LAUNCHING POKÉMON GO
John Hanke, MBA 96, is the man behind the latest mobile-game craze

HAAS OLYMPIANS
Two from Haas represent in Rio—and swimmer Ryan Murphy, BS 17, nabs gold

TEAMS THAT WORK
Startups co-founded by Berkeley business and engineering alumni

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Berkeley-Haas and the College of Engineering team up to offer a new Management, Entrepreneurship, & Technology undergrad program.

Startups co-founded by Berkeley business and engineering alumni illustrate the value of cross-disciplinary collaborations.
1 Alumni

The Man Behind Pokémon Go

He put the earth in your pocket, and now he’s unleashed pocket monsters on the earth. John Hanke, MBA 96, the CEO of Niantic Labs, is the driving force behind Pokémon Go, the hottest craze to hit smartphones—ever. Since its release in July, the augmented reality game has sent millions of phone-toting players to the streets on the hunt for animated Japanese characters that pop up with the help of location services. Within three days of its release, the number of active users surpassed Twitter, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Google Earth, Maps, and StreetView, is no longer the game. Haas MBA student John Hanke, MBA 96, co-founded a company in the 1990s, he co-founded a company and transformed it into the mainstream. As a Go
Transforming Gender Roles
With Haas partnership, Colombian multinational builds inclusive culture

Colombia-based industrial conglomerate Grupo Argos broke new ground as the first company in Latin America to name a woman as board chairman. The $4 billion multinational also extended the length of maternity leaves, adopted flexible work-life balance policies, and hired more women into traditionally male-dominated roles—from managing IT to driving cement mixers.

Now the company has embarked on a culture overhaul and has partnered with Berkeley-Haas to bring science and practice into their vision. The multi-year partnership includes training, sharing of leadership expertise, and mentorship through the UC Berkeley Center for Executive Education (CEE) and Berkeley-Haas.

Grupo Argos’ CEO aims to not only make the company a leader in industry but influence the region’s broader business culture.

Prof. Laura Krar and Assoc. Prof. Dana Carney have already taught equitable leadership to scores of female Grupo Argos managers. The women, says Krar, initially had doubts about the work-life tradeoff and about themselves as leaders. “But they came out saying they are equal to men as leaders, they bring unique skills to the workplace, and it’s worth the sacrifice to stay in the game,” she says.

Vetern’s Day
Haas’ Silicon Valley Chapter hosts career fair for veterans

Shifting from a military career to a civilian one can be daunting for many veterans. So the Silicon Valley Chapter of the Berkeley-Haas Alumni Network—sought to ease that transition by hosting a daylong veterans-only career fair in the spring. More than 90 veterans, ranging from ex-private to an ex-lieutenant colonel, attended with 25 alumni volunteers assisting them.

Sponsored by Intel, the event consisted of a career coaching session with Mauri Schwartz, MBA ’85, as well as resume and LinkedIn workshops, mock interviews, and a job fair with companies including Google, DuPont, Wells Fargo, Accenture, Visa, and PG&E. In addition, a panel of veterans from Cisco, Facebook, and communications technology company Cable & Wireless offered career advice.

Air Force veteran Shakeria Ellington said the event was executed with “couth and class.” “I am grateful that Haas alumni think so highly of U.S. military members and are willing to go to great lengths to provide us with keys to success,” she said.

Gwyn Jones, MBA ’11, himself a UK army infantry veteran, organized the event along with other members of the Chapter including Victor Adint, MBA ’98; Kristen Lee, BS ’12; Karen Woff, MBA ’84; Aaron Kelley, MBA ’11; Iryna Pender, MBA ’06; Abha Bhatag, MBA ’10; and Viviana Hsu, MBA ’07.

“We wanted to create an ecosystem to help veterans get the skills they need to give them confidence in the job market, and give them the ability to speak corporates,” says Jones. “I think we did that.”

In recognition of Jones’ efforts, the Silicon Valley Chapter named him the first recipient of the William Lodeon Beyond Self Award.

Joining the Academy
Prof. Ulrike Malmendier Elected to American Academy of Arts and Sciences

Finance Prof. Ulrike Malmendier, a trailblazer in the field of behavioral economics, has been elected to the American Academy of Arts and Sciences, an esteemed, independent policy research center that selects leaders from the academic, business, and government sectors to address critical challenges facing society.

She joins five other Haas faculty members who are also members: Professors Philip Tetlock, Laura Tyson, and Hai Varian (now chief economist at Google), and Professors Emretti Oliver Williamson and Janet Yellen.

Malmendier, the Edward J. and Moore ill Arnold Professor of Finance, is known for her groundbreaking insights into how the personality traits of business leaders influence corporate strategies. She’s co-produced papers with colleagues that identify the characteristics and pitfalls of habitus at all levels, including the overconfidence and often suboptimal results of “superstar” CEOs and the overzealous alibi drivers who pay more at auctions than they would in stores.

Berkeley scholars have long been pioneers in behavioral economics, starting with Nobel laureates George Akerlof and Daniel Kahneman and carrying on with Haas professors including Terrance Odean, MS 92, PhD 97, and Malmendier.

BY THE NUMBERS
Alumni Engagement Survey
Thank you to the 2,700+ alumni who responded to our 2016 Alumni Engagement Survey.

96%
Believe Haas has a strongly positive external image (in press coverage, rankings, etc.).

92%
Believe their Haas degree program was worth their time and investment.

91%
Of alumni from 2006–2015 are aware of Haas Defining Principles: Question the Status Quo, Confidence Without Attitude, Students Always, Beyond Yourself.

73%
Feel informed about their alumni benefits and services. Learn more at haas.berkeley.edu/ alumni/benefits.

1 Most important Haas career offering (all degrees): Socializing via networking events.

SURVEY INSIGHTS:
• Most desired services: career resources, networking, industry-specific events, learning, advising.
• Top motivations for giving to Haas: attracting the best faculty and brightest students and enhancing the school’s reputation.

Correction
Apologies to the following alumni, whose photos were mistrascribed in the spring 2016 issue. Please see the alumni notes beginning on page 28 for the correct stories: Jaime Aparicio, BS ’08; Raul de Oliveira Cardoso, MBA 11; Jacqueline Llaw, BS ’02; Badi Raghunathan, PhD 11.

Dean’s Letter
Four strategic priorities driving Berkeley-Haas

Here at Berkeley-Haas, we’ve embarked on a five-year business plan aim at further enhancing our reputation and increasing our financial strength. To this end, we are focusing on four strategic priorities:

1. The strength of the Berkeley campus
   The Berkeley brand is a tremendous asset for our worldwide. We are leveraging our thought leadership and developing interdisciplinary programs that will give us even greater competitive advantage.

2. Our Bay Area location
   If business schools didn’t exist, many people around the world would want to locate the first school in our geography—a huge and enduring advantage. We aim to leverage our location via relationships with local companies and by recalibrating our degree programs to better capitalize on our geography.

3. A new, enterprise-wide approach to our alumni network
   Staff schoolwide are focused on ways to activate our alumni network—an audience not every department presently considered. Together we aim to provide you with more lifelong learning opportunities and to better communicate our network value, as well as help you connect more deeply with the school and its thought leadership.

4. The power of our four Defining Principles: Question the Status Quo, Confidence Without Attitude, Students Always, and Beyond Yourself
   Our Defining Principles have given us a distinctive leadership brand that we are preparing to market extensively. They also provide a framework for talent development of our staff and faculty and will provide us access to an even broader base of talent.

These strategic priorities are already yielding exciting results. For example, we are leveraging the strength of the Berkeley campus with the creation of the Management, Entrepreneurship, & Technology Program (M.E.T.) for undergrads, a collaboration with the College of Engineering (see p. 12) that will offer exceptional students the opportunity to graduate with degrees in both business and engineering. After four years, those students will be prepared to start at their own companies, lead innovation inside established firms, or contribute to a social-impact venture.

We are also exploring a dual-degree undergrad program with life sciences and one with chemistry, to give students a “science in business” edge. Our Center for Executive Education has created a joint program with the School of Public Health that also fits into this theme. These are just a few of the new initiatives that will continue to transform our great school. I look forward to sharing more with you in the coming months.

Sincerely Yours,

Rich Lyons, BS ’82
lyons@haas.berkeley.edu | @richlyons
The Might of Muscle

Muscular men perceived to be better leaders, says Prof. Cameron Anderson

In California’s historic 2003 recall election, former Mr. Universe bodybuilder Arnold Schwarzenegger easily defeated California Governor Gray Davis, a man arguably weaker looking than “The Terminator.”

Coincidence? Maybe. But now real evidence shows that a muscular physique might be an important attribute when it comes to judging someone’s leadership potential.

Study participants in a series of experiments conducted by Haas Prof. Cameron Anderson and Aaron Lukaszewski, an assistant professor at Oklahoma State University, overwhelmingly equated physical strength with higher status and leadership qualities. Their paper is forthcoming in the Journal of Personality and Social Psychology.

The experiments employed a handheld, hydraulic dynamometer to measure the chest and arm strength of various men. Each was then photographed in a white tank to reveal his shoulder, chest, and arm muscles.

In one experiment, equal groups of men and women were shown photographs of the different men and told to rate them as recent hires of a new consulting firm. The participants were asked questions such as, “Do you think this person would be a good leader?” and “How effective is this person dealing with others in a group?”

The physically strong men in the pictures were given higher status because they are perceived as leaders,” says Anderson. “Our findings are consistent with a lot of real examples of strong men in positions of power.”

In another experiment, the researchers used Photoshop to switch the bodies of the strong and weak subjects. A weak man’s head was depicted on a strong man’s body, and vice versa. The result: participants rated the weak men with stronger, superimposed bodies higher in status and leadership qualities.

A final experiment focused on height. Using Photoshop, the researchers showed the men in equal or varied heights in lineups. Men of taller stature were perceived to have more strength and were rated higher in leadership and status.

The researchers say their findings also dispel the popular explanation that the strong succeed by aggressively intimidating their rivals into submission. “Strong men who were perceived as being likely to behave aggressively toward other group members were actually granted less status than their apparently gentler counterparts,” says Lukaszewski. “The results suggest that the conferral of status upon formidable men, perhaps counter-intuitively, serves a fundamentally pro-social function—to enhance the effectiveness of cooperation within the group.”

This phenomenon apparently applies to men only. There was little effect on participants’ perception of leadership skills when they were shown physically strong vs. weak women.

So, do smaller, shorter, or less formidable men have to work harder to gain status? Not necessarily. “Perceived strength does give people an advantage, but it’s not make or break,” says Anderson. “If you’re behaving in ways that demonstrate you are or are not a leader, strength doesn’t matter.” — Pamela Tom

The Superstar Effect

The economic value of “soft power”

Pop culture assets like Star Wars, Taylor Swift, and the NBA not only contribute to boosting American appeal, they also increase demand for American goods abroad. Economists call this “soft power,” the ability to attract and positively influence others.

Even though countries tend to display “hard power” by flexing their economic or military strength, a new study by Prof. Andrew Rose found that countries admired for their soft power tend to sell more exports globally.

“The soft power effect has a very tangible commercial payoff,” says Rose. “Germany is a much-admired country and an export powerhouse; North Korea and Iran are pariah states and both find it difficult to export goods.”

In fact, Rose found that between 2006 and 2013, a 1 percent net increase in soft power raised exports by about 0.8 percent, proving that the monetary return to soft power can be immense. “Roses incorporated ‘fixed effects’ like population, GDP, and political elections into his econometric model and measured soft power with the annual BBC World Service’s GlobalSwoll poll, which asks people from 46 countries how they perceive the influence of 17 other countries. The U.S. is typically viewed as possessing the most soft power, though perceptions vary. In 2013, only 17 percent of Russians considered American influence mainly positive, compared to 82 percent of Ghanaians. French positive perception of the U.S. increased from 25 percent in 2006 to 52 percent in 2013.

Over the same seven years, positive views of China decreased substantially in Spain and Germany while remaining constant in Indonesia and Kenya. Negative views toward China increased the most in Russia and Brazil. U.S. and Chinese trade were but two examples in which exports correlated with their respective degrees of soft power.

The most negatively viewed countries—Iran, North Korea, Pakistan, and Israel—saw fewer exports. —PF

I’d Like to Thank…Myself

On over-claiming one’s team contributions

When asked to rate the contribution of team members, research shows that teams with eight or more members claimed credit totaling over 145 percent. To reduce over-claiming, Schroeder suggests breaking large groups into smaller teams and defining workflow. “If credit assignments are clearly divided, it’s easier for people to remember who is doing what.”

Schroeder also says asking people to report others’ contributions before their own tends to force people to be more accurate about self-reporting. —PF

Watch Prof. Cameron Anderson discuss the “The Superstar Effect: Critical to Influence,” First in Power and Politics seminar at haas.org/leadership-style.
Power of Haas Ideas

Driving Green Innovation
Use peer pressure to shape product strategies

If you purchased a Toyota Prius, you may have been driven by the desire to conserve the environment or to save yourself some money at the gas pump. But consumers may also choose to buy sustainable products to make themselves appear socially responsible to others. Before making purchases, they evaluate how their decisions will stack up against their peers, according to a new study co-authored by Haas Professor Ganesh Iyer and David Sobelman of the University of Toronto's Rotman School of Management.

The study, “Social Responsibility and Product Innovation,” forthcoming in Marketing Science, examines how understanding this phenomenon, known as “conspicuous conservation,” may help leading companies shape their product innovation strategies, especially in ubiquitous product categories such as cars.

“The design of the Prius is easily noticed by other people on the road, and consumers care about that. The value that I get from driving a Prius may depend upon how many other people in my social circle are also driving environmentally friendly cars. The value is higher if I’m the only one,” says Iyer. “Conversely, if an individual is the only one in his or her social circle who is driving a gas-guzzler, there will be pressure to conform.”

Refrainting from buying a product that damages the environment can generate social value for consumers. This need by consumers to measure up to their peers—a concept called social comparison preference—can provide marketers with valuable insights about how they can enhance the desirability of their products.

“We are trying to capture this issue of social comparison in markets, which is important for visible products like cars and clothing,” says Iyer. “Making a product better on a social or environmental dimension is not the same as simply improving its quality; it is about leveraging social comparison preferences.”

The researchers developed a model linking the R&D decisions of firms to the interplay of consumers’ social comparison preferences (their need to stack up) and how much they are willing to pay. The analysis shows that social comparison can provide incentive for a company to develop innovations in sustainability when the product category is mature and most consumers are already users of that category. In the case of the Prius, for example, most consumers already drive it.

The paper also cites Levi’s Water<Less jeans and Clorox’s Green Works cleaners as examples of innovative products developed to respond to consumers’ social preferences. Levi’s spent three years developing a process to create denim that requires less water and fewer chemicals to produce, and Clorox spent over $20 million to produce eco-friendly, natural cleaning products.

The research, says Iyer, underscores the value for companies to understand their consumers’ preferences with respect to social responsibility and to use that understanding in determining long-term innovation and product strategies. —Pamela Tom

Changing R Up
Adapting in a fluid, competitive world

If there’s one skill executives may want to hone, it’s the ability to adapt and transform.

Senior Lecturer Homa Bahrami, who studies knowledge workers in the technology sector, coined the term “super-flexibility” and has developed a playbook to teach professionals how to transform the way they organize, lead, interact, and drive continuous change.

“Super-flexibility is the ability to engage in a constant balancing act. What do I need to maintain stability, but where do I need to adapt my team, structure, or product,” says Bahrami. “Flexibility is the secret sauce.”

In Bahrami’s new online course, Accelerating Change Readiness and Agility, offered through Berkeley-Haas’ Center for Executive Education and available on ExecutiveLive, executives work through their workplace challenges, such as how to introduce new products to Millennials or change the way their company interacts with customers.

Encourled first identify their natural aptitude for driving change, which Bahrami divides into five types of “adaptive DNA.”

Resilient DNA people, like crisis managers; see a problem and like to fix it. Hedging DNA people consider different scenarios and “what if” contingencies. Agile DNA people prefer to implement the minimum necessary. Robust DNA people, often entreprenuers, see visionary and persistent. Versatile DNA people, like salespeople, adapt their style when interacting with different individuals.

People can learn to adapt to alternate approaches to create change depending on the situation.

Bahrami says her work has shown that the best way to initiate change is by taking a scientific approach. “Take mini steps, experiment, iterate, and have an open mind,” she says. Like a marathon, focus on the next step, then the next block. “Pretty soon, you’ve reached the goal line.”

Winning with Fewer Customers
Manufacturers succeed by concentrating customers

The fewer the customers, the better for manufacturers, says research by Assoe. Prof Pancos Patatoukas.

The fewer the customers, the better for manufacturers, says research by Assoe. Prof Pancos Patatoukas. Doing business with a limited number of major customers allows manufacturers to hold fewer inventories for a shorter time. Those inventories comprise a significant part of a firm’s assets—as much as 25 percent for the average manufacturer—and can be costly and risky to hold as inventories can become obsolete.

“The matching between suppliers and customers is a bit like dating,” says Patatoukas. “When a supplier firm in the manufacturing sector develops a focused, long-term relationship with a major customer, both parties tend to benefit by choosing each other.”

Patatoukas co-authored the study, which was published in Production and Operations Management, with B. Korcan Ak, a Berkeley-Haas PhD candidate.

To examine the link between customer-base concentration and inventory efficiencies, Patatoukas and Ak analyzed more than 15,000 annual reports of U.S. manufacturers over a 30-year period obtained from filings with the U.S. Securities and Exchange Commission.

Suppliers with fewer customers also enjoy better collaboration with their major customers, the study finds. In essence, their co-dependency fosters more information sharing that facilitates better demand forecasting and more efficient production planning.

“The study illustrates how a dependent supplier doing business with a major customer like Walmart may actually do well in terms of inventory management through enhanced collaboration along the supply chain,” says Patatoukas. —PT
What makes a seasoned leader? Increasingly, it’s a career that spans the corporate, public, and nonprofit sectors, gleaning important lessons and perspectives from all three. Such a varied path not only broadens your professional seasoning, but can also lead to greater satisfaction.

That’s the finding of a new study by Haas Lecturer Paul Jansen and Nora Silver, adjunct professor and faculty director of the Center for Social Sector Leadership. Their research—the result of observing the career arc of more than 2,000 executives—showed that holding diverse roles in a wide variety of organizations creates a strong foundation for managing the complex leadership challenges of modern business.

The report highlighted the work of many executives who led careers built not on a singular scramble to the top but a path that zigzagged up the mountain, enjoying the view each step of the way. “A wide variety of experiences and organizations not only created a more meaningful career, but it often creates more satisfied people,” said Silver.

Alberto Ibarguén, for example, is the former publisher of the Miami Herald who also serves on the board of PepsiCo and American Airlines. More recently, he was appointed CEO of the John and James Knight Foundation, a large nonprofit designed to create engaged communities. Ibarguén said his career was guided by curiosity rather than Machiavellian intent. “I never had a master plan,” he confessed. “I built on myself, thinking about what kind of activity this new role would engender, would it allow continuous engagement with the community, and whether it is an organization I might want to lead someday.”

Multisector experiences help build a wide professional network which “helped to create a flow of very interesting opportunities,” Ibarguén said. Exposure to a wide range of leaders and problems is becoming an essential executive skill, he noted.

Experience in varying sectors also creates more internal satisfaction. Roger Ferguson was an attorney and business consultant who later became vice chairman of the Board of Governors of the Federal Reserve System and headed the insurance company Swiss Re. More recently he became CEO of the Teachers Insurance and Annuity Association–College Retirement Equities Fund (TIAA), a nonprofit retirement provider for people who work in the academic, research, medical, and cultural fields.

Such a wide range of experience “has been transformational for me,” Ferguson said. “It helped create a range of skills and a network that differentiated me from other financial leaders and serves me well in my current role.”

Jansen and Silver took multiple approaches to collecting data. They started with the Leadership Directories database, examining the careers of Fortune 200 company CEOs and management team members, as well as a random sample of 300 elected and appointed public sector officials (from federal to state), top nonprofit sector 100 foundation presidents, and top 100 nonprofit executive directors. They supplemented that dataset with public data, including online research and bios on company websites.

The data revealed that many larger firms—such as Cisco, Goldman Sachs, and Bank of America—actively encourage cross-sector experience as they groom future leaders, suggesting that the nature of careers themselves is evolving. Being able to see through the eyes of others leads to more informed and empathic leaders, Silver said.

But there may be downsides. The number one constraint cited by leaders was time. A cross-sector career may also not allow the deep technical and professional understanding of an organization that the singular devotion to a field or company provides. Those who’ve grown accustomed to the sometimes lucrative salaries in the private sector may be discouraged by the comparatively skimpy compensation packages from a nonprofit organization.

But there may be small sacrifices. “There is no longer a stable career marketplace. To have a great career you sometimes need to get out of your comfort zone.” —Nora Silver, faculty director, Center for Social Sector Leadership

Building a Cross-Sector Career

Want to lead a more satisfying professional life? Widen the types of organizations you join.

By James Daly

“There is no longer a stable career marketplace. To have a great career you sometimes need to get out of your comfort zone.”

—Nora Silver, faculty director, Center for Social Sector Leadership
In the tech world, the most successful companies have a firm grasp of both the science behind their offerings and the management necessary to scale them up. But it’s not often that one person can straddle both worlds, navigating smoothly between engineering and business to drive innovation.

Now, a group of top students applying as undergrads to Berkeley this year will be the first to graduate with this one-two punch: degrees in both engineering and business.

A collaboration between the College of Engineering and Berkeley-Haas, the new Management, Entrepreneurship, & Technology (M.E.T.) Program is designed for students who want to start companies or become innovative leaders within existing ones. Students who enroll can earn a bachelor of science in both engineering and business over four years.

“The long-term purpose of this degree is to develop leaders with an integrated mindset and to give them the tools to address our society’s biggest challenges,” says Haas Dean Rich Lyons. “The M.E.T. program will greatly expand students’ capacity to shape a future that we can’t even conceive of today.”

Take, for example, dual-degree holder Gleb Budiman, BS 95 (Mech. Eng.), MBA 99, who transformed the world of cloud storage in 2007 with the online-backup service Backblaze. The company’s custom-built servers rival cloud storage offered by behemoth Amazon and others and these days, the profitable company is the world’s lowest-cost cloud storage for personal or business use.

Alumni donations catalyzed the M.E.T. program, which launches in Sept. 2017 and will enroll about 30 students in its first year, a tight cohort that will work closely with faculty and each other.

The key differentiator for the Berkeley-Haas program: Both undergraduate programs hold top-tier national rankings by U.S. News & World Report. The M.E.T. curriculum will include a range of liberal arts, engineering, and business classes taught by faculty including Claire Tomlin and Ken Goldberg from Berkeley Engineering and Berkeley-Haas’ Holly Schroth.

Students will also have access to resources at Haas and the College of Engineering—such as startup incubators like the Berkeley-Haas Entrepreneurship Program and the Sutardja Center for Entrepreneurship and Technology, as well as alumni networks and Silicon Valley internships. All these resources will support the development of professionals who can approach tough problems with a fresh perspective.

The UC Berkeley application process closes on Nov. 30, 2016, for fall 2017 freshman admission. Applicants are able to mark their preference for this program and the track of their choice on the Berkeley application.

—Kate Madden Yee

THE BERKELEY ADVANTAGE

M.E.T. is a collaboration between the country’s top-ranked schools, positioning students to make significant strides in technology innovation.

BERKELEY-HAAS
#2 BUSINESS SCHOOL

BERKELEY ENGINEERING
#3 ENGINEERING SCHOOL

Based on U.S. News and World Report

BERKELEY-HAAS
#1 ROI for undergraduate business degrees

Based on PayScale’s annual report covering a 20-year return on investment

In the tech world, the most successful companies have a firm grasp of both the science behind their offerings and the management necessary to scale them up. But it’s not often that one person can straddle both worlds, navigating smoothly between engineering and business to drive innovation. Now, a group of top students applying as undergrads to Berkeley this year will be the first to graduate with this one-two punch: degrees in both engineering and business. A collaboration between the College of Engineering and Berkeley-Haas, the new Management, Entrepreneurship, & Technology (M.E.T.) Program is designed for students who want to start companies or become innovative leaders within existing ones. Students who enroll can earn a bachelor of science in both engineering and business over four years. The long-term purpose of this degree is to develop leaders with an integrated mindset and to give them the tools to address our society’s biggest challenges,” says Haas Dean Rich Lyons. “The M.E.T. program will greatly expand students’ capacity to shape a future that we can’t even conceive of today.” Take, for example, dual-degree holder Gleb Budiman, BS 95 (Mech. Eng.), MBA 99, who transformed the world of cloud storage in 2007 with the online-backup service Backblaze. The company’s custom-built servers rival cloud storage offered by behemoth Amazon and others and these days, the profitable company is the world’s lowest-cost cloud storage for personal or business use. Alumni donations catalyzed the M.E.T. program, which launches in Sept. 2017 and will enroll about 30 students in its first year, a tight cohort that will work closely with faculty and each other. The key differentiator for the Berkeley-Haas program: Both undergraduate programs hold top-tier national rankings by U.S. News & World Report. The M.E.T. curriculum will include a range of liberal arts, engineering, and business classes taught by faculty including Claire Tomlin and Ken Goldberg from Berkeley Engineering and Berkeley-Haas’ Holly Schroth. Students will choose between two tracks, either business and electrical engineering/computer sciences, or business and industrial engineering/operations research. Another benefit of the new program: first-year students are admitted to Haas. Current Berkeley-Haas undergraduates begin classes after they are admitted for junior year. Berkeley Engineering and Berkeley-Haas maintain strong ties to Silicon Valley and other innovation hubs worldwide, a geographical advantage that will help grow the new M.E.T. program. “We’re launching this new degree smack-dab in the center of the Bay Area, a major driver of world technology,” Lyons says. “No other program can offer that kind of advantage.” M.E.T. will address a problem businesses face when they hire: candidates are either strong in engineering or business, but rarely both. “Our industry partners tell us they face a significant gap in their search for talent,” says S. Shankar Sastry, dean of the College of Engineering. “Those with technical backgrounds need the expertise to bring a great idea to market, while those with business backgrounds must have a stronger grasp of the technologies that drive innovation. We developed M.E.T. with Haas to close that gap.” Students will also have access to resources at Haas and the College of Engineering—such as startup incubators like the Berkeley-Haas Entrepreneurship Program and the Sutardja Center for Entrepreneurship and Technology, as well as alumni networks and Silicon Valley internships. All these resources will support the development of professionals who can approach tough problems with a fresh perspective. The UC Berkeley application process closes on Nov. 30, 2016, for fall 2017 freshman admission. Applicants are able to mark their preference for this program and the track of their choice on the Berkeley application. —Kate Madden Yee
To thrive in today's entrepreneurial ecosystem, the business and engineering sides of a startup need to speak each other's language—no small feat given how different the cultures of the two disciplines are. The companies here, all co-founded by Berkeley alumni, have reached that sweet spot where engineering and business work in harmony.

**IMPRINT ENERGY**
Co-Founders
- Christine Ho, BS 05, MS 07, PhD 10 (Material Sci. & Eng.)
- Brooks Kincaid, MBA 11

Imprint Energy's ultrathin, flexible battery, novel for using a rechargeable zinc polymer instead of lithium, is revolutionizing the wearable and Internet of Things market, including wireless earbuds, sensors, smart tags, medical devices, and more. In 2015, MIT Technology Review named it one of the "50 Smartest Companies." High school classmates Brooks Kincaid and Christine Ho reconnected at Haas Cleantech to Market courses, where Kincaid was assigned to commercialize Holb battery technology. While Ho focused on science and experimentation, Kincaid, who has a bachelor's degree in management science and engineering from Stanford, helped raise money, pursue licensing deals, and establish an intellectual property position and strategy.

**LILY**
Co-Founders
- Antoine Balaresque, BS 13
- Henry Bradlow, BS 13 (Elect. Eng. & Comp. Sci.)

The Lily Camera is the world's first throw-and-shoot camera. The waterproof, portable, easy-to-use drone takes HD pictures and videos (with audio) and files itself using GPS and computer vision to follow wherever it is carrying its small tracking device. Lily has already amassed $34 million in preorders (at $699 per device) and will ship this year. Fleur of the company’s investors are Berkeley alumni.

**MENTIVE**
Co-Founders
- Jonathan Hayne, MBA 15
- Armando Fox, PhD 98 (Comp. Sci.), Berkeley Professor

Mentive brings face-to-face learning to online courses by pairing small groups of students with knowledgeable mentors. Classes, offered in various time zones and languages, focus on programming and will later expand to more topics. While most online courses have completion rates under 10 percent, 75 percent of Mentive students successfully complete their courses. Mentive recently created an online coding boot camp for $298, compared to $7,000 to $9,000 for similar multweek programs.

**EKO**
Co-Founders
- Jason Bellet, BS 14
- Tyler Cronch, BS 14 (Mem. Eng.)
- Connor Landgraf, BS 13, MEng 14 (Bioeng.)

The Eko Core Digital Stethoscope amplifies heartbeat sounds while also allowing physicians to analyze, and share these sounds via smartphone or tablet, offering greatly refined cardiac diagnoses. Eko's FDA-cleared and HIPAA-compliant platform is being used at over 400 institutions nationwide and by clinicians around the world, most recently in remote areas of Haiti thanks to a partnership with IBM and Partners in Health. The Eko Core was featured in Time as a Best Invention of 2015, and awarded the American Heart Association's Emerging Technology Award. Connor Landgraf devised the idea for a more precise stethoscope while a senior studying bioengineering at Berkeley. To turn his concept into a company, he knew he needed Jason Bellet's business acumen and Tyler Cronch's mechanical engineering skill set. The trio was a part of Berkeley's accelerator SkyDeck, where they met investors and received advice about regulatory and financing issues. The business and engineering sides of Eko work in tandem at all levels—from product development to platform implementation to customer service, says Bellet. "As co-founders, Donna, Tyler, and I ensure that the feedback the sales team and I receive from our customers is funneled directly into improving our platform," he says. "That's why a founding team consisting of technical and business talent is essential."

**EKO DEVICES**

**CO-FOUNDERS**

**MENTIVE**

**CO-FOUNDERS**

**EKO CO-FOUNDERS**

**CO-FOUNDERS**

**LILY CO-FOUNDERS**

**IMPRINT ENERGY CO-FOUNDERS**

**TEAMS THAT WORK**

Startups co-founded by Berkeley business and engineering alumni illustrate the value of cross-disciplinary collaborations.
When “American Idol” crowed its 15th and final champion in April, Sangeeta Desai was unfazed by the show’s final curtain call. It was, perhaps, an unusual reaction given that the company where Desai serves as COO, FremantleMedia, was the show’s producer and owed much of its early success to the hit singing competition. In some ways, she had been working toward this moment since early 2013, when she joined the London-based subsidiary of RTL Group, Europe’s biggest entertainment company. FremantleMedia leaders had known that the business needed to expand into new markets, new platforms, and new types of content—and Desai is leading that charge.

“We needed more balance,” says Desai, who also serves as CEO of FremantleMedia’s emerging markets business. Other popular titles that the company creates, produces, and distributes include “X Factor,” “America’s Got Talent,” and “Family Feud.” During Desai’s tenure, FremantleMedia has made key hires in the U.S. and U.K., acquired developers of scripted dramas in Scandinavia and Italy, invested in two companies in France, and bought a production company in Israel. FremantleMedia now has a presence in 28 countries.

“We’re not even doing it all,” says Desai, but “we’ve got a strategy that’s starting to work.”

Born in London, Desai spent her childhood in Dubai, Sri Lanka, and Oman. “Coming from a small place like Oman, which was very sheltered, to a place like Berkeley was mind-blowing,” she recalls. At Haas she discovered investment banking and the world of big-ticket M&A. Her first job was with J.P. Morgan in Manhattan. After earning an MBA from Wharton in 2004, she moved to Goldman Sachs in London where she was introduced to the media and entertainment business.

But Desai craved to be more than an outside adviser; she wanted to be the one making investment decisions. In 2005, she moved into private equity as a senior associate at Apax Partners, where she was later promoted to principal. There, she was asked to spend three months working on the transformation of one of the firm’s underperforming assets, HIT Entertainment, owner of the Thomas the Train toy franchise. That led to a full-time job as COO in 2009.

At HIT, Desai reversed a plan under prior management to improve margins by shifting all toy production in-house. Instead, she advocated for third-party manufacturing. She recognized businesses by brands, not function. And she restructured business teams.

Three years after Desai joined, Mattel bought HIT for $680 million in cash. “People thought I was a bit crazy to leave Apax for a business that ended up being an incredible turnaround story,” says Desai. FremantleMedia gave her another opportunity to play a significant role in rewriting a business script for a global audience. Her ability to think like a shareholder and execute operationally proved a winning combination. “I love what I do and the content that FremantleMedia creates around the world,” she says. “I would be far less excited if we were producing golf balls.” —Kristen Crawford

November of last year, preserving more than 1,400 units around the city. It went smoothly in part because the bank treated it as one large project, rather than several small ones, an approach that’s definitely not the norm, according to Beliaik. A project of this scale also took some serious Confidence Without Attitude. Indeed, Haas’ Defining Principles have served as touchstones for Beliaik as he’s moved forward in his career. “If you’re not thinking creatively, you’re going to stagnate,” he says. “And using my skills to give back to the community? That’s what makes the work worth it.” —KMY

Those who expect bankers to be conventional haven’t met Ari Beliaik. He was the key driver in Bank of America Merrill Lynch’s funding of the largest affordable housing project in history, the San Francisco Rental Assistance Demonstration. San Francisco’s affordable housing stock has degraded over the years, with many of the buildings rife with mold, rodents, and leaks. So in 2012 Mayor Ed Lee decided to transfer ownership of the city’s public housing units from the S.F. Housing Authority to local nonprofit developers, a great idea on paper, but daunting in its logistics.

But Beliaik sees a challenge. “I was attracted to the project’s sheer scope and impact and the opportunity to execute it in a holistic way,” Beliaik says. Bank of America Merrill Lynch took on the $770 million venture—and not just as a lender, but also as an investor. In the end, the bank also provided $2 billion for tenant services and $20 million forgivable debt to the city. The deal closed in November of last year, preserving more than 1,400 units around the city. It went smoothly in part because the bank treated it as one large project, rather than several small ones, an approach that’s definitely not the norm, according to Beliaik. A project of this scale also took some serious Confidence Without Attitude. Indeed, Haas’ Defining Principles have served as touchstones for Beliaik as he’s moved forward in his career. “If you’re not thinking creatively, you’re going to stagnate,” he says. “And using my skills to give back to the community? That’s what makes the work worth it.” —KMY

A Market for Style
Melissa Koerner, BCEMBA 10
Co-Founder,
Bezels & Bytes
San Francisco

"Starting a company is a lot like a scavenger hunt," says Melissa Koerner, co-founder of the San Francisco-based Bezels & Bytes, an online company specializing in accessories for wearable tech devices. "There’s no map to get to that success.”

But after an 11-year career at Gap Inc., where she served as marketing strategy manager for Old Navy and played a key role in launching the Pipeliner brand, for which she directed marketing, Koerner says she’s delighted by the challenge of finding her own way.

“Building a brand from scratch and creating something is really exciting," says Koerner, who launched Bezels & Bytes in 2015 with Sarah Shapira. Products include bracelets and pendants that slip over fashion trackers and smart watches, cases for phones and tablets, and add-ons like charms and tassels. Bezels & Bytes won a 2016 Women’s Health award and has been featured in publications including O, The Oprah Magazine.

The wearable tech market is projected to reach $14 billion in global revenue in 2016, says analysts at CSS Insight, and $34 billion in 2020. With Bezels & Bytes, Koerner aims to create a brand that speaks to women who are fully engaged with modern technology but don’t want to sacrifice style to utility. “Women are more powerful when they feel confident about how they look,” says Koerner. She brings a marketer’s passion for “understanding the psychological reasons people desire to have or attain something” to her new role as an entrepreneur as well as a macro view of how to run a business garnered from her studies at Haas and Columbia.

“I have always admired people who start something from nothing and bring a vision to life,” she says. “And now that she’s one of those people? I love having my hands in everything.” —AG
Your Haas Network

Elite Performer

Michael Sharf, BS 09
Co-Founder and CEO, BridgeAthletic
San Francisco

Asked to describe an accomplishment he’s proud of, entrepreneur Michael Sharf doesn’t mention that he holds Cal’s single-season scoring record in water polo or that he represented the U.S. in over 50 international competitions as a member of the USA Water Polo team in 2010–11. Instead, Sharf, the 36-year-old CEO of BridgeAthletic, a company that builds performance-training software, cites the 2015 rollout of the BridgeAthletic platform to the UC Berkeley athletics department. “We were basically delivering a product to the place of its inception,” says Sharf, who had the vision for BridgeAthletic while he was a Haas undergraduate, judging a robust course load with over 35 hours a week of sports training. He co-founded the company in 2011 with Nick Folker, an acclaimed strength and conditioning coach at Cal. Thousands of elite athletes and coaches now use BridgeAthletic’s technology platform to design, deliver, and monitor athlete training plans. Clients include elite customers like the U.S. Olympic training center, pro teams like the Oakland Raiders, and a number of Pac-12 athletic departments, including UC Berkeley. Bridge also works with thousands of youth-sports athletes around the world.

Sharf worked as a financial analyst in investment management at Goldman Sachs after receiving his undergraduate degree at Berkeley-Haas, then focused on entrepreneurship while an MBA student at Stanford. “I think it’s incredibly important to always challenge yourself to expand as a person,” he says. Sharf anticipates launching multiple companies throughout his career and eventually transitioning into being an investor. But for now, he’s pacing himself for a long and fruitful run with BridgeAthletic. “People always ask, are we going to try to go public or sell?” he says. “We’re focused on building a great company. If we have a great company, we have myriad appealing options.” —AS

Supporting Success

Sangeeta Chakraborty, MBA 06
Chief Customer Officer, Ayasdi, Menlo Park, Calif.

“Trained as a computer scientist, Chakraborty learned how to negotiate with her customers. Her knowledge and experience are a strong voice for the company.”

Sangeeta Chakraborty loves helping people succeed. As a Silicon Valley executive, she helps customers find life-changing software solutions, such as providing improved care in hospitals. And as the co-founder of the South Asian MBA Association (SAMBA), she’s helping individuals grow in their careers. SAMBA fills a void in the professional spheres. Upon graduating from Haas, Chakraborty discovered there was no group connecting South Asian MBAs and business professionals. With support from Berkeley-Haas Alumni Relations, SAMBA was born and now seeks to mentor future leaders nationwide (not just from Haas) who understand South Asian business.

Chakraborty also chairs SAMBA’s Women’s Leadership Network. Its events help women learn strategies for making sure they receive the recognition their work deserves and that they are unafraid to ask for the position and package commensurate with their contributions. “South Asian women are trained to believe in karma, but the modern world doesn’t work that way,” says Chakraborty. “We need to be able to say what we’ve done in a confident and goal-oriented manner. It’s critical to take your future into your own hands and be a strong voice for yourself.”

Trained as a computer scientist, Chakraborty learned how to negotiate with her customers. Her knowledge and experience are a strong voice for the company.”

Chakraborty, a Palo Alto native, grew up in a Bay Area family that has long been involved in health care and, in her 20s, she built a network of relevant jobs, such as working in care facilities for the elderly and for those with severe mental illness. By age 25, with an MBA and an MPH from Berkeley under her belt, Chakraborty had been both deputy director of the state of Maine’s Bureau of Medical Services and its acting director of Medicaid. She spent the next 12 years working at Kaiser Permanente as a senior vice president and area manager before joining Sutter Health, where she served in a variety of positions, including COO, before assuming the helm.

Krevans sees her role as helping to steward Sutter’s charitable trust in service of its patients, but also to encourage transformation so that the organization’s mission remains vital going forward.

“We care for people in moments when they’re vulnerable, when they need to have confidence that we’re helping them make the best decisions about their health,” she says. “And to do this well, we have to preserve our roots while also staying open to innovation.”

It’s an important balance, and one that health care has been slower to embrace, Krevans says. Almost every other business sphere has seen big shifts in how service is provided. She’d like Sutter to continue to make its services more accessible and efficient, from changing how patients make appointments to opening “retail clinics” that care for those who may not be seriously ill but still need an alternative to the hospital.

In any case, Sutter Health’s very environment bodes well for its future. “Sutter is a very diverse, creative environment, and it’s not surprising that Sutter is a company that is on the cutting edge of innovation,” Krevans says. “But it’s also an environment that values experience.”
Berkeley-Haas student startups

Shahdah Abdul Rashid, MBA 17, knows how difficult diabetes can be. Her father has struggled with modifying his lifestyle to manage the disease and has suffered serious health complications. So she was especially motivated to co-design a mobile solution for diabetics to use when dining out. Abdul Rashid joined forces with Howard O, MBA 17, and three fellow Berkeley students.

“The app, called D!, assists Type-2 diabetes patients by proactively providing diabetic-friendly meal options at restaurants—based on a diabetes index they are developing. The concept is sprouting thanks to a $5,000 grant from the Dean’s Startup Seed Fund. The $100,000 fund, announced last October, provides grants to early-stage startup teams that include Berkeley-Haas students. D! was among the first 10 recipients, awarded in December, which also included a wearable hand sanitizer, a platform for connecting consumers with farmers and food producers, and a mobile app that empowers moms in India’s slum communities to deliver early literacy experiences to their kids.

Ten more grants were distributed in April. Abdul Rashid says she and her teammates are using the money for prototyping and testing. “Our idea, from conception to where we are now with seed funding, would not exist if Haas did not have such an innovative mindset in the classroom and beyond,” she says. “I have nothing but confidence as we move from innovation to entrepreneurship that we will be supported by the Berkeley network.”

Another grant recipient, Saharne Safari, MBA/MPH 16, co-founded team Clima after witnessing parched farmland on a drive through California. Safari and Sohrab Haghighat, an aerospace engineer, discussed affordable, practical solutions that could be created using drones to help farmers. Clima aims to use fleets of drones to create rain and snow in drought-ridden areas.

“The fund has been very important in helping us build a minimum viable product,” said Safari, who plans to continue working on the startup after graduation. “It also paves the path to receive additional funding.”

The grants are part of a larger effort by Berkeley-Haas to strengthen entrepreneurial support for all of its students.

“Our student entrepreneurs are already thriving within the Berkeley-Haas and Bay Area startup ecosystem,” says Dean Rich Lyons, BS 82. “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.”

Berkeley-Haas will integrate entrepreneurial thinking throughout the student experience by pooling a variety of Haas resources with alumni and giving back to the entrepreneurial ecosystem. “Berkeley-Haas will engage entrepreneurial thinking throughout the student experience by pooling a variety of Haas resources under a new umbrella organization called the Berkeley-Haas Entrepreneurship Program (BHEP).”

Shahdah (Shara) Sdrad, MBA 96, will oversee all student-related services within BHEP. “We’re improving and redefining how we engage with the entrepreneurial needs of our students,” Sdrad says. “Through BHEP, we will continue to support students who are interested in entrepreneurial goals that range from participating in their first hackathon to accelerating a startup to seed funding.”

Focusing on Mental Health

John E. Martin Fellowship sparks health care innovation

A personal loss prompted Michael Martin, MBA 09, to establish a fellowship intended to inspire innovation in the field of mental health. His father, John E. Martin, a Vietnam veteran who struggled with post-traumatic stress disorder (PTSD) and alcohol addiction, died in an accident in 2013.

Launched in 2016, the John E. Martin Fellowship awards $10,000 each year to a full-time student from Berkeley-Haas, the university’s School of Public Health, or its School of Social Welfare to start a business or participate in an internship devoted to improving mental health care quality and access.

“At the time of his death, my dad had been sober for almost a decade and had earned a degree in addiction counseling,” Martin says. “He used to always tell me, ‘You Berkeley guys need to do something about mental health and you had the right.’”

The National Alliance on Mental Illness estimates that one in four U.S. adults struggles with a mental disorder, but the illness stigma can prevent people from seeking treatment. Many of those are veterans, Martin says.

“All over the Bay Area, there are vets who don’t have access to mental health services,” he says. “If someone has cancer or Type 2 diabetes, we don’t think twice about getting them medical care, but that’s not the case when it comes to mental disorders.”

The first Martin Fellow was Danielle Spoor, MPH/MSW 16, who helped form a mental health action coalition in her hometown of Gualala, California. This year’s recipient is Callie Ryan, MBA 17, whose developing a business that will not only raise awareness by sharing the stories of those coping with mental illness while living on the streets but also raise money toward food, shelter, clothing, or whatever they need most.

Entrepreneurship, Martin believes, is an under-utilized tool in the mental health sphere. And it’s also a passion for him. In January, he started a business called JNNOO, which offers a monthly subscription box of treats and toys for dogs. The firm donates a portion of its proceeds to organizations that help animals in need. Based in Singapore, where Martin lives, the new firm reflects his interest in holistic health.

“My dad loved dogs, and in fact, one of the best ways to treat PTSD is with pet therapy,” he says. “Having a dog in the house enhances pets’ emotional welfare and physical health, and I wanted to create a company that fosters this relationship.”

With his business and the fellowship, Martin aspires to follow through on his father’s urging to improve mental health care.

“I hope the fellowship will motivate students to get involved in the mental health field—even to make it an area of focus at UC Berkeley,” he says. “There are business solutions to some mental health issues, and we want to provide seed money to get new ideas off the ground.” —Kate Madden Yee
Alumni Insights
Enlightening presentations cap a valuable Alumni Conference

HAASx continued its tradition of short yet substantial presentations. Eleven alumni talked about the future of work and personal robotics, the trials and joys of entrepreneurship, facing fears, women in the workforce, fair trade, and how the Internet of Things will influence food. Marcos Kulka, MBA 01 (above), the CEO of Fundación Chile, talked about how his native Chile is questioning the status quo in the realm of natural resources—despite environmental challenges. His presentation invoked another HAASx speaker, Scott Adams, MBA 86, the creator of Dilbert, who advocated pursuing good ideas, not just passion. The other speakers were: Alex Abelin, BS 05, CEO & co-founder, LiquidityTalent; Antoine Balaresque, BS 13, CEO & co-founder, Lily, Inc.; Kevin Brown, MBA 96, CEO & co-founder, Optomatica; Moses Lo, MBA 15, CEO & co-founder, Xendit; Laurie Peterson, MBA 11, founder, Build & Imagine Toys; Paul Rice, MBA 96, president & CEO, FairTrade USA; Kakul Srivastava, MBA 01, VP product management, GitHub; and Lisen Stromberg, MBA 91, CEO, PrismWork. Watch all of the presentations at insights.haasalumni.org/haasx2016.
Alumni Notes

Creative Investment Strategies

Jennifer Cook, MBA 98, head of pharmacoeconomics at the United Kingdom’s National Institute for Health and Care Excellence, was named one of the 2016 Most Influential Women in Health Economics by the International Society for Pharmacoeconomics and Outcomes Research (ISPOR). Cook says she is an optimist about the industry and has high hopes for the future. "I think as an industry we still have a lot to learn, but it’s been a really interesting journey," she says.

Meanwhile, Morgan Bernstein, MBA 09, head of consumer marketing at Fujii, MBA 04, Assistant Dean, takes over the helm from Jennifer Cook, MBA 98, who recently joined the team since 2011. Previously, Bernstein worked on strategy and marketing for the apparel category. She also led consumer marketing for Insite/Track. Bernstein takes over the helm from Assistant Dean Stephanie Fujii, MBA 04, who left to work at executive search firm Russell Reynolds.

UNDERWRITING

recently received notice from the Americas Foundation. The first $125K in accumulated individual donations will be matched. Please help us fulfill our matching grant, which is contingent on this unique national cause for youth. Visit www.clubfunder.org for more details. Thank you.

Young Professionals for Community And high schools received over $9.3 billion. She over

Charles Hall, BS 60, with his wife, Sharon

struggles, and consistent with that team in driving culture change for strategic advantage. He has proved to be a key player in the admissions team since 2007. He is the author of Portfolio Management: An Introduction to the Theory and Practice, and anomalies, portfolio in means, variances and more. Learn more at www.charleshall.com.

Bill Reynolds, BS 82, with the 1969 Camaro he restored shortly after graduating from Berkeley. Bill is a member of the UC Berkeley Alumni Association. Noted for her leadership, business-savvy pharma operations in 28 countries with revenue over $8.1 billion, she oversees over 5,500 employees and the treatment of more than half the world’s population annually. She started her health-care career at Genentech, part of the Roche Group, eventually becoming senior VP and U.S. business unit head for immuno-biology and ophthalmology. Her work with that team in driving culture change for strategic advantage comprises a book written by his wife, Professor Jennifer Chatten and published in California Management Review as part of the Berkeley Haas Case Series online: haas.berkeley.edu.

Creative Investment Strategies

Jennifer Cook, MBA 98, head of pharmacoeconomics at the United Kingdom’s National Institute for Health and Care Exce...
**2002**

Eileen Hsu Agustin, BS 96, with husband, Jimmy, and daughters, Zoe and Maya.

Eileen Hsu Agustin, of Los Angeles, reports, "I have been at Monarch Partners Asset Management since 2010. We manage money for foundations, endowments, corporations, and public entities. We specialize in small- and mid-cap investing. My husband and I have a 4-year-old son and we live in Boston."
1969
Garrett Vogel, MBA ’71, at his sister’s house in Betteham

1971
Leisl Wilson Pertulla, MBA ’71, in Mexico

Helping assemble small fleet of liquefied natural gas superpipelines in JV

1967
Rosalin Pick, of Oakland, Calif., has been named a fellow of the National Academy of Inventors, one of the Top 100 Women of Influence in 2016. She is also a panelist for the Fort Lauderdale office of the Fort Lauderdale office of Globalsearch, and has served on the boards of the University of Miami, Millenium School of Medicine.

1977
Leisl Wilson Pertulla, MBA ’71, in Mexico

California Magazine, and other activities. Previously, Ernie served on the MBA Board for several years. Ernie has also been active in Berkeley-Haas Alumni, serving as president of Berkeley-Haas Alumni, and serving on the Los Angeles Chapter Executive Committee. Ernie served on the MBA Alumni Board for two years, and was the chairman of the MBA Alumni Board for two years, and was the chairman of the MBA Alumni Board for the class of 1983. Ernie has also been active in the Haas Annual Fund Director for 24 years, and has served as director of the Haas Alumni Board for 10 years.

MBA

1963
G. Michael (Mike) Yovino-Young, of Oakland, Calif., reports, “Celebrating 56th year as real estate appraiser, president of Yovino-Young, Inc, with 5 professionals, slowly moving into retirement, and grooming next generation of Cal grads to and grooming next generation of Cal grads to and grooming next generation of Cal grads to the HAAS FTMBA program. Opened, at our office in Pleasant Hill under my brother, and still operating 30 years; still on the right side of the grass. ”

1969

Did you know?

1977

1966

MBA cont.

1970

Robert Klein, of Verdi, Nev., writes, “Survived Vietnam in the front seat of a helicopter (1968) and lived 22 years in middle management with AT&T (Memphis); still operating a private railroad for charter on AML after created 30 years; still on the right side of the grass.”


Rosalin Pick, of Oakland, Calif., has been named a fellow of the National Academy of Inventors, one of the Top 100 Women of Influence in 2016. She is also a panelist for the Fort Lauderdale office of Globalsearch, and has served on the boards of the University of Miami, Millenium School of Medicine.

1979

Paul DeMuro, of Fort Lauderdale, Fla. (of course), says, “Do not hallucinate. It’s been a rewarding experience helping my students find their voices.”

Amy Tiscay, of San Jose, announced that she was offered admission to Berkeley. To students in our MBA, the #1 Best Part: Team MBA Program. Berkeley-Haas is a special place to me. What attracted me to Haas is that it embodies what’s important to me. I felt at home knowing that the defining Principles, particularly Students’ Rights.

Always, align your life philosophy, Haas challenged me to take risks, gave me the confidence to achieve my dreams of becoming a parent. Despite life obstacles, taught me how to be successful in any context, and showed me how much more there is to know. As an alumna, I’m more than excited to go back for another enriching experience!”

1976

Grant Wog, of Oakland, Calif., announces, “I retired after 43 years at the same engineering company, the Pierce Co. in San Francisco, graduated from Cal State Eureka, and worked on many of Berkeley-Haas School of Business at the time Raymond Miles was dean. Last year, finished my book project to translatethe Chinese classic novel Shui Hu Zhuan into English, 600 pages. My book is called Idiom of Brothers, Sage of the Proverb. The title is the fourth translator of this book, but the first Chinese. The first was Peak Ick. Black in 1953. Anyone interested, can email this book to you. Email me at gwy@hotmail.com.”

1979

Thomas Metz, of Seattle announces, “My book has just been published. The title is Perfect Hour Exit Strategy—7 Steps to Maximum Value. The book advises entrepreneurs, CEOs, and business owners about how to develop a sound exit strategy for the business. The book describes how to improve your odds, avoid risky, uncooperative offers, and the nature of strategic value. Based on the lessons I have learned from dozens of successful companies, the book is based on the insights of the Man and print versions.” Thomas Metz has also just been named president of TV Metz & Co. He has been a buffet investment banker in both kinds and print versions.

1969


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

1966

José Serra-Vega, of Lima, Peru, reports, “I am working on an independent environmental impact assessment of a 600-km, 220-kv transmission line in the Amazon Basin. It will be built between the cities of Moyobamba and Iquitos, and will cross through 480 km of virgin forest as part of the Inter-Worlds gas pipeline projects, new settle-ment, and new trans-plant of tropical animals and commercial hunters. This project is for the line and the service road will destroy more than 1 million tons of trees. The advancement of new settlers will destroy several million tons more.”

1966

José Serra-Vega, MBA ’82, at one of the palaces of the Incas in Cusco.

1986

José Serra-Vega, MBA ’82, at one of the palaces of the Incas in Cusco.

1966

Mark Metz, of Seattle announces, “My book has just been published. The title is Perfect Hour Exit Strategy—7 Steps to Maximum Value. The book advises entrepreneurs, CEOs, and business owners about how to develop a sound exit strategy for the business. The book describes how to improve your odds, avoid risky, uncooperative offers, and the nature of strategic value. Based on the lessons I have learned from dozens of successful companies, the book is based on the insights of the Man and print versions.” Thomas Metz has also just been named president of TV Metz & Co. He has been a buffet investment banker in both kinds and print versions.

1969


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1966

José Serra-Vega, of Lima, Peru, reports, “I am working on an independent environmental impact assessment of a 600-km, 220-kv transmission line in the Amazon Basin. It will be built between the cities of Moyobamba and Iquitos, and will cross through 480 km of virgin forest as part of the Inter-Worlds gas pipeline projects, new settle-ment, and new trans-plant of tropical animals and commercial hunters. This project is for the line and the service road will destroy more than 1 million tons of trees. The advancement of new settlers will destroy several million tons more.”

1966

José Serra-Vega, MBA ’82, at one of the palaces of the Incas in Cusco.
Ker Gibbs, MBA 90, and Anita Andrade, MBA 90, announce, “Our oldest son is a sophomore at Berkeley High. We're enjoying the process of helping him grow and learn in this exciting time in his life.”

Erin Fray, MBA 97, and family

In the Back
focused on delivering to our high net worth affluent insureds and their agents.

1998
Mario Álvarez, Madrid, Spain, writes, “I last got my PhD in business administration, after defending my doctoral thesis on how EU corporations are today using social networking sites. Teaching was always a hobby—and it may become more serious in the mid-term future. In the meantime, I keep in touch with the Berkeley graduates in Madrid, although I am wishing to visit the Bay Area soon!”

2000
Ann Hsu, of San Francisco, announces, “After 20 years in high tech, living in Silicon Valley and Shangai, China, I switched gears in 2012 and co-founded a social venture making dairy products in Xinjiang, China (a far western region bordering the ‘starn countries’). Our company, Backyard Dairy, supplies the local farmers and ethnic minorities in the region and has angel investors including more than a dozen Berkeley-Haas alumni. We welcome you to join us (www. backyarddairy.com).”

2001
Nimini Li (Sunarute), of Chiang Rai, Thailand, announces, “I am still working in emergency room.

2003
Darren Reinke, MBA 03, with his wife Melinda, continues “I am excited about moving to San Antonio from a city that I have called home since 1999. I am excited about the opportunity to head up State Street’s APAC business in this new role and created a new corporate group with State Street’s APAC & Trust called Emerging Technologies Center. My mandate for the new role is to accelerate the adoption of emerging technologies in the identification, exploration, and prototyping of technologies that could revolutionize the way our business is being done in APAC.”

In the Back
Ilya Klets
2010
Ariel Rak
Calif., notes,
Deepak Goel
2008
Haas
In the Back
app, or sign up at www.
moved East, this time
give and receive profes-
ting in its project and
other online
marketing materials.
Based in Philadelphia,
work with clients
effectively related to
my website midlifecareer-
strategy.com.
"took an amazing vaca-
tion to Egypt, to see the
pyramids and other his-
torical monuments. It was
a life-changing event. The
people were wonderful."

Joseph Rodriguez, BS 40
Robert Singer, BS 40
Jamy Yang, BS 43
Marcy Apple, BS 42
John Bowman, BS 47
Cathleen Gorden, BS 40
Robert Haddix, BS 47
Leonard Rosenthal, BS 45
Kenton Capon, BS 48
Richard Fink, BS 48
Robert Rigby, BS 48
Bertram Witham, BS 48
W. Maurice Young, BS 48
Donald Matthews, BS 55
Ross Shada, BS 55
MBA, MA 55
Robert Halper, BS 55
Harry G. Hill, BS 55
Tom Jung, BS 59
ASTounding, at www.karma-
circles.com. "Throughout my Haas
practicing in the area of
portfolio management
practice. Also enjoying
don with my family earlier
be my next move."

Laurie Reemeyer, MBA 10
"Throughout my Haas
race to monetize their
chat messengers are in
most popular platforms. We hope to
provide our users with
resources, especially
ful Paths. His focus is
start his own consulting
business; Resource-
KaPaTs. His focus is sustainability in natural
resources, especially climate change, energy
efficiency, mine waste and
water management, and
resource recovery. He is engaged with non-
governmental organiza-
tions, nonprofit, and
government sectors to
proposals to reduce
environmental footprint
in resource development,
climate change education,
and a submission to the
B.C. Climate Leadership
Plan. Raul is a candidate
for the Kimberl
Principles
Our Defining
Lending Club last year and
settling in, I started up in
Vancouver, B.C., Canada,
three kids without any
beginning of Seattle,
earth and enjoying
amazing vacation in
March."

Ben Buchanan, MBA 13, with wife, Jacqueline, and daughters
Camilla Eloise, (3) and Lucas, in February.

MBA cont.
financial industry. Armed
my experience in Asia
my time at the Haas
School, I really feel I can
business technology
cumbersome. While it's been an
transition coming back to
Bay Area with three
little kids, we are all loving
the weather and enjoying
the space. My wife is back
at work and we’re juggling
three kids with any
boys, but we're living
year fluids, talking about our
experience in Hong Kong."

Raul de Oliveira Cardoso, MBA 11, with wife, Laura, daughters, Ela
and Amanda, in February.

Benjamin Bucker, MBA 13, with wife, Jacques and children
Camilla Eloise (3) and Laurence Claye (2).

Haas Alumni Notes

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Submit your news online at Haas.berkeley.edu/alumninotes.
The Rise of Fintech Is Real

After meeting with influential figures in D.C., an EMBA student—now alum—shares his insights and clarifies his goals in the area of fintech.

During the financial crises of 2008, when mortgage lending received the hardest hit, I was running a small mortgage brokerage. My company survived against all odds, but it became clear to me that I had to acquire additional skills to build a stronger and more resilient lending platform. I decided to enroll in the Berkeley MBA for Executives (EMBA) program.

Throughout my studies, I keenly sought a scalable and sustainable business model. Midway through the program, I teamed up with my classmate, Kanak Rai, to understand the emerging phenomena of crowdfunding and marketplace lending. In challenging the status quo, we organized the first-ever and sold-out fintech event at Berkeley-Haas in November 2015. A panel of industry leaders provided their take on the challenges and opportunities in marketplace lending and discussed the impact of impending regulation on fintech marketplaces.

Amid with excellent insights from this event, I travelled to Washington, D.C., in December 2015 with my EMBA cohort for an immersion week led by Professor Laura Tyson. Thanks largely to her tremendous D.C. network, we got to meet with more than 25 of the most influential people at some of the most prestigious locations in the nation’s capital, including the Federal Reserve Board Room, U.S. Department of Treasury, the White House’s Eisenhower Office Building, and the Senate Finance Committee Hearing Room in the Dirksen Senate Office Building. Some important insights emerged during these visits.

Capital Hill’s post-crisis transformation

Since 2009, better regulatory infrastructure has been constructed to prevent a similar financial crisis in the future. The result: the advent of the Dodd–Frank Wall Street Reform Act and the creation of a beefed-up Consumer Financial Protection Bureau to rigorously enforce regulation within the financial services sector.

Acute focus on fintech

It was fascinating to witness how extremely well informed Capitol Hill regulators were about the emerging fintech startup ecosystem in Silicon Valley. They are closely monitoring the activities of the new non-banking fintech platforms to ensure that no shoddy banking practices of the last decade are perpetuated going forward. This regulatory scrutiny is expected to further tighten in the coming months and years.

The rise of fintech is real

The emergence of fintech is being fully embraced by lobbyists, lawmakers, and leaders—all the way up to the White House.

Building bridges

Regulators conveyed a clear message: they want fintech companies to proactively partner with them. Going forward, it’ll be highly strategic for fintech companies to collaborate closely with lobbyists to influence policy and to stay in full compliance.

A magical moment

A personal highlight for me during the D.C. immersion was listening to Haas Prof. Emeritus and Federal Reserve Chair Janet Yellen and Member of the Board of Governors Daniel Tarullo speak to us at the very table where they conduct and oversee all important monetary policy decisions. I found myself absolutely fascinated by the realization that our nation’s economic history and ensuing trajectory were created in those very chairs where we all sat.

The end of the Washington, D.C., immersion also marked the end of a remarkable EMBA journey alongside my high-caliber and accomplished cohort. Kanak and I are working with current MBA students and faculty to start a fintech club at Berkeley-Haas. Also, armed with new knowledge and access to Berkeley-Haas’ stellar and far-reaching network—on clear display throughout my MBA experience and most certainly during the epic finale in D.C.—I am continuing my entrepreneurial journey now by working to build a fundamentally robust online lending company.

The rise of fintech is real

One very important validation for me during the week came in listening to several key regulatory figureheads. The emergence of fintech is being fully embraced by lobbyists, lawmakers, and leaders—all the way up to the White House.
Haas Homecoming

@ Cal Parents & Reunion Weekend

Saturday, Oct. 1 Haas School of Business

There’s something for everyone before the Cal Bears take on the Utah Utes:

- Mexican fiesta tailgate party
- Fireside chat on advancing human rights in business
- Open Innovation lecture with Henry Chesbrough, PhD 97
- Face painting

haas.berkeley.edu/alumni/homecoming