for anything.” —*ME*

Your **Haas** Network

Community Spirit

Rae Richman, BCEMBA 08/09
Head of Global Citizenship, Airbnb, San Francisco



Rae Richman always knew she wanted to be involved in community work to enact social change, but it wasn't until the mid-90s when she attended her first Burning Man, the annual counterculture festival in Nevada's Black Rock Desert, that she realized she wanted to make it her career.

"It was a transformative experience that opened up my eyes to creativity and self-expression," says Richman. "I realized that I needed my professional life and personal values to be in sync."

She left public relations to instead pursue a career in social responsibility. Today, Richman is head of global citizenship for Airbnb, the online platform allowing people worldwide to list, discover, and book unique accommodations.

"Haas helped me understand how to best take my skills and experience to have the most impact," Richman says.

In her role, Richman develops ways for the company to use its assets for social good, such as providing employees with paid time off to volunteer. Her team also

encourages Airbnb's host community to help during times of need—welcoming medical patients and their families traveling for treatment, for example, or offering free accommodations for low-income high school students visiting colleges.

It's community engagement similar to what Richman felt at her first Burning Man, an event she's attended for 20 years. She's sat on the organization's board for the last 10 years and still encourages BCEMBAs to attend. She offered free tickets to her graduating class, and two accepted.

"One is a committed Burner now," Richman says. Another fellow alumna attended her first Burning Man this year. —MR

Ultrasounds for the Masses

Abhay Nihalani, MBA/MPH 10
Product Marketing Manager, GE Healthcare, Singapore



Raised in a family of physicians, Abhay Nihalani was almost inevitably drawn to a health-related career. "Half the world has still not had their health care needs met," says Nihalani. Yet, he says, "with the kind of affordable technology solutions we can build now, the options are limitless."

A global product manager for GE Health-

care (an \$18 billion unit of General Electric), Nihalani has led the company's initiative to conceive, develop, and market Vscan Access, a sturdy, low-cost ultrasound device designed to improve maternal health care in remote regions of developing nations. "It's been quite amazing to see the whole process from start to finish," he says.

With a BS in biomedical engineering from Columbia University, Nihalani, who grew up in New Jersey, initially aspired to a career in artificial organ design. Instead, he went on to serve for nearly three years as a business analyst and staff consultant focusing on health informatics and global solutions at CSC Consulting. That real-world experience led him to enter Berkeley's MBA/MPH program in global health policy and management. "I needed to learn how to wield the principles of business for the purpose of creating not just financial value but also social value and development," he says.

Posted first to Jakarta, Indonesia, then to Singapore, Nihalani spent his first several months at GE Healthcare interviewing midwives, clinicians, and officials in far-flung areas of Africa and Southeast Asia about the obstacles they faced in helping women survive pregnancy and childbirth. "I didn't come in with a theory at the beginning," he says, referencing the Haas Defining Principle Students Always. "That idea of inquiry, of humbleness, has been so helpful. Without really listening, I would not be successful." —AS



Gleb Budman tapped into his Berkeley-Haas connections to build Backblaze. Classmates have offered angel funding, advice, client introductions, and more. Shown: Budman standing near a sculpture made from the company's innovative storage pods.

PHOTO BY KARL NIELSEN

QUESTION THE STATUS QUO

The Backup Generator

Alumnus shakes up the world of cloud storage

Gleb Budman, BS 95 (Mech. Eng.), MBA 99

CEO and Co-Founder, Backblaze
San Mateo, Calif.

When Gleb Budman and his four co-founders launched Backblaze, an online-backup service, in 2007, they were determined not to raise capital. They actually turned down offers from VCs and had only a small angel round near year two. "We were worried funding would influence the direction of our product and the culture of the company," Budman says.

The bootstrapping gamble paid off, leading to the custom-built servers that have made Backblaze a standout in the field. Three clicks and Backblaze automatically finds, encrypts, and saves all of a user's files, regardless of size or type, to an off-site location.

"If we had raised funding first," says Budman, "we would never have built our own cloud storage." Instead, Budman says, they would have followed a path similar to other companies: use Amazon cloud storage first, at a loss, and figure out the innovations later.

The Berkeley-Haas community has also been instrumental to Budman's success. "My connections continue to be valuable and helpful in building the business," Budman says. Classmates have offered angel funding, advice, client introductions, and more. He also approaches problems with strategies he learned in class.

One such issue arose with Backblaze's \$5 price point for unlimited monthly storage—a fee that hasn't changed since the company's inception. The low cost led some in the tech industry to initially speculate that Backblaze's storage wasn't actually unlimited or that it was burning through secret VC funding. But Backblaze stores more data than its competitors—150 petabytes so far—because of its innovative hardware and software. Budman squelched these rumors by posting the server's proprietary design specs online in 2009.

The post has been viewed more than a million times. "It established us as a leader in the space," says Budman, who holds five patents on security. Engineers and operations people have applied for jobs because of it, and fans of Backblaze's technology are quick to defend it against skeptics on social media.

Five years into the company, Budman and his co-founders finally agreed to seek funding to accelerate growth—but only with investors who wouldn't be making hiring and firing decisions. "We wanted a partner who valued the way we wanted to run the business," Budman says. They teamed up with TMT Investments, which offered \$5 million. Backblaze has since grown to nearly 40 employees.

While Backblaze was cash flow negative during its growth period, it eschewed raising more funding and instead brought the company back to profitability. "If we can't sustain our business based on the number of customers we have then we're doing it wrong," Budman says.

And now, a new service is poised to help its bottom line. The company recently launched Backblaze B2 Cloud Storage, a competitor to the \$5 billion cloud storage market dominated by Amazon, Google, and Microsoft. Backblaze's solution is just one quarter the cost of them all. "It's definitely a David vs. Goliath situation," Budman says, but he's confident Backblaze will prevail with its innovative technology and its culture of being focused, efficient, and creative. —Amy Marcott

The Campaign for Haas

Beyond Yourself

Developing Talent

The inaugural Jacobs Fellows are poised to improve the developing world

After attending She Leads Africa, a Nigeria-based competition for female entrepreneurs, Hadiatou Barry, MBA 17, knew she needed to take a leap and move from nurturing ideas to starting a venture.

“I was inspired by their entrepreneurial spirit,” Barry says of the young women, who had started businesses such as selling organic spice mixes and providing health care information over mobile phones.

With the ambition of helping girls in Francophone Africa acquire a better education, Barry decided to apply to business school. “I want to find the sweet spot where you improve lives but also make a profit,” she says.

For the past three years Barry, who was born in Guinea, raised in Côte d'Ivoire, and attended high school in Senegal, had been working for CARANA Corporation, backstopping and managing transformative economic growth projects in East and West Africa.

She is one of three MBA students—along with Nancy Cao and Claire Markham, MBA 17s—whose social-impact work and aspirations were recognized with a new fellowship provided by the Jacobs Foundation, a Zurich-based charitable organization promoting child and youth development. The awards are given to graduate students who have experience in service organizations and an entrepreneurial vision for social-impact work.

Cao and Markham have also built impressive international development résumés.

Cao most recently worked in Nairobi, Kenya, developing training programs for fast-growing social enterprises. She hopes to start a venture addressing workforce development, one that finds a way to improve companies' relationships with labor and local communities in their global supply chains. “I have been wrestling with how to create viable business models that reach out to the poorest globally,” she says. “I want to improve their standard of living and income-generating ability.”

Markham also worked in Nairobi, for microfinance crowdfunding organization Kiva, where she witnessed tremendous inequities in educational access. She seeks to start a social enterprise that works with universities, employers, and social investors to facilitate money for student loans and will use her time at Berkeley-Haas to find novel solutions. “I’m really interested in exploring business models to increase access to financing for higher education,” she says. “The fellowship will enable me to explore the entrepreneurial route and take required risks to improve educational access across Africa.”

The Jacobs Fellowship aims to train future social entrepreneurs who are able to easily navigate the corporate, public, and nonprofit sectors. The three fellows plan to spend their two years at Haas working with one another, professors, and classmates to devise business solutions for improving lives in the developing world. And with the resources offered by Berkeley-Haas and the Jacobs Fellowship, they are poised to succeed.

“My two years in business school are the perfect incubator to flesh out and test the ideas I have for improving access to quality education in non-English speaking Africa,” says Barry, who also hopes to expose her fellow students to business opportunities in Africa. “There’s a huge momentum there to build upon.”—*Mandy Erickson*



Hadiatou Barry, Nancy Cao, and Claire Markham, MBA 17s

PHOTO BY JIM BLOCK



Be a part of the Big Give on Nov. 19: biggive.berkeley.edu

Investing in Success

YEAH celebrates 25 years of helping local youths make it to college



YEAH mentors and alumni signed thank you cards at a spring reception celebrating the program's 25th anniversary. YEAH has started building an alumni base that wants to give back to the program.

For many Bay Area youths, college remains a distant dream. But the Young Entrepreneurs at Haas (YEAH) program has been opening doors for them with stunning results.

Take Robert Reffkin. Raised by a single mom in Berkeley, in 1995 he found his way into lessons on contracts, marketing, and revenue modeling through YEAH. He ended up earning a bachelor's and an MBA from Columbia and has since co-founded Compass, an \$800 million real estate startup. Last year he made *Fortune's* “40 Under 40” list of the most influential young people in business.

Reffkin is one of many success stories from YEAH, now celebrating 25 years of helping Bay Area students be the first in their families to go to college. Founded by then Haas Dean Ray Miles, YEAH has taught nearly 1,000 students leadership development and college readiness—with absolute success. YEAH grads have a 100 percent high school completion and college placement rate. Most are inner-city youth from working-class families in under-resourced communities who would otherwise lack the guidance to apply to college.

Connecting Bay Area middle and high school students with Haas MBA students for entrepreneurial training, case competitions, and more has made YEAH the kind of successful mentoring program that forward-thinking corporations eagerly support.

One of these is investment management company Dodge & Cox. Tony

Brekke, MBA 03, a fixed-income analyst and portfolio manager at the firm who served as a YEAH mentor during his b-school days, convinced the firm's charitable giving committee that YEAH was worthy of support.

“As a firm we're focused on outreach to at-risk or otherwise underserved Bay Area youth,” Brekke says. “Dodge & Cox is very supportive of charitable organizations that our employees are involved with whose goals align with those of our

philanthropic support.”

Kristiana Raube, executive director of the Haas Institute for Business & Social Impact, which houses the YEAH program, says support from corporations is crucial. “YEAH would not exist if not for the corporate donations we have,” she says. “Corporations and we as a society have a real incentive to be a part of this program. Having a better educated group of citizens and workforce makes a difference in all of our lives.”

Wells Fargo and AT&T have also funded YEAH. “Investing in innovative educational organizations such as YEAH allows us to help students succeed, strengthen schools and communities, and ultimately widen the talent pipeline,” says Loretta Walker, vice president of external affairs, employee engagement, and communications for AT&T California.

These days, Brekke chairs YEAH's executive board and credits YEAH with shaping his worldview. “Mentoring helped me understand myself and my role in society,” he says.

He remembers one team in particular. Three boys from different high schools, two of whom had difficult home situations, came together to win the 2002 stock market competition. “They probably had never been told by anyone that someone was proud of them,” Brekke says. “The look on their faces when told not just by me but by the judges is something I'll never forget.” —*John Deever*

UPCOMING EVENTS

haas.berkeley.edu/events

Old Blues Reunion

December 10
Berkeley

Berkeley-Haas Celebration at Menlo Circus Club

February 3, 2016
Atherton, CA

Berkeley-Haas Celebration at Gap Inc.

March 9, 2016
San Francisco

20th Annual Women in Leadership Conference

March 12, 2016
Berkeley

Global Social Venture Competition

April 1-2, 2016
Bangkok

Reunion Weekend

April 29-May 1, 2016
Berkeley

All-Alumni Conference

April 30, 2016
Berkeley

Remain a Student Always with videos of Berkeley-Haas speakers at **insights.haasalumni.org**.

Haas Worldwide Events



Get involved with an alumni chapter in your area:
haas.berkeley.edu/alumni/community/chapters.html

Homecoming Why Culture Matters



The Power of Culture

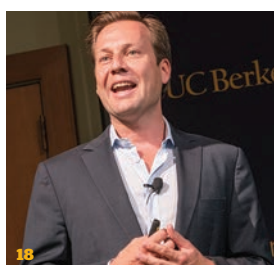
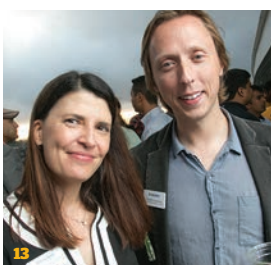
Homecoming panel explores culture as a great leadership instrument

Members of the Berkeley-Haas community gathered during Homecoming for a panel on the importance of culture in a company: its enabling effect, how to make it stick, and how to change it, if necessary. The panelists' backgrounds offered a range of perspectives: from CEOs and founders to a senior HR executive and a recent grad. "Our competitive advantage comes from our culture," said Brett Wilson, MBA 07, co-founder and CEO of TubeMogul, who interviews for a culture fit and has integrated it into his company's performance framework. Culture can also be

personally empowering. Katie Benintende, MBA 15, a global supply manager at Nest Labs, found that Berkeley-Haas' Defining Principles allowed her to pursue a gender equity initiative at the school. "Culture gives you a voice and allows you to make a real impact and change," she said.

Watch the panel: haas.berkeley.edu/insights.

Shown: Dean Rich Lyons, BS 82; Katie Benintende, MBA 15, global supply manager, Nest Labs; Tom Frainier, BS 79, MBA 81, co-founder, CEO, and president, Semifreddi's; Beth Axelrod, former senior vice president, human resources, eBay; and Brett Wilson, MBA 07, co-founder and CEO, TubeMogul



Program with Haas and Uruguayan Entrepreneurs

1 Mark Searle, Global Programs, Lester Center and Monica Zancocchi, Uruguayan entrepreneur

2 Dean Rich Lyons with Uruguayan entrepreneurs Gonzalo Jaso, Monica Zancocchi, Andres Levin, and Alvaro Pérez

EMBA Napa Valley Immersion

3 Surya Kommareddy and Harold Allen, EMBA 16s

4 Ronak Shah, EMBA 16

5 Eric Sharp and Adam Kerin, EMBA 16s

East Bay Chapter's SkyDeck Welcome Party

6 Steve Terusaki, MBA 89, Chapter co-president

7 Moses Lo, MBA 2015, discussing his startup Xendit

MBA Orientation

8 Revolution Foods Co-Founders Kirsten Saez Tobey and Kristin Groos Richmond, MBA 06s

9 Sabrina Simmons, BS 85, CFO, Gap Inc.

10 Tri Luong, Kate Hagen, and Jenelle Harris, MBA 17s

11 Sanusi Dantata and Jason Yee, MBA 17s

12 Ekram Mukbil and Adam Speert, MBA 18s

13 Janet Gunzner-Toste and Umberto Javarone, MBA 18s

SF Chapter Wine and Chocolate Party

14 Linda Xu, BS 12, and Shazia Virji, BS 11

15 Michael Reynolds and Tom Ryglinski, MBA 98; Tiffany Choy, MBA 97; and David Liu, BS 86, MBA 98

Dean's Speaker Series

16 Kevin Roberts, executive chairman, Saatchi & Saatchi

17 Nobelist Steven Chu, former secretary of energy

18 Pete Flint, co-founder, Trulia

19 Rosie Rios, treasurer of the United States

Homecoming

20 Bradley Okamoto, Eve Alexander, and Phil Dawsey, all MBA 12

21 Yumiko Kelley and Tom Kelley, MBA 83

22 Marilyn Booth and Margie Bennett, MBA 87

23 Tom Tanaka; Daisuke Tanaka, MBA 09; and Loan Tanaka

24 Archit Bhargava and Marissa Chacko, MBA 12s

Haas Alumni Notes



Do you have a good Berkeley-Haas connections story?
Email it to letters@haas.berkeley.edu

CONNECTIONS The Power of the Haas Alumni Network

The Berkeley-Haas Deal Flow

Michael Berolzheimer, MBA 07, sparks countless opportunities for fellow alumni

Michael Berolzheimer, MBA 07, may just be a Berkeley entrepreneur's best friend. Investor, connector, advocate, advisor. He's eager to help alumni and student entrepreneurs find the people and resources they need to succeed.

As the founder and managing partner of Bee Partners, a seed-stage investment fund with nearly 40 companies in its portfolio, he's invested in 12 companies founded by Cal alums—more than half of those Berkeley-Haas alumni. Admittedly, he has a soft spot for Berkeley relationships. "It's about values," Berolzheimer says. "We believe strong values drive long-term success."

Beyond investing capital, Berolzheimer invests time volunteering with numerous campus programs, including moderating **CalFounders**. The program connects Berkeley entrepreneurs, engaging more than 400 alumni founders and mentors for networking and frank discussions on the challenges of entrepreneurship. CalFounders functions as a confidential, informal advisory board. To join, visit CalFounders.com.



Michael Berolzheimer, MBA 07,
founder and managing partner,
Bee Partners
michael@beepartners.vc
[@BeePartners](https://twitter.com/BeePartners) / [@CalFounders](https://twitter.com/CalFounders)



Berkeley-Haas alumni help one another bend new paths. Here's a look at how Berolzheimer has influenced the lives of several Haas alumni.

Founders:



Brett Wilson, MBA 07
Co-Founder and CEO,
TubeMogul

"Beyond being our first investor and betting on us when no one else would, Michael has been incredibly supportive, helpful, and patient over the years. He's a consummate optimist and believer and inspires me every time we talk. He is the real deal and everything an entrepreneur wants in an investor."



Eric Schell, MBA 08
Co-Founder and CTO,
Indiegogo

Danae Ringelmann, MBA 08
Co-Founder and Chief Development Officer,
Indiegogo

Ringelmann: "For most outsiders I spoke with, using the internet to make fundraising more egalitarian and inclusive was a crazy idea. But inside the walls of Haas, professors, staff, alumni, and students alike showered us with guidance and feedback to help us eventually prove the skeptics wrong."



Bhavin Parikh, MBA 10
Co-Founder and CEO,
Magoosh

"When Magoosh had only three months of runway left, Michael was the first investor to reinvest. He's the only investor with whom I feel comfortable being completely candid about the challenges I'm facing. He withholds judgment and keeps all information confidential. He also makes himself very accessible whether it's late night texts or weekend calls. Michael embodies the Haas Defining Principle of Beyond Yourself."

Investors in Bee Partners:



Ted Kuh, BS 82
Lecturer,
Berkeley-Haas

"Michael has a very high level of integrity. He has established an impressive network among the entrepreneurial community such that he gets a first look at many high-quality opportunities, and is a super guy. Bee Partners has an excellent track record. They are very inclusive in their network, and it's been fun to watch them add as much value as possible to their portfolio."



Michael Torres, MBA 86
CEO, Adelante Capital
Management

"I was impressed with Bee Partners' commitment to CalFounders. As an early supporter of the Berkeley Angel Network, I've learned that investment opportunities are not always accessible, and direct access to founders can be limited without a thoughtful general partner, like Michael."

Investing in Haas

Bee Partners has funded seven Haas companies—six as the first investor (*):

TubeMogul*, Indiegogo, Magoosh*, Modify Watches*, Venture Scanner*, Identify3D*, Phonio*



Haas Alumni Notes



Check out books written by alumni at haas.berkeley.edu/alumni/books.

ALUMNI NEWS: ACCOLADES & BOOKS



Charlene Son Rigby, MBA 00, and Guadalupe Nickell, BCEMBA 10/11.

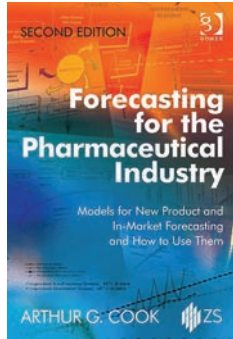
Berkeley-Haas Volunteers Rock

Three cheers for outgoing Berkeley-Haas Council co-chairs Guadalupe Nickell, BCEMBA 10/11, and Charlene Son Rigby, MBA 00, two of the many volunteers who keep the Berkeley-Haas network thriving. Nickell and Son Rigby advised Development & Alumni Relations staff on initiatives and activities that have strengthened relationships with alumni and donors, enhanced the reputation and financial strength of Berkeley-Haas, and helped build lifelong relationships between students and alumni via innovative programs and services.

They also spearheaded class engagement—proving to be stellar communicators and motivators. They channeled input from their classmates to the Berkeley-Haas Alumni Network and the school, led their reunion committees, encouraged submissions of alumni notes, and made annual gifts. Thank you, G&S and Charlene, for your lasting impact on Berkeley-Haas.

Forecasting Pharmaceuticals

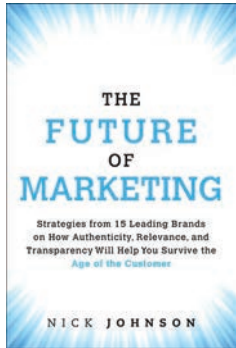
Arthur Cook, MBA 90, has published *Forecasting for the Pharmaceutical Industry: Models for New Product and In-Market Forecasting and How to Use Them* (second edition; Gower Publishing). The book, which provides a thorough exploration of the forecasting process for products in development as well as currently marketed products, is the definitive guide for forecasters and the multitude of managers and executives who rely on forecasts in their decision making. Cook is a forecasting expert and principal at global sales and marketing



Book by Arthur Cook, MBA 90

firm ZS. The second edition also includes a brand new chapter on specialized topics such as forecasting for orphan drugs and biosimilars.

Smarter Marketing



Book by Nick Johnson, EMBA 16

Nick Johnson, EMBA 16, helps readers make their marketing smarter, more agile, and more customer driven in *The Future of Marketing: Strategies from 15 Leading Brands on How Authenticity, Relevance, and Transparency Will Help You Survive the Age of the Customer* (Pearson FT Press, 2015). A “by marketers” primer, the book shows how to anticipate and respond to relentless change in channels, media options, organizational relationships, technologies, markets, products, services—and most important of all, customers. Johnson, founder and CEO of the Incite Group, a business intelligence company, goes behind the scenes with some of the world’s top marketing teams, at companies including Time Warner, Adidas, HP, McDonald’s, Wells Fargo, and Universal.

UNDERGRADUATE

1950

Mimi (Mary Renard) Knox, of Walnut Creek, Calif., announces, “The Class of 1950 will celebrate our 65th reunion Friday, 11/20/2015 at 11:30 a.m. with lunch at the Claremont Country Club. Contact Class President Roger Thompson at gasroger@sbcglobal.net.”

1954

Gerald Wheeler, of Orting, Wash., writes, “Retired in 2006; wife now runs the business. Now three years as a police chaplain with county sheriff’s office. Officer or on the board of a few nonprofits. Teach three adult Bible classes each week. Enjoy two dozen grandchildren and almost two dozen great-grandchildren. Trying to stay healthy, physically, mentally, and spiritually. God bless!”



1955

Morton Beebe, a photographer and author, has explored the world, starting with Antarctica in 1957-58. Photo essays of this trip launched his career in photojournalism. His work has been exhibited in numerous collections and published in a variety of magazines including *National Geographic*, *Life*, *Smithsonian*, and *Travel and Leisure*. The author of several coffee-table books, he is also the recipient of the Explorers Club (EC) Communications Award. He has volunteered for nonprofit organizations, including Tom Dooley Foundation medical doctors, EC Expedition, and Maasai

Oral Histories, and more. Morton also worked as a photographer and film producer, based in San Francisco. Scouting locations for Paramount Pictures, he set Dustin Hoffman in *The Graduate* on the UC Campus.

He has since been revisiting many of the places he’s photographed. Says Morton, “Fifty years later I started thinking about the major changes in the lifestyles I had experienced. I returned to Russia with one of my GlobeCombers companions. The KGB who had secretly documented our travels in 1959 now appeared as doormen-security guards at the major hotels. I revisited Kenya where the digital age had arrived, Maasai students learning with laptops. I returned to Antarctica twice through the eyes of tourism reaching the Palmer Peninsula and The Patriot Hills. I organized a concluding trip to the South Pole with a journalist who had accompanied Ed Hillary’s team, Geoffrey Lee Martin, to do a film recounting the ‘then and now’ at the South Pole where we met in 1957. Their NSF Antarctic return was cut short by Lee Martin’s demise.”

1958

Gunnar Engen, of Plano, Texas, updates as follows, “Received MA in economics from UC Berkeley 1959. Married Maria Sagarna, PhD in history, University of Madrid, Spain. Retired from U.S. Bureau of Labor Statistics after 39 years, as regional commissioner. Great years at UC and I-House with friends from all over the world. Keep up the good work!”



Gunnar Engen, BS 58, with wife, Maria, and daughter, Sonja, at Christmas dinner at Norwegian Seamen’s Church in San Pedro, Calif., in 2012.

“Had two children, a son and a daughter. Son is in legal work with the Navy; daughter is a film producer, Hollywood. Wife still a professor at the University of Texas at Dallas. Great vacations in Norway, Spain, and cruising the Caribbean, Mediterranean, and Alaska. Founded the Norwegian Society of Texas. Had King Olav V of Norway as guest. This year’s guest speaker: the ambassador of Iceland for the Leif Eriksson Festival.”

1964

Chuck Leo See PhD 1973 notes.

Alan Mindell, of Solana Beach, Calif., writes, “My horse racing novel, *The B Team*, has been listed by Amazon as the number one best-selling paperback in new sports fiction. While attending Cal, I got my start with horses by going off to nearby



Alan Mindell, BS 64

Golden Gate Fields and writing a column for *The Daily Californian* titled ‘Mindell Tags The Nags.’”

1966

Herman (“Buzz”) Boschen, See MBA 1968 notes

Irene Boschken, see Herman “Buzz” Boschen, MBA 68

1967

Michael Watters See MBA 1968 notes.

NEW! 1971 45th Reunion
April 29–May 1, 2016

NEW! 1976 40th Reunion
April 29–May 1, 2016

NEW! 1981 35th Reunion
April 29–May 1, 2016

Ken Cera, of New York, N.Y., reports, “I continue to practice law at my law firm Schwartz & Cera, with offices in San Francisco and New York. I am also now counsel to General Catalyst, a venture capital firm with offices in Palo Alto and Boston. My practice continues to emphasize venture capital, mergers and acquisitions, and related financial transactions, so I continue to put my Cal finance education

to good use. My daughter Michelle started her sophomore year at Cal, and I am thrilled that she is now a second-generation Bear.”



Ken Cera, BS 81, with daughter Michelle Cera, class of 2018

AnnMarie (Zanger) Khalifa, of Pittsburgh, Pa., updates as follows, “We lost my dear husband, Professor Yasi Khalifa, in a boating accident during 2010. He was teaching in Doha, Qatar, at the Carnegie Mellon University campus

there. I have spent over 20 years in Pittsburgh at Carnegie Mellon and now head up the finance and administrative operation for the Computer Science Department. We left New York City after a decade there. Berkeley really took me far beyond my hometown of Hollister, Calif. I hope that it has taken my college friends well beyond their wildest dreams, too.

“Nearly 35 year after graduating, I took my son, Malek Khalifa, on the prospective student campus tour at Cal this summer. It was wonderful! Let’s see where he lands. Visited the Haas School complex for the first time. Accidentally wandered into an alumni advisory meeting where Rich Lyons was engaged in cheerful conversation. Not surprised he became dean. He was the busiest, most dedicated student in Barrows Hall during

my undergrad days. UC Berkeley felt just like home again!”

1982



Mark Cohen, BS 82

Mark Cohen, of Lafayette, Calif., announces, “This is a year of celebrations. My company, Cohen | Volk Economic Consulting Group in Walnut Creek is celebrating its 20th anniversary. We are one of the leading Bay Area firms in providing economic damage analyses in litigation.

Congrats, New York!

Berkeley-Haas Alumni Network's Chapter of the Year

The New York Chapter delivers compelling and frequent industry and affinity programming to the more than 1,800 alumni in the tri-state area. They also partner with UC Berkeley and other UC alumni communities in the region.

SPECIAL KUDOS to long-standing co-president **Chris Nuttall, MBA 02**, managing partner, Laird Partners LLC, for his leadership and steadfast support in relaunching this alumni chapter.

Haas Alumni Notes



View a map of Berkeley-Haas in Wine Country:
haas.berkeley.edu/groups/alumni/community/winemap.html

Undergraduate cont.

“Personally, my wife, Pascale, and I just celebrated our 30th wedding anniversary at the beach in Algarve, Portugal, where we met. We are just sending off our youngest of two daughters to UC Santa Cruz, where her older sister went to school too. Go UC!”

1985



Ruby Zefo, BS 85, with Hillary Clinton at Watermark's Lead On women's conference in February.

Ruby Zefo, of Palo Alto, Calif., writes, “I am now a vice president in the Law & Policy Group (LPG) at Intel Corporation, still serving as chief privacy and security counsel. My teams also provide legal support for Intel's IT department, Intel Security Platforms Group, and Intel Trademarks & Brands. Last fall, I volunteered to co-chair LPG's first women's development program, Leading Edge. Leading Edge is one way I can pay it forward and help other women with their career development. My two kids and I still live in the Bay Area, and I've done speaking engagements for people from both of my alma maters, UC Berkeley and Stanford. Go Beardinal!”

NEW! 1986 30th Reunion April 29-May 1, 2016

Ken Sunoo, of Seattle, Wash., announces, “I recently started a new position as pastor, Ministry With Internationals, at University Presbyterian Church in Seattle.”

1987

Diane (Griggs) Ziesing, of Larkspur, Calif., reports, “I am a current and active board member supporting women's education in Kenya at the Daraja Academy (www.daraja-academy.org). I'd like to introduce you to this amazing and unique program lifting young women out of material poverty and helping them become the future leaders of Kenya! Started by two American teachers, Daraja Academy is a secondary boarding school with a proven track record of selecting and educating amazing young women. We offer a full scholarship of four years plus a transition program to bright Kenyan girls who would not otherwise have continued their education past the eighth grade. We have also attracted amazing Kenyan administrators and teachers and



Diane Ziesing, BS 87, with Forms 3 & 4 of Daraja Academy 2014

are proud of our alumni group who return to support their sisters.

“We are interested in connecting with like-minded individuals and corporations doing business or wanting to do business in Africa. Please reach out if you are interested in learning more. We have open board, ambassador, and volunteer positions as well as opportunities for corporate sponsorship.

“Volunteer with Big Brothers Big Sisters! I have been a ‘Big’ for eight years now and am excited to see my ‘Little’ prepare her college applications! Volunteer with Daraja Academy secondary girls’ boarding school in Kenya.”

NEW! 1991 25th Reunion April 29-May 1, 2016

Norbert Tan, of Oxnard, Calif., celebrated his eighth year as the executive director of the Ventura College Foundation and serves as president of the Ventura County Leadership Academy.

1993

Kevin Crow, of Granite Bay, Calif., reports, “My son and I just finished an

incredible trip with the Boy Scouts to St. Thomas and St. John in the Virgin Islands as part of the ‘Sea Base’ program. What an amazing place! I highly recommend it if you like snorkeling and diving and an opportunity to look at living coral, which seems all too scarce these days. My daughter and I kick off our soccer season with a tournament this weekend. I’ve been coaching her team for nine years now. Go Bears!”

NEW! 1996 20th Reunion April 29-May 1, 2016

NEW! 2001 15th Reunion April 29-May 1, 2016



Nicole C. Wong, BS 01

Nicole C. Wong, of Mountain View, Calif., announces, “I joined PricewaterhouseCoopers as senior manager of leadership development, responsible for helping all 41,000 partners and staff in the United States excel in the dimensions of whole leadership and relationships! Prior to that, I launched UpLeveler, a leadership-development independent consulting firm serving Fortune 100 companies and nonprofits, including Cisco Systems and Code for America.”

2005

Alex Abelin, co-founder and CEO of LiquidTalent, writes, “LiquidTalent is a new-generation job platform revolutionizing how world-changing companies discover, connect, and hire exceptional talent. Please check out our web experience at liquidtalent.com, our iOS mobile app by searching ‘LiquidTalent,’ and follow us on social @LiquidTalent—welcome to the future of work!”

Amir Blumenfeld

launched podcast network HeadGum with the goal of producing, curating, and promoting the best podcast content from around the web. His own podcast, “If I Were You,” features Jake Hurwitz, his costar of the CollegeHumor.com show “Jake and Amir.” Contact amir@headgum.com for advertising opportunities.



Chris Pawlik, BS 05

Chris Pawlik, of Holly Glen, Calif., updates as follows, “The company I started a few years ago with a friend from Cal, Energy-Producing Retail Realty, Inc. (EPR²), recently announced the first commercial solar installation in the U.S. to take advantage of innovative financing that is poised to disrupt the commercial solar industry. The company's patent-pending business method enables

the deployment of solar on commercial buildings through its proprietary Next Level Solar program. EPR² estimates the opportunity for development in California at over \$100 billion. Check us out at www.eprsquared.com.”

NEW! 2006 10th Reunion April 29-May 1, 2016

Aaron Dallek, of Chicago, reports, “I raised \$3 million and launched my new company, Opternative, the world's first online eye exam service. The Opternative Exam is the most convenient way to get a glasses and contacts prescription from an ophthalmologist. By using a computer and smartphone, consumers can take a 25-minute eye exam from the comfort of home and receive a prescription within 24 hours.” Watch a Fox Business interview about Opternative: haas.org/opternative.



Colin Ford, BS 06

Colin (McLaughlin-Ford) Ford

of Los Angeles, has been promoted to director of talent procurement at Platinum Rye Entertainment in Los Angeles, negotiating talent contracts on behalf of brands, companies, and advertising agencies that want to hire celebri-

ties, athletes, models, or any other talent for ad campaigns, personal appearances, commercials, or other marketing objectives.

2008



Baby Jakub Bartlomiej Nowak with his dad, Filip, BS 08, and mom, Dominique

Filip Nowak, of Dublin, Calif., announces, “My wife, Dominique, and I welcomed our son to the world. Jakub Bartlomiej Nowak was born on June 30 in Pleasanton, Calif.”

Congrats from Berkeley-Haas on your new job or promotion*: **Samuel Shiah**, finance team, GitHub in San Francisco.

2009

Christian Beaumont, of San Jose, Calif., celebrates seven years at PricewaterhouseCoopers, where he was recently promoted to manager of technology consulting.



Andy Rich, BS 09

Andy Rich has had a 2015 full of happy news: he married Kacey Brown, they moved to Colorado, and they welcomed their son, Hudson Brown Rich. Andy remains a loyal Bears and Giants fan.

2010

Alex Cocotas, of Tel Aviv, Israel, writes, “I am working as a freelance journalist, now based out of Tel Aviv, perhaps moving to Berlin or back stateside soon. Feel free to provide me with blockbuster tips and information.”

Jimmy Shi has joined San Francisco-based Zenefits as product marketing manager. Zenefits centralizes payroll, health insurance, paid time off, and other HR systems into a single platform.

Congrats from Berkeley-Haas on your new job or promotion*: **Wynne Chyou**, product manager of economy tools, Machine Zone mobile gaming company.

NEW! 2011 5th Reunion April 29-May 1, 201



William Buster, BS 11, shaking hands with Congresswoman Nancy Pelosi in Washington, D.C.

William Buster, of San Francisco, financial analyst in Student Affairs at

UC Berkeley, traveled to Washington, D.C., in June to receive the Congressional Award. Will's visit included a special dinner reception and official ceremony where he met House Minority Leader Nancy Pelosi (D-CA), who presented him with the Gold Medal.

Congrats from Berkeley-Haas on your new endeavor*: **Jay Sathe**, Chicago Booth, MBA Class of 2017.

2012



Kevin Chan, BS 12

Kevin Chan, of San Mateo, Calif., started a new company—Maderight—which handles the entire supply chain for physical product companies. It is currently in Y Combinator and StartX. He says, “Let me know if you want to make anything!”



Ann Schreiber (Steve's wife); Haas lecturer Steve Etter, BS 83, MBA 89; Kinman Tong, BS 13; and Patrick Laney taking in the blue moon over Big Mountain by Whitefish, Montana

Tommy York, of Oakland, Calif., updates as follows, “I recently started working as an associate at FMV Opinions, a firm offering both business valuation and financial opinion services. Previously, I worked at OnPoint Analytics, an economic consulting firm specializing in antitrust litigation. In the last year, I moved to Oakland's Adams Point neighborhood and traveled around the coast of Taiwan by rail.”

2013

Talia Caldwell reports, “This season I am playing basketball for one of the top teams in the Spanish League, CB Conquero, in Huelva, Spain. Pre-season has been extremely intense with two-a-days and just really tough tiring practices. I love it. I love to compete and get better.”

A.J. D'Asaro, of Chicago, started a new job as an investment analyst for Jackson National Asset Management.

Kinman Tong, of San Francisco, reports, “In early August, we traveled to Whitefish, Montana, to celebrate the wedding of a fellow Cal-Haas classmate, **Tara Kramlich**, BS 03, and Larry

Haas Alumni Notes



Save the date: Berkeley-Haas All-Alumni Conference, April 30, 2016

Undergraduate cont.

Trebesch. We had the amazing blue moon shining over us, as we reconnected with their family and friends, including our former Haas instructor, Steve Etter, and his wife, Ann. The view was breathtaking and the time was wonderful! Congratulations to Tara and Larry, as they embark on the next phase of their lives together!"

MBA

1965



Dave Wilson, MBA 65

Dave Wilson, of Naples, Fla., was appointed to the board of directors and as chair of the audit committee of Barnes & Noble Education, Inc. He also serves on the board of directors and as chair of the audit committee of CoreSite Realty, Inc., and was selected in 2015 by the National Association of Corporate Directors for inclusion in Directorship 100, which each year honors the most influential leaders in the boardroom.

1966

Chuck Leo See PhD 1973 notes.

1968

Even though retired and beyond 70, **Irene Boschken, BS 66**, and



Irene, BS 66, and Herman Boschken, BS 66, MBA 68

Herman "Buzz" Boschken, BS 66, MBA 68, of Davis, Calif., continue to carry on busy lives. As a professor emeritus, Buzz is fully engaged with research and publication of his global-cities study, which has produced several articles and papers on urban policymaking, economic development, and sustainability. In a separate research track, he recently presented work on "The New Panama Canal in a Global Context" at the Commonwealth Club of California in San Francisco, on June 11, 2015. Read the research at haas.org/boschken-paper.

In September, Buzz was a panel discussant at the American Political Science annual meeting in San Francisco, speaking on the subject: "Building and Testing Theories of Urban Policymaking and Governance." However, his most time-consuming task this year has been as director of a task force charged with a complete overhaul of the City of Davis' Core Area Strategic Plan, the document governing development and revitalization of the city's downtown.

Irene's work has been equally stimulating as a testing-services manager for the Teacher Certification Division of Pearson. This summer,

the company initiated its new computerized online scoring system, and she manages the training and oversight for that program. Yet, even with all these activities, both still find great adventure time to share with their family and seven grandchildren.

Michael Watters, of Santa Rosa, Calif., writes, "I'm the managing partner of my law firm—O'Brien Watters & Davis, LLP—which I founded in 1982. The firm is very public service-oriented and has produced four superior court judges, a state senator, and the dean of a law school. Been practicing law for more than 40 years and still loving it. My business school education and military service in the Marine Corps during Vietnam helped greatly with our formal, rigorous training program. Thank you, Haas!"

1971 45th Reunion
April 29–May 1, 2016

1976 40th Reunion
April 29–May 1, 2016

Joe Garrett, of Berkeley, Calif., just completed his third year on the board of directors of Pacific Premier Bank.

1978

Joi Grieg, of Bethesda, Md., reports, "Happily semi-retired: working part time as a senior fellow at Intelligence and National Security Alliance supporting its Technology and Innovation Council. Besides traveling and spending time with family, I am writing and speaking on freemasonry and volunteering at the Ken-

nedy Center, Travelers Aid at National Airport, and other places."

1980



Mark Fischer-Colbrie, MBA 80

Mark Fischer-Colbrie, of Cupertino, Calif., updates as follows, "I have been honored to start my second term as board member for the Juvenile Diabetes Research Foundation. I am the treasurer/finance chair and volunteer for the largest charitable funder driving for a cure for Type 1 diabetes, with a \$200 million annual budget. Other than wondering where 35 years went since graduating from the MBA program, I am pleased to report that one of my children, Tyler, is starting the same program this month!"

1981 35th Reunion
April 29–May 1, 2016



Joani Krieger Mitchell, MBA 81, jumping for joy on her beach in Santa Cruz

Joani (Joan Krieger) Mitchell, of Santa Cruz, Calif., writes, "Have been enjoying the beach town of Santa Cruz for the last four years when not traveling to faraway places such as Vietnam, Cambodia, South Africa, Botswana, Zimbabwe, Swaziland, or cruising the Caribbean, etc. Still doing management consulting for a number of different firms and running a travel consulting business as well."

1982



John Pollner, MBA 82, with wife, Jennifer Pollner

John Pollner, of Washington, D.C., having worked several years in the Eastern Europe region of the World Bank (in the new EU member states as well as Russia and Ukraine) covering financial sector operations and technical advisory services, is moving to the Latin America Region as lead financial officer to develop new lending programs tied to innovations in capital market bonds, including supporting credit guarantee programs and securitization of SME portfolios. John continues his earlier long-standing work on catastrophe insurance instruments and securities as well as his work on reforms in the private pension sector and its investment benchmarking. He notes, "Late last year, my wife, Jenny, accom-

panied me on a business trip, where she was able to see the whereabouts of my regular 'work beat' at that time covering Tallinn, Estonia; St. Petersburg; Moscow; Baku, Azerbaijan; and Istanbul."

1983

MaryJo Radosevich, of Portland, Ore., writes, "Enjoyed three wonderful weeks touring and visiting relatives in Norway. Simply gorgeous scenery everywhere one looked especially in the archipelago of islands above the Arctic Circle in Lofoten. Two of my photos were printed in one of Norway's largest newspapers, *Avisa Nordland*."

1984



Eric Muller-Borle, MBA 84

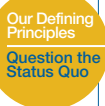
Exchange student **Eric Muller-Borle**, of Luxembourg, has launched Global Benefits Vision, a global, all-digital B2B magazine about global employee benefits: insurance for expatriates and benefit optimization for multinational corporations. Written by industry experts for practitioners, Global Benefits Vision is the only website and monthly publication in global benefits focusing on sharing the accumulated knowledge and wisdom of more experienced professionals with their younger colleagues.

1985



Mauri Schwartz, MBA 85

Mauri Schwartz, of San Francisco, reports, "I was happy to spearhead a Women in Tech panel discussion on June 17, hosted by HAN-SF in collaboration with the Kellogg Alumni Club at LinkedIn's Financial District location. Four fabulous women executives shared their experiences and wisdom to a crowd of more than 100. Attendees were very engaged and gave the event high ratings ... and the speakers were excited to share the stage with each other. My company, Career Insiders, keeps growing its client base and continues to offer a special Haas alumna discount. And I am currently working on an initiative to turn the recruitment process on its head."



Michael Lake, MBA 88

1986 30th Reunion
April 29–May 1, 2016

Paul DeMuro, of Fort Lauderdale, Fla., with the Fort Lauderdale office of Broad and Cassel, recently earned a doctorate in biomedical informatics through Oregon Health & Science University School of Medicine in Portland, Ore. His studies focused on clinical informatics, which transforms health care by analyzing, designing, implementing, and evaluating information to improve patient care, enhance access to care, advance individual and population health outcomes, and strengthen the clinician-patient relationship. Such concepts are key to the transition from fee-for-service medicine to the evolving payment-for-quality and cost-effective models, which are becoming increasingly prevalent. In August, he was selected for inclusion in *The Best Lawyers in America* 2016.

1988

Michael Lake, of Berkeley, Calif., writes, "I left the corporate world some years back. Since then I earned an MA in religious history and theology from Gradu-



Ted Seymour, MBA 90, in upper right corner, with the children from Nepal Orphans Home who are part of his Khan Academy online learning classes

ate Theological Union in Berkeley and over the last few years have, in fits and starts, been riding my bicycle around the world. Completed the Americas over the last couple of years and am now on the Asia leg. Right now I'm lost somewhere in the deserts of western China.

"My daughter Sachi graduated from Princeton in 2012, spent some time as a volunteer in Africa, and is now back in California and in the process of applying to medical schools."

1990



John Santoro, MBA 90

John Santoro, of Huntington Beach, Calif., writes, "After twelve years at Apple [and] more years at Lexar and Unified Color handling marketing in the photo industry, I've returned to my own photography, specializing in travel photography. My work

can be found at www.johnsantorophotography.com and my new print store at store.johnsantorophotography.com.

"Jeff Santoro, the second of my three beautiful children, married Lee Karlsson in Waitsfield, Vt., on July 4!"

Ted Seymour, of Fort Bragg, Calif., announces, "Earlier this year, I traveled to Nepal to support a wonderful orphanage called Nepal Orphans Home, a home for 130-plus children in Kathmandu. I spent six weeks there establishing an after-school Khan Academy online learning program. I returned again to spend this summer assisting with those classes, working on development projects. We have also recently begun English literacy training for 115 local women. I also took a couple of weeks to trek to the remote Upper Mustang region. Amazing place. Managed to dodge the earthquakes between visits. I also continue to work as a photographer on various humanitarian photography projects. See www.tedseymour.com."



Haas Alumni Notes



Check out the Berkeley-Haas Marketplace for deals from alumni companies: haas.berkeley.edu/groups/alumni/marketplace/

MBA cont.



Michael Sterns, MBA 90

Michael Sterns, of Mountain View, Calif., reports, “Burned out in the startup world of financing and international travel, I went back to my roots practicing veterinary medicine full time, but this time around I went to the dogs and cats, rabbits, and reptiles. I still have my hand in three or four startup projects while being a full-time clinician, but this time around I have a regular paycheck and benefits and shut down the business at night.

“I am in the process of finalizing a divorce. My oldest daughter is now a junior in college and is interning in a large D.C. law firm as part of her political science curriculum. I am still competing in Olympic triathlons and just completed the Pacific Crest Triathlon in Sunriver, Ore., for the fifth time, with my kids in tow for a great outdoor vacation in Oregon. Taking time off for a minor surgery and then back to training.”

Caroline Winnett, of Berkeley, Calif., writes, “I’m having a great time as executive director at SkyDeck, UC

Our Defining Principles
Confidence without Attitude



Caroline Winnett, MBA 90

Berkeley’s startup accelerator. We currently have 20 Cal-founded startups in various industries, at our stunning location at the penthouse at 2150 Shattuck in downtown Berkeley. Several of the teams are co-founded by Haas alums. We are always looking for Haas and Cal alumni for networking and mentoring for our teams.”

1991 25th Reunion
April 29–May 1, 2016

Adam Hardej, of Hingham, Mass., reports, “All is well in the world of commercial real estate appraisal: busy! We are working on assignments in over 20 different states for a wide variety of clients (banks, law firms, private investment funds, et al.) on an assortment of property types (basic industrial, retail, office, and multi-family along with more complex properties such as hotels, car washes, marinas, golf courses, et al.). Never a dull moment. FYI: I am always looking for both full-time and part-time real estate analysts, so email me at Adam@BAARrealtyadvisors.com. “Wife Beth, Cal BA 91, and Adam (Princeton 2017) and Rachel (doing a post-graduate year at Loomis Chaffee, graduating in 2016) are

all doing great. Adam just completed a 10-week summer internship at Nomura in N.Y.C. in the investment banking group, proudly logging 70-plus hour weeks and testing the waters of Wall Street. Rachel is still chasing her dream of playing Division I lacrosse in college with the target of Yale getting closer. We vacationed on Nantucket in August. Life is good and everyone is healthy and happy. Thank God!”

1992

Annetta (Bolden) Moses has moved to Seattle and works at Amazon as a principal consumer insights manager supporting the Amazon Elements brand.

Our Defining Principles
Question the Status Quo

1993

Kal Deutsch, of Orinda, Calif., reports, “I am very happy to announce that I have returned to Berkeley as one of the managing partners of The Batchery, a new startup incubator and accelerator. We will be incubating early-stage Berkeley and East Bay companies and providing them the tools, mentorship, connections, and even investments needed for success. There are 50 founding investor/advisors who are veterans of the startup and VC/angel investment worlds, and each will spend 10 hours a month working alongside the startups. The 12,000-square-foot facility is close to campus at 2036 Bancroft Way. If you want to learn more, you can email kal@batchery.io.

“I continue to be blessed with a beautiful family and wonderful

home life in Orinda. My wife, Sharon Zezima, keeps working hard as the general counsel for GoPro, my son Lucas is going into his last elementary school year and is becoming quite the tennis ace, and my daughter, Isabelle, is moving on to the seventh grade and just rocked at the regional swim meet with two silver medals and one bronze. I’m keeping Orinda loose this October by chairing the Art of Mixology craft cocktail competition and fundraiser for a local nonprofit.”



Brian Kaplan, MBA 93

Brian Kaplan, of Palo Alto, Calif., announces, “Dear Haas friends, I am always looking to connect with socially conscious alums who strive to make the world a better place. Having worked for the past decade on U.S. education issues, I have gone international and taken a leadership role with Educate Girls Globally (EGG), a small but big-impact nonprofit. EGG lifts up the most marginalized group in India, namely girls. EGG has developed a community-based program that changes the paradigm in tribal villages where the average education a girl receives over her entire lifetime is just four years. EGG works where the prevailing culture is ‘boys’ education is

important, but girls’ education not.”

“The combination of community work and specific educational programs designed for girls produces powerful results. EGG, last year, served 60,000 girls at a cost of \$4 per girl. I was hired to help triple that number to 180,000, double the operating budget, and help EGG expand into Africa over the next three years. If you are interested in this work and want to help, please reach out to me at brian.kaplan@educategirls.org.

“In personal news, **Stephanie (Acton) Kaplan**, MBA 92, and I are sending our oldest son off to college at Northwestern. We expect four years in Chicago with rough winters will motivate Josh to return to the Bay Area and eventually pursue a graduate degree at Cal.”

Larry Marcus, of San Francisco, updates as follows, “Announced Walden Venture Capital VIII, a \$107M venture fund focused on sprout-stage investing in digital media and cloud services companies. In portfolio news, after nine years of stealth mode, SoundHound launched the Hound app. It combines understanding and speech recognition in one engine. It’s a breakthrough voice assistant/search product that was very well received. Everyone has been amazed at the speed. Nice to be able to talk about it. CEO and founder Keyvan Mohajer has been a speaker at Haas too.”

Robert Pascual has joined the San Francisco office of Brilliant Corners as director of

finance. Rob currently is building and leading the finance department as it transitions to an in-house function. Brilliant Corners, with offices in San Francisco and Los Angeles, is a nonprofit housing agency serving people with developmental disabilities and other special needs including people transitioning from homelessness or institutional settings and homeless veterans.

Jorge Spichiger is now chief financial officer for Banchile. Previously, Spichiger was director at Citibank.



Hilary Weber, MBA 93

Hilary Weber, of San Francisco, updates as follows: “My startup/innovation consulting business, Opportu.com, is in its third year, going strong. I really enjoy the coaching, consulting, and leadership in my role as the CEO, and my awesome team is growing. I am also one of the instructors for a new course on Transformatioal Innovation & Intrapreneurship: Secrets of Silicon Valley that is being produced by the College of Engineering at UC Berkeley, and I’m a regular presenter at Girls in Tech for the Bootcamp Series: Confidence, Entrepreneurship, and Leadership (currently in the Bay Area but

plans are being made to roll out nationally and possibly internationally). Lots going on, and it’s very fulfilling, especially with my health care tech clients. Exciting times!”

Greg Wolfson, of Tiburon, Calif., announces, “After a five-year stint in Laguna Beach, my family and I have relocated back to Northern California and have settled in Tiburon. I have taken a position with Enphase Energy to direct the energy storage product line. Before making my way back to NorCal, I developed large-scale commercial and utility solar projects in Southern California. Now, I will be focused on managing the flow of renewable energy to the grid. I’m looking forward to getting back on campus more often and cheering on the Bears this fall.”

1995

Michaela (Schmieder) Ballek, of Berkeley, Calif., writes, “It was so wonderful to see so many of my classmates at the reunion in April! This must have given me an extra kick to finally find my ideal position: I am now working as a program manager for Empower Efficiency, leading an energy efficiency initiative based on behavioral change in three cities in California. What a great place to be!”

Gina Ney left Northgate High School in Walnut Creek and is very excited to now be focusing full time on her independent college and career advising practice. She had a blast seeing so many classmates at her 20-year MBA reunion in



The Ney family: Ross (15); Richard; Gina, MBA 95; and Michael (17)

April and also got to visit with **Debra Fifer** and her husband, Claudio, while touring colleges in Seattle this summer. On the home front, Gina and her family just got back from vacation in Chicago and Grand Haven, Mich. Her two teenage sons, Michael and Ross, who were sidelined with sports concussions for several months earlier this year, are now recovered and all set for their senior and sophomores years at Acalanes High School. Life is good!

1996 20th Reunion
April 29–May 1, 2016

Jonathan Geurkink, of Seattle, Wash., reports, “Just launched Possession Point Partners, a new venture with Mark Oskin, CS professor at UW. We’re applying machine-learning algorithms to the process of investment management.”

Laura Parmer-Lohan, of San Carlos, Calif., lives in the Bay Area with her family. She is thrilled to announce that she recently founded Ruckus Partners, Inc., a consulting firm providing on-demand commercial and reimbursement leadership for diagnostic, digital health, device,

and pharma companies. Laura welcomes the opportunity to connect with you, so please reach out!

1997

Deborah (Chaplin) Spalding, of Guilford, Conn., was named chief investment officer of the State of Connecticut, overseeing \$30 billion in assets, including six state pension funds and nine state trust funds.

1999

Alex Brutin, of San Ramon, Calif., announces, “Joined Your Remote Assistant (YRA), the virtual admin services company I founded a while ago, as CEO. We visited the Philippines this summer and had an awesome off-site

including team-building activities with our team. Also we had an amazing summer trip that took us to Alaska, Turkey, Hungary, Japan, the Philippines, and China.”

Mitchel Harad, of Sydney, writes, “After 18 years in the Bay Area—the past four spent at Lending Club—we’ve taken on a new family adventure! We’ve moved to Sydney, Australia, where I’m the chief marketing officer of SocietyOne, the largest marketplace lender in the Southern Hemisphere.”




Kirsten Barker and Nancy Riess, both MBA 99

Nancy Riess, of Baltimore, Md., writes, “Enjoyed a brief reunion this summer with **Kirsten**



Alex Brutin, MBA 99, and part of the YRA at a team building activity in Tanay, Philippines

Haas Alumni Notes

 Submit your news online at haas.berkeley.edu/alumninotes.

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- **Network of Women**
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- **Product managers**
- **Finance**
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MBA cont.

Barker at the SFO International terminal. I was on the West Coast for a business meeting and enjoyed catching up with Kirsten before my red-eye to Baltimore. Big news for Kirsten: She is marrying Peter Feinberg this August. If you visit the D.C./Baltimore area, please give me a call."

2000

Michael Baum, of Los Angeles is now vice president of business development for Arise Virtual Solutions. Prior, he worked as senior director of sales for ServiceSource. At Arise, he oversees all business development activities for the high-technology vertical.

Craig van Roekens (MBA/MPH), of Highland Mills, N.Y., reports, "Started a health care consulting company—Rev Health Care Consulting Group, at revhealthcaregroup.com, and have become VP of MedExcel USA, an MSO

for ED physicians, hospitalists, and urgent care in the N.Y./N.J./Connecticut area."

Craig adds, "Our now 15-year-old triplets continue to challenge us in all things, growing up with disruptive technology, which they continue to help their slower-to-learn parents in attempting to understand. Occasionally, we can still teach them a few things that are difficult to Google or to ask Siri. Or that cannot be answered in 140 characters or less. But that doesn't leave much."

2001 15th Reunion April 29-May 1, 2016

Tanir Ami, of Berkeley, Calif., reports, "Since 2011 I have been the CEO of OLE Health, a Federally Qualified Health Center providing high-quality primary care to more than 25,000 patients. This past year, I was able to take the organization through a rebranding initiative including a name change, and it's been a lot of fun and highly reward-

ing. Also I just wanted to highlight that this is the fourth year that I have been serving as board member of Urban Adamah, a wonderful Berkeley-based non-profit founded by fellow alum **Adam Berman**."

Married couple **Jon Metzler** and **Kakul Srivastava** both have offices in downtown San Francisco and look forward to catching up with fellow alums, either local or visiting. Jon started lecturing in the EWMBA program in fall 2014 (co-teaching with Paul Tiffany!), and has really enjoyed it. He just finished a seminar in international business on Japan. His company, Blue Field Strategies, is now in year eight and continues to support telecom, media, and technology clients with a focus on US-Asia cross-border business. He also recently joined the board of the Japan Society of Northern California. Kakul recently joined GitHub as VP of product. GitHub helps developers manage and share their code; some call it Facebook for developers. She also recently spoke at Haas MBA orientation and has been active in evangelizing on behalf of women in technology.

Chris Neale, of San Mateo, Calif., announces, "Celebrating my 15th year at The Core Companies developing market rate and affordable housing in the Bay Area. Before the end of the year, we will deliver a brand-new 60-unit apartment project on VA land in Menlo Park for low-income veterans. And we have just embarked on a similar process to provide 150 apartments for low-income veterans on VA

land in West L.A. Very exciting work and much needed housing. "Just returned from a two-week holiday in England. It was a combination 50-year wedding anniversary for my parents, my own 18-year wedding anniversary, and a family reunion. Excited to introduce my two boys, Ryan, 11, and Jacob, almost 3, to our family and family history in England. It was wonderful to see the next generation get to know each other."

Kakul Srivastava See alumni note with Jon Metzler, MBA 01.

2002

Michael Ellis, of San Francisco, updates, "Earlier this year, I made the jump to technology from finance, where I spent most of my career. I joined Salesforce in a market strategy role, building upon my experience as a longtime investor in software companies. Despite the huge change in work style and culture, the switch has been well worth it.

"Also earlier this year, we took an epic trip to snowboard in the Alps, fulfilling a long-held dream of my better half for his big birthday."



Colm Lysaght, MBA 02

Colm Lysaght, of Palo Alto, Calif., reports,

Our Defining Principles
Students Always
Question the Status Quo

"I was promoted to vice president, corporate strategy at SanDisk Corporation in March. I have been with the company for nine years and look forward to propelling it to new growth!"

2003

Reza Afkhami, of Burlingame, Calif., notes, "It is hard to believe how long it has been since graduation, so I want to send a big hello to all the wonderful people with whom I was lucky to share a Haas experience. It is even harder to believe that **Sara Araghi, BS 03**, and I met at Haas so long ago, have been married for almost 10 years, that our first child is four years old, and that we just had a second one. In retrospect, so much of my life since Haas was enabled by Haas, including my current position at a biotech company reporting to another Haas alum. So I am taking this opportunity to also thank Haas for not only the great two years of learning and the wonderful people I met but also for bringing me out to the Bay Area through the big door, for helping me find my soulmate and therefore start a family, and for giving me a start in the biotech industry, which I am so fond of and so privileged to be working in every day. Thank you!"

Jeff Sarafa writes, "After moving to Portland, Ore., three years ago, we have settled into life in Hillsboro, near my wife's family. I recently changed jobs after nine years at Sun Microsystems and Oracle for a finance director role at Nike, which supports one of the Nike Technology groups. Nike has an amazing culture and is a great place to work. I stay



The Sarafas: Hope, Alexa (4), Christina (4), Ashley Clare (7), and Jeff, MBA 03, on a summer vacation in Sunriver, Oregon

informed of Haas with the local alumni club in Portland. We are enjoying all the family fun activities and scenery in the Pacific Northwest. Hope is happy being near her family in Oregon and connecting with other moms in Portland. Our three Golden Bears are now a bit older: Ashley Clare is now 7 and Christina and Alexa will turn 4 soon. I have still managed to see Cal football play up here in Oregon and look forward to the upcoming season."

Congrats from Berkeley-Haas on your new jobs or promotions*: **Trevor Daughney**, EVP marketing, INSIDE Secure, an Internet security company; **Jason Wallis**, enterprise account executive, Zendesk, Sydney, Australia.

2004

Jason Anderson, a 1995 graduate of Worcester Polytechnic Institute (WPI), received the Ichabod Washburn Young Alumni Award for Professional Achievement for his impressive career as founder and president of market research agency Insight Meta. Anderson accepted the award at WPI in May during his 20-year reunion celebration.



Sukwan Chae, MBA 04

Sukwan Chae passed away on March 22. Sukwan had a wonderful career with Nike, rising in the ranks from advertising manager when he joined the company in 2004 to the marketing director of the Jordan brand at the time of his death. He was an ardent Nike and sports fan whose dream was to change the world through sports culture, which he did by impacting millions of Chinese through his work elevating basketball, football, and other sports. He lived in Shanghai City, China, and is survived by a wife and two children. His Nike colleagues posted a memorial website: <http://thanksbro23.nike.com.cn/>.

Chris Thompson

of Danville, Calif., announces, "After nearly 13 years as a financial advisor with Merrill Lynch, I accepted a position as SVP-investments with full-service brokerage firm Stifel Nicolaus in San Francisco and will be part of a national corporate client services team focusing on serving and guiding principals, founders, and significant shareholders of companies through and after liquidity events (IPO, M&A). This is an exciting opportunity for my family and me, and we are very excited about the road ahead.

"In other news, my 13-year-old daughter Reagan (born during my first year of the EWMBA program) and I recently published a book. It can be found on Amazon or Barnes & Noble in hardback, paperback, and digital download. The name of the book is *Have You Ever...* and it celebrates the surprising little moments and adventures that are all around us in life. Its purpose is to get families up, out, and away from our devices and to experience the richness of the world around us. Not to be outdone, my 8-year-old son Rhett and I recently patented a baseball item that is designed to protect expensive bats, and increase player safety. We are learning all about e-commerce, marketing, and Internet fulfillment along the way. You can check it out at www.dugoutdaddy.com."

2005

Mandy (Van Zytveld) Nelson, of Alamo, Calif., writes, "Treated cur-

rent Haas MBA students **Braden Lake** and **Dorothy Yang, MBA 16s**, to a networking lunch with **Heather McPherson, MBA 07**, at Pican Restaurant in Oakland, Calif. Both MBA students are interning at Kaiser Permanente where Heather and I work. Quite an enjoyable time and reminisced about our experiences in the memorable Negotiations class."

2006 10th Reunion April 29-May 1, 2016



Brian Chevalier-Jordan, MBA 06, of Chevalier-Jordan Consulting

Brian (Jordan) Chevalier-Jordan, of Oakland, Calif., announces,

"After nearly 20 years in the corporate world, I have decided to strike out on my own as an independent marketing consultant focusing on new product development, digital marketing, and customer research. If you or your company could benefit from better understanding your customers or improving your products and marketing programs, please reach out to me directly at brian.jordan.mba@gmail.com or visit www.chevalierjordan.com."

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Eagle is using cloud- and mobile-based technology to bring data-driven transparency into international commerce. Each product is individually tagged and tracked between the source and the final consumer. This is to ensure product authenticity and to direct-connect quality producers and willing consumers anywhere in the world. We are helping American organic food brands and Napa wineries reaching vast Chinese consumers using our model and technology."

2007

Rob Kaplan, of Brooklyn, N.Y., announces, "I just started a new job as managing director of the Closed Loop Fund, an innovative sustainability impact investment fund that aims to scale recycling infrastructure in the U.S. (closedloopfund.com).

"My wife, Jill, and I had our second son in December. His name is Julian Charles. Our first son, now 3, is Miles Samuel."

Allan Ng, of Oakland, Calif., writes, "After four years at Google, I'm leaving to join Livongo Health as SVP of marketing. Livongo Health is reinventing the way we manage chronic health conditions by blending the power of technology, real-time information, and human support to help people live their lives better. It's backed by Kleiner Perkins Caufield Byers, Draper Fisher Jurvetson, and General Catalyst Partners."

Todd Richards updates as follows, "I have settled in Phoenix where I am working as a reconstructive plastic surgeon,

Haas Alumni Notes



Save the date: Reunion Weekend, April 29–May 1, 2016

MBA cont.



Todd Richards, MBA 07

specializing in hand and microsurgery. Our surgical group is extremely busy and the cases are complex and interesting. It has been an awesome experience—although I do miss the Bay Area!”

Congrats from Berkeley-Haas on your new job or promotion*: **Michael Griffiths**, senior vice president, CBRE, San Francisco.

2008



Jens Düing, MBA 08, in a happy family photo shoot a week after Sophie's birth

Jens Düing, of London, U.K., writes, “We are very happy to announced that our daughter Sophie was born on April 19. She joins our 2-year-old bear cub Lara, who loves cuddling her baby sister.”

Kamal El Mernissi was promoted to managing director with Syngenta. The new role takes him from Switzerland to Morocco. Syngenta is a multinational agribusiness company with the mission of bringing plant potential to life.

Deepak Goel reports, “I just launched KarmaCircles (KC). Check it out at karmacircles.com. On KC, people give and receive help for free. Find a person, request an online/in-person meeting, and then thank them for their help. When you help others, you build your online reputation around various skills.”



Mike Blanchard and Andreas Otto, MBA 08s, at ski week in Austria

Andreas Otto writes, “Quick update from over here in Munich: After Haas I joined BCG for a couple of years. While the learning was great, I knew that eventually I would have to let the entrepreneurial seed—which the granola project with Manu planted in my head—come to life. First, it started with a cocktail bar in Munich; later I moved to Sydney to build up a Zappos-style online fashion retailer called THE ICONIC (theiconic.com.au). It is the market leader for online fashion today in Australia and New Zealand. Last year, I returned to Munich to work on a new venture. Caremondo is an online marketplace for the booming medical tourism market. On Caremondo, patients can find a clinic for treatment overseas. Currently, our model provides access to clinics in Germany, Austria, Switzerland, and Israel. Other countries will be added shortly. Medical costs here are about 30 percent of U.S. prices while quality is very high. Consequently, already today lots of U.S. patients come here for medical or aesthetic treatment. Check it out: caremondo.com.

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“On the personal side, life is great with my daughter India and a second on the way. Plus I'm engaged to Annabell—wedding in lederhosen and dirndl planned for next year in our home state of Bavaria. One of my greatest pleasures this year was having Mr. Michael Blanchard over here for a week of skiing.”

Emily Poague, of San Francisco, continues her career at LinkedIn and received a promotion to head of consumer marketing.

Ashish Shete, of Palo Alto, Calif., writes, “After a two-year stint in Bangalore, India, as the head of engineering for Zyme Solutions, I moved back with my wife and son to our home in Palo Alto. I will be expanding my responsibilities at Zyme as the VP of products and engineering. Looking forward to settling in

Our Defining Principles
Question the Status Quo

and reconnecting with Haas friends.”

Emily Walling, of Menlo Park, Calif., updates as follows, “After seven years at Yahoo, I recently took on a new role at Shutterfly, Inc., doing integrated marketing for the Tiny Prints brand. This position allows me to combine my love of marketing strategy with my love of stationery and planning the perfect event—a win-win in my book. Another bonus is working with inspiring Haas women. My boss is MBA 00, our senior business manager is BS 02, and the company has two MBA 16 interns this summer who are making Haas proud. Please don't hesitate to ping me for friend and family promos for your holiday needs, birth announcements, or birthday invites!”

Congrats from Berkeley-Haas on your new jobs or promotions*: **Aron Clymer**, senior director, data science and products, Popsugar; **Elizabeth Ingram**, manager of regulatory strategy, Entergy, Louisiana; **Larissa Wojciechowski**, lead solution engineer, Salesforce, Australia.

2009

Gilbert Lee, of San Francisco, announces, “My wife, Marisa, and I had a baby daughter, Vivian May Lee, in March 2015. Vivian has brought us tremendous joy and we can't wait to bring her to visit Haas in the fall.”

Viral Mehta, of Danville, Calif., reports, “I'm director of support programs at Autodesk at One Market in San Francisco. Autodesk is accelerating the business model

Our Defining Principles
Confidence without Attitude

transformation, and my team is responsible for shaping and implementing the roadmap for Autodesk support and services to drive customer success and retention. I enjoyed my time at Adobe and love being in the city. If you are close by, let's meet up for coffee or grab a drink. On the personal front, our daughter, Eesha, will be starting middle school back on this side of the tunnel at Head Royce in the fall.”

Adam Skibley was promoted to director, strategy & corporate development, at Glanbia Performance Nutrition, the Chicago-based global leader in sports nutrition products. In 2015 Adam completed his term as president of the Berkeley-Haas Alumni Network Chicago Chapter but looks forward to staying involved on the Board.



Tim Ziemann, MBA 09

Tim Ziemann, of Austin, Texas, announces, “I recently moved into Accenture's M&A practice to help expand this area of our business. The demand for M&A services is up and we're delivering exceptional value to our clients over the competition.”

2010

Jeffrey Hale, of Port of Spain, Trinidad and To-

bago, reports, “I recently started working as a vice consul in the U.S. Embassy in Port of Spain, Trinidad and Tobago. I'll be adjudicating visas and managing the embassy fraud prevention program. I'll be based in Trinidad for the next two years, then rotate to an embassy in a different part of the world.”



Anna Brian Lee, MBA 10

Anna Brian Lee, of New York City, announces, “I am celebrating my five-year work anniversary at American Express. I currently work in the enterprise growth division on a team called LoyaltyEdge. In November 2013, I married my longtime boyfriend, Joshua Karotkin, in Playa Del Carmen, Mexico. And on April 29, 2015, we welcomed our son, Dean Bryant Karotkin.”

TJ Touran was promoted to director of cancer services at Sutter Health, where he has worked in strategy and business development since 2012.

Robert Williamson, of Lafayette, Calif., updates as follows: “Earlier this year, I accepted a position as project director with Taylor Design in San Francisco, a consulting design and strategic



Rob Williamson, MBA 10; wife, Dana; Calder (4); Paige; and Grey (1)

solutions firm comprising architects, interior designers, and strategists. I lead the firm's Northern California education practice and hope to one day lead the design of a project back at Cal.”

2011 5th Reunion
April 29–May 1, 2016

Motoki Bandai, of Foster City, Calif., started a new job at AIG as associate director of global technology strategy. He writes, “Together with my wife, Hiroko, welcomed our new son, Yugo, on May 20.”

Federico Fabbri has been promoted to principal at The Boston Consulting Group, where he works out of the San Francisco office. He started back in 2010 as a summer consultant and has since focused on technology and consumer goods sectors, managing project teams in several transformational efforts.

Laurie Peterson, of Oakland, Calif., reports,



Laurie Peterson, MBA 11

“I'm stretching the skills I acquired in Leadership Communications with Mark Rittenberg as I prepare for a TV appearance to showcase my new building toy on QVC this holiday. This is a major 'curtains up!' opportunity for my toy startup Build & Imagine (www.buildandimagine.com). I hope to inspire audiences with our mission to get girls building to help them overcome the gender innovation gap.”

Congrats from Berkeley-Haas on your new jobs or promotions*: **Carlos Chiabra**, founder,

Giftmasters.com, which is owned and operated by 199insights; **Jason Liang**, VP, business development, Qeexo; **Dharini Ramakrishnan**, director, SAP; **Vishal Rana**, principal, senior director, financial services, Medallia, Inc.

2012

Len Conapinski is a founding partner at DuFour Conapinski LLP, where he and his team advise renewable energy and technologies companies regarding commercial transactions and project finance. Previous to starting DuFour Conapinski, Len worked for Yingli Green Energy Americas as vice president and general counsel.



Paroma Sen, MBA 12

Paroma Sen, of Gurgaon, India, writes, “I took over as head of marketing for NDTV Ethnic, an e-commerce platform for fashion. Read more at haas.org/ParomaSen-1 and haas.org/ParomaSen-2. “I moved back to India in early 2013. I spent most of 2013 in the philanthropy domain, working through a fellowship awarded by LGT Venture Philanthropy. In 2014 I returned to the private sector in India.”

Panpan Wang (MBA/MPH) is now a VC at Fosun Kinzon Capital. Fosun

Kinzon is a U.S.-China cross-border venture capital firm with teams in the U.S., China, and Israel, where they cover a range of industries including digital health, IoT, consumer-mobile, online-to-offline related, etc. Panpan is also helping at-risk San Francisco youth, recently joining the board of SFCASA (sfcasa.org), a nonprofit in San Francisco focused on advocating for abused and neglected children in foster care as well as being a longtime volunteer photography mentor with First Exposures (firstexposures.org).

Congrats from Berkeley-Haas on your new job or promotion*: **Patrick Flemming**, senior product manager, Netflix.

2013



Sarah Morra, MBA 13, and new husband Rich Qualters

Sarah Morra, of San Francisco, announces, “I started a new job at The Wine Group on July 27. I will be an innovation brand manager helping to launch new wines across the U.S.

“I got married to Rich Qualters on May 24 in North Lake Tahoe, one of our favorite places in the world. Rich and I met before Haas, and he was a great partner through-

Haas Alumni Notes



Be a part of the Big Give on Nov. 19: biggive.berkeley.edu

MBA cont.

out my MBA. We live in S.F. surrounded by lots of friends from Haas!”



Kartik Rao, MBA 13

Kartik Rao, of Santa Clara, Calif., is now senior director of product management at Levi Strauss & Co. He previously worked as director of product management at Tango and eBay.

Adam Sterling, (MBA/JD), of Berkeley, Calif., writes, “I joined Berkeley Law as the executive director of the Berkeley Center for Law, Business and the Economy. Read more at haas.org/AdamSterling.”

Kevin Sung was promoted within Smule to director of product.

Ravi Vayuvegula, of Bellevue, Wash., reports, “I left my corporate strategy role at T-Mobile, and I am excited about what lies ahead as I work toward my startup that looks to create a new kind of visual content platform. Today’s visual content providers like YouTube, Facebook, Periscope, etc. are differentiated only along the lines of the temporal nature of their content. I believe there are other dimen-

sions that define visual content that users want, and I hope to fill that gap.

“I am very grateful to Haas for having equipped me with the right tools and education. I can literally see the difference in the way I think and approach the whole startup scene. Also the support system for a startup is incredible. Very excited (and nervous) about my new venture that will be coming out with its beta product in another four months. I cannot wait to see where it takes me next.”



Ravi Vayuvegula, MBA 13

Congrats from Berkeley-Haas on your new jobs or promotions*: **Kota Fukasawa**, engagement manager, McKinsey & Co., Tokyo; **Andrea Schalka**, manager, global brand strategy, Mattel Inc.

2014

Erik Beans, of Redwood City, Calif., writes, “I graduated from Haas last year and have continued to work in security at Google. I am a software engineer and the tech lead for an internally used product that manages authorization management for employees, vendors, and contractors. The workload has ramped up significantly as we open up our product to more



Katie Foos, Ennis Olson, and Cassie Gruenstein, all MBA 16; Jeff Eyet, MBA 14; and Haas Lecturer Clark Kellogg



Erik Beans, MBA 14, with wife, Liz Beans

employees and tackle new and interesting scalability issues.

“I am still living in Redwood City and would love to meet up with any alumni and classmates to catch up. I recently got back from a wonderful trip with my wife to Iceland. I highly recommend this place if you enjoy hiking on glaciers, biking from town to town in the golden circle, kayaking across the west fjords, and bathing in the numerous geothermal pools that Iceland has to offer.”

Jeffrey Eyet, of Berkeley, Calif., announces, “Along with Haas Lec-

turer Clark Kellogg and current Haas EWMBA students Ennis Olson, Cassie Gruenstein, and Katie Foos, MBA 16s, we launched the Berkeley Innovation Group (BIG). BIG introduces organizations to design thinking by teaching the methods that make innovation possible, facilitates workshops to help teams practice design-thinking methods, and leads applied innovation sessions with companies on their most vexing problems (theberkeleyinnovationgroup.com).”

2015 1st Reunion
April 29–May 1, 2016

Kerry (Tuohy) Dolan, of Chicago, began an MBA rotational program at United Airlines in the pricing and revenue management organization in July 2015.

BCEMBA/EMBA

2006/07 10th Reunion
April 29–May 1, 2016

Rose Duignan, of Richmond, Calif., announces, “All golfers and Berkeley and/or Haas alums are welcome to come try out my beautiful golf course at the Richmond Country Club. At RCC (www.myrichmondcc.org) we are addicted to golf. Our slogan is ‘private golf—not pretentious—just better.’ Come play and I’ll show you where I got my hole-in-one. It’s been a joyous three years at RCC as marketing and sales director for this private golf club. Imagine that your job is to play golf two to three times a week with nice people. That is my job. Really. Rose Duignan 510-495-4909.”



Rose Duignan, BCEMBA 06

Nick Triantos, of Menlo Park, Calif., reports, “I just joined SRI International as managing director at SRI Ventures. I am responsible for commercializing cutting-edge software research, through licensing and incubating new companies. My focus spans cybersecurity, bioinformatics, artificial intelligence, machine learning, vision, augmented reality, and speech recognition. I’m looking to hire rock star EIRs to help start some companies in these areas!”

2010

Dan Kimble is working as an executive coach to optimize his firm’s unique leadership capabilities; he continues to be CEO of Resonance Executive Coaching, which he founded in January 2012.

2011/12 5th Reunion
April 29–May 1, 2016

Congrats from Berkeley-Haas on your new job or promotion*: **Sudeep Mohile**, enterprise integration manager, Intel.

2012

Heather (Bonilla) Wasielewski, of Long Beach, Calif., writes, “I’m excited about the recent publication of my new book, *What Families Can Learn from Corporate America* (available on Amazon.com). This book, and my business, Parents with Careers, got their start during my time at Haas, in John Danner’s entrepreneurship class. Thanks to my fellow BCEMBAs for all of their help and inspiration!”

2014 EMBA 1st Reunion
April 29–May 1, 2016

Ryan Johnson is taking on a new role as VP of finance and corporate development with PowerSchool—a newly created spin-off from Pearson, where he worked while completing his EMBA.”

PhD

1973



Chuck P. Leo, PhD 73

Charles P. “Chuck” Leo, of Huntington Beach, Calif., will be presenting a paper on the subject of “The Relevance of Mindfulness to Business Leaders” at a conference in New York in fall 2015. He has also written articles on this subject published in both academic and professional journals. Dr. Leo has more than 30 years executive experience in the areas of human resource management and organizational effectiveness and, concurrently, he has also been an adjunct professor of management at Pepperdine University for 30 years.

1992

Diane Satin, of Alameda, Calif., announces, “After many years of teaching financial, intermediate, managerial, and cost accounting, I will be teaching the lower-division business law class

in the fall! Big change! I’d better get back to watching *People’s Court*.”

2006

Oliver Beige writes, “After four years in Berlin and increasing involvement in its burgeoning startup scene, I made the plunge and joined Startupbootcamp, Europe’s foremost accelerator program, trying to find exciting new ventures for their smart transportation and energy accelerator. Smart transportation has seen massive disruption and Berlin is a perfect place to test out and showcase new ideas. Also it’s a vibrant city to live in. So if you like startups or smarter ways of getting around or Berlin, pay us a visit, send me a note, or, when we start scouting for the next batch, consider our program...”

2015

Brian Reschke, of Mapleton, Utah, reports, “I begin as an assistant professor of entrepreneurship at the Marriott School of Management at Brigham Young University this fall.”



Executive Education

2012

Bart Tkaczyk, of London, U.K., president and CEO of Energizers, LLC, forwarded the good news that Energizers, an HR and organization development advisory boutique, earned recognition among the Top 500 Leadership Organizations in the 2015 Leadership 500 Excellence Awards.

IN MEMORIAM

Longtime Haas Volunteer William Ledeen, MBA 86



William (Bill) Ledeen, MBA 86, chairman of the board of Digital Dynamics and a longtime Berkeley-Haas volunteer, passed away from cancer on July 21. He was 60.

Ledeen earned a bachelor’s and master’s degree from Stanford in mechanical engineering but was devoted to Berkeley, serving in

numerous volunteer roles since earning his MBA in 1986. He helped form the South Bay Chapter (now known as the Silicon Valley Chapter) and served in a variety of leadership positions, including president, secretary, treasurer, and membership chair, for this all-volunteer organization for nearly 30 years. The group won the Chapter of the Year award many times under his leadership.

Ledeen proudly served as his class reunion chair and on boards for the Berkeley-Haas Alumni Network, including a stint as president from 2002 to 2003. He was also an active officer on the Cal Alumni Association’s Rossmoor Club, serving as executive vice president at the time of his death.

Ledeen was such a consummate volunteer that he is the only alum to twice win Haas’ highest volunteer leadership award, the Raymond E. Miles Alumni Service Award, in 1995 and 2002. Just before his death, he was awarded Berkeley’s Trustees’ Citation for demonstrating extraordinary service to the university’s outreach goals.

Much of his career focused on marketing in the industrial sector; he specialized in product definition, competitive positioning, and pricing analytics and execution for high-tech business-to-business products. He was issued a patent for his invention of a throttling ball valve. Ledeen is survived by two sisters, Linda Schwartz of Pasadena, Calif., and Kathy DeLiema of Mission Viejo, Calif.

In Memoriam

Victor Emmerich, BS 55
Leland Shoptaugh, BS 57
Graham Gibbons, BS 58
Clifford Ceridono, BS 59
Everett Merriman, BS 60
John Waldichuk, BS 61
George Holmes, BS 66
Christopher Woodward, BS 71, MBA 76
Judith Walo, MBA 71
Teresa Gallagher, BS 76
William Ledeen, MBA 86
Jason Kruska, MBA 02

*Updates gathered from LinkedIn.

*Updates gathered from LinkedIn.

Haas Personal View

Professor Jenny Chatman, PhD 88



High Expectations

In August, the *L.A. Times* interviewed culture expert and Haas Prof. Jenny Chatman, PhD 88, about the *New York Times* article exposing Amazon.com’s demanding workplace environment. Below is a transcript of her interview.

What was your initial reaction when you read the story?

I was actually not surprised. Since the beginning, Jeff Bezos has been very deliberate about developing a culture at Amazon that supports their strategy. I certainly don’t like some of the stories [of individuals] portrayed there. No one likes that, those are unpleasant. But I have to tell you, Amazon is doing all the right things in terms of leveraging its culture for strategic success.

Leveraging its culture?

It’s a very results-oriented culture that values new ideas and speed. There is a requirement that people actually fit. This is a strong culture that will appeal to a very select group of employees. It’s for people who want to be challenged and grow and have their ideas taken seriously from the get-go.

The article indicated that if one didn’t fit, Amazon was a harsh place to work. Was that your view?

The bigger question is, is it unreasonable for companies to expect people to work 85 hours a week? Is it unreasonable for companies to expect employees to not recover from illnesses or medical challenges and move beyond them? That’s a bigger, societal question: What is the psychological contract at work and what do we expect from our employers?

We certainly expect some reciprocity and concern and support. These are human organizations after all. The [Amazon] proposition is “Look, you come and work here, we’re going to give you more responsibility, more challenge, more uncharted territory, more opportunities to innovate than any company around. But in exchange for that, you’re going to have to work really hard, and we’re going to move really quickly and you’re not going to like all of our decisions. That’s the deal.”

If you’re the kind of person who would rather work in a place where everybody is nice to each other and there’s great harmony and things move a little bit more slowly, this isn’t the place for you.

The online version of the story drew more than 6,000 comments, and many readers seemed surprised by what they learned. How do you account for this?

These kinds of cultures are more common in high technology, more innovative businesses. Jeff Bezos has disrupted the retail industry. The culture there looks really different than other retail organizations. Part of the surprise from this article is: Wait a minute, as a customer I know Amazon as being in the retail business. But really Amazon is in technology; this is a big data company.

The story made little mention of the salaries of the workers interviewed. Did that factor into how you viewed the situation?

My belief is that Amazon employees in general are paid well relative to the industry, and there is a substantial amount of employees who share in the company’s growth with stock. But even if that had been mentioned, there’s still this other consideration of how people should be treated at work.

The reason the article [struck a chord] with the public is that it’s really addressing this issue: Is work just instrumental and if you get paid well then we should own a lot of your time versus is there some other socially moral component to the employer-employee relationship?

That second piece is what left people uneasy. Where’s the line at which point you’re beginning to exploit people? That’s what’s unclear about the article. Are these disgruntled employees that they spoke with and everybody else is happy? Or is this a very significant portion of people who are saying, wait a minute, we think Amazon has crossed the line.

Is that a new question?

No. It goes way back historically to the Industrial Revolution where we started people in factories and just worked them as hard as we could because you were trying to maximize productivity. At some point employers realized that workers actually worked more effectively if you treated them well, too.

Will this change how Amazon treats its employees?

Amazon I think is doing exactly what it promised with employees. If you’re up for that, come here. It is not ambiguous. The concern is that the culture is so strong and perhaps so intense that Amazon is going to start limiting [the size of] its labor pool.

But Amazon is among the most agile of the largest publicly traded high-technology firms. I would expect we will see some kind of modification to the culture as a result of this article.

Jenny Chatman, PhD 88,

is the Paul J. Cortese Distinguished Professor of Management with the Haas Management of Organizations Group. She also serves as the faculty director for the flagship executive education program at Haas, the UC Berkeley Executive Leadership Program.

Chatman teaches, researches, and consults on leveraging organizational culture, leading change, and managing complex teams. She’s published numerous articles about culture, including “Parsing Organizational Culture: The Joint Influence of Culture Content and Strength on Performance in High-Technology Firms,” “The Promise and Problems of Organizational Culture: CEO Personality, Culture, and Firm Performance,” and “Leading Organizations: The Challenge of Developing a Strategically Effective Organizational Culture Without Succumbing to the Negative Effects of Power.”



From an interview with James F. Peltz. Copyright © 2015. *Los Angeles Times*. Reprinted with permission.

Image: Amazon CEO Jeff Bezos walks onstage for the launch of the Amazon Fire Phone in Seattle on June 18, 2014. Photo: Ted S. Warren / © 2015 The Associated Press.

Access Haas Wisdom

The **Haas Insights** page features thought leadership from Haas faculty, alumni, and industry leaders. Find blog posts on energy, entrepreneurship, and social impact and videos on a variety of topics.

Matthew Cooper, BCEMBA 10/11
CEO and Founder,
Carmenta Bioscience

Videos on Haas Insights include panels, distinguished speakers, lifelong learning seminars, and events, such as Matthew Cooper presenting his HAASx talk “Power of the Haas Network: Enabling Entrepreneurship” at the 2015 Alumni Conference.

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