

R2R

The newsletter for the staff & faculty of the Rotman School of Management

June 1 2011. 1. 4



Mark your calenders!

STAFF & FACULTY BBQ

June 30th, 1-3 pm

SCHOOL STRATEGY

"You Work Where?!"

Tips for Talking about the Rotman School

Customer service is quickly becoming an element that touches everyone's role within an organization. Whether we realize it or not, we're all ambassadors of the School and have a hand in its success. A simple conversation can trigger an application to one of our programs, a donation, or a seat at one of our events. Here are some helpful tips to consider the next time you happen to find yourself in a conversation about Rotman:

1. KNOW YOUR PRODUCTS

Knowing a lot about the School gives you more things to talk about - you never know when a piece of information that seems inconsequential at the time will spark a conversation.

2. DON'T ASSUME EVERYONE KNOWS YOU

U of T has an amazing reputation domestically as well as internationally. Ensure you position your work at Rotman in the context of U of T.

3. DON'T REINVENT THE WHEEL

Gil Panuncialman, Business Development Manager for the Corporate Connections Centre, uses the materials created by the marketing team to identify key language he can use to describe the School when talking to potential student employers.

4. HAVE A CONVERSATION

Listen to what the other person is telling you & tailor your talk to their interests. This is where step 1 comes in handy.

The Elevator Pitch: Advice from the Pros

"I believe in 'e-mail elevator pitches' as much of our business is done over email – we need to be able to carefully and succinctly articulate - what's different about Rotman?, why the person/company we are speaking with would benefit from a relationship with us?, and lastly we must end with a call to action (what do we want them to do next)."

-RYAN RODRIGUES, Director, Leadership Development & Recruiting, Executive MBA Programs

"If someone comes to our booth at a MBA fair, for example and they're just wide open "I know nothing about your school. Tell me about it" – the things I will focus in on are the city of Toronto and Integrative Thinking and how Integrative Thinking is going to differentiate us"

-BAILEY DANIELS, Assistant Director, MBA Recruitment & Admissions

"Be short and succinct – know what point you want to get across but keep it high level. Hopefully this will inspire the listener to ask for more."

-LISA BIGIONI, Manager, Sales and Client Development, Executive Programs

"Whenever I know my audience is from out of town, I anchor it to the University of Toronto first. As the largest university in Canada, Rotman's affiliation with U of T is a great asset. We are the largest MBA program in the country and we're still growing. I always reference the fact that yes, we're big now, but just wait, we're getting bigger."

-GIL PANUNCIALMAN, Business Development Manager, Corporate Connections Centre

ACCOUNTING	Miguel Minutti UNIVERSITY OF MIAMI	& Alastair Lawrence UNIVERSITY OF CALIFORNIA AT BERKELEY
MARKETING	Jae Joo Kim WILFRED LAURIER UNIVERSITY	& Masakazu Ishihara NEW YORK UNIVERSITY
OPERATIONS MANAGEMENT	Hossein Abouee Mehrizi UNIVERSITY OF WATERLOO	
ORGANIZATIONAL BEHAVIOUR	Colleen Stuart CARNEGIE MELLON UNIVERSITY	
STRATEGIC MANAGEMENT	Paul Seaborn UNIVERSITY OF DENVER	& Jay Horowitz BOCCONI UNIVERSITY
		& Alison Kemper YORK UNIVERSITY



INTRODUCING

Summer @ Rotman: We wanted to know what everyone is planning for the summer. Here's a sample of what some of your colleagues have on the go.

NARINDER DHAMI

Associate, Michael Lee-Chin Family Institute for Corporate Citizenship

Narinder has recently taken on the role as interim director of Rise: Asset Development, a partnership initiative between Rotman and CAMH. The program supplies microfinance loans to patients at CAMH, so that they can fund their own business. Previously run through the Lee Chin Family Institute for Corporate Citizenship, the project has become the responsibility of the Centre for Health Sector Strategy under the direction of Brian Golden. Narinder will be spending the summer preparing for an official launch of the program in the Fall.

The project will be engaging Rotman faculty, staff and alumni. If you are interested in participating, please e-mail Narinder at narinder.dhami@rotman.utoronto.ca

NAVAZ MISTRY

Portfolio Officer, Executive Programs

This summer Navaz will be preparing to launch Rotman's Integrative Thinking Program in London, UK. It's the first program that will be offered in the UK. In fact it's the first time the program is being offered anywhere outside of Toronto. The three-day program will be led by Roger Martin and Jennifer Riel, and is designed to help senior managers from all industries make better decisions more of the time.

ELLIE AVISHAI

Director of Rotman I-Think

Ellie is running a series of three-day institutes for elementary and high school teachers on how to teach Integrative Thinking to students. It is designed to help educators give students tools to observe and evaluate their thinking processes when faced with opposition or difficult choices, seek out new perspectives, and broaden their problem-solving strategies. The institutes are being offered through Branksome Hall & OISE:

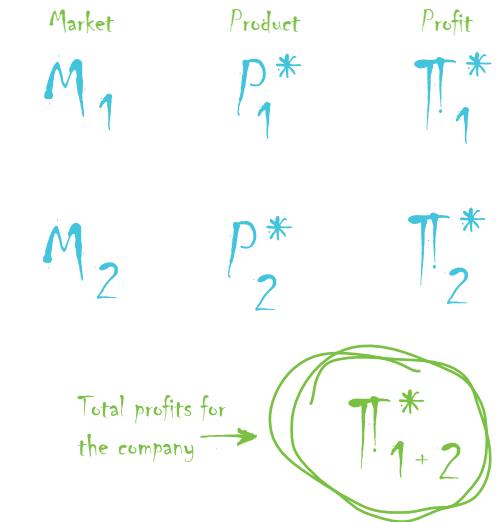
Branksome Hall
July 4 – July 8, 2011
www.branksome.on.ca/events

OISE
August 17, 18 & 19, 2011
http://conted.oise.utoronto.ca/Institutes_and_Events.html

NEW THINKING

This section is based on the research paper: *Organizational Structure & Gray Markets* by Romana Autrey, Assistant Professor; University of Illinois, Francesco Bova, Assistant Professor, Rotman School of Management; & David A. Soberman, Canadian National Chair in Strategic Marketing & Professor of Marketing, Rotman School of Management.

How Markets Normally Work



Have you ever had a Coke or Pepsi that tastes a little funny, just not normal? This is a very simple anecdote to explain a gray market. Gray markets aren't black (completely illegal) and aren't white (completely legal) they lie, exactly where gray does, in the middle. Basically gray markets are the distribution of a branded product outside of its intended destination by an unlicensed third party—when Coke made in and for Mexico ends up on shelves here in Canada, competing with Canadian Coke sales—that's a gray market.

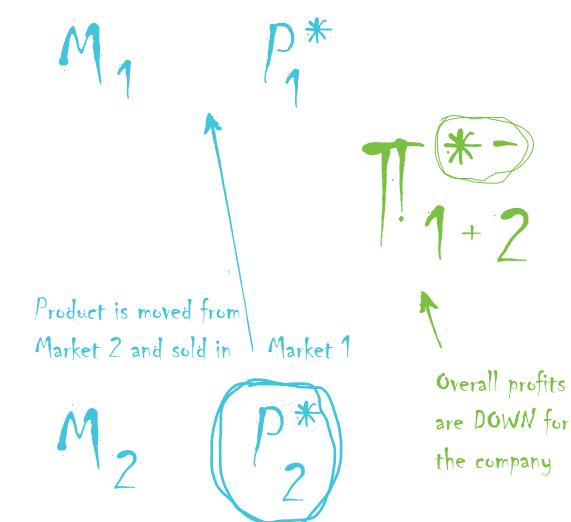
Gray markets can cost manufacturers billions a year in lost profits, because a gray market moves product from a lower priced foreign market, like Mexico, into a higher priced market, like here in Canada or the US. The losses are mainly due to the difference in costs to manufacture Coke here vs. in Mexico (\$\$\$\$ vs \$\$). There's also not much that can be done to combat it as high-courts have ruled gray markets are best for consumers. Since it cannot be stopped, the question becomes what to do about it?

The firm has to be very sure of its decision to enter a foreign market in the first place: "does it make sense to enter a low-priced foreign market given the sales that gray markets may cannibalize domestically?" Once this decision has been made choices in terms of structure come next: centralized (decisions are made by head office, Mother Coke) or decentralized (decisions are made by head offices in the country the product is made, Mexican Coke). In the centralized scenario, the firm is able to combat the gray market by controlling distribution and production, but is unable to respond as dexterously to competition from similar products (Mexican Pepsi 1, Mexican Coke 0). Yet, in the decentralized scenario, the organization is able to compete more aggressively with local competition (Mexican Coke 1, Mexican Pepsi -1), but does not account for gray market losses (Mexican Coke 1, Mother Coke -1).

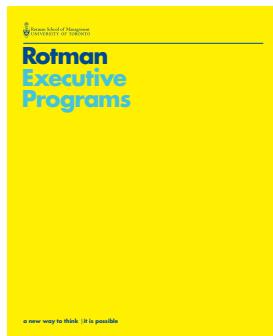
So, what's better? Is it better to lose ground in a market and curb gray market losses or do you accept the inevitable gray market and hope to come out in the black? That's the question the authors ask: what do you think?

Another example of gray markets at work: In a recent case, Costco purchased Omega watches from an unlicensed distributor overseas and sold them for \$1299, much less than the US retail price of \$1995. Read more about the case here: http://en.wikipedia.org/wiki/Omega_S.A._v._Costco_Wholesale_Corp.

The Trouble with Gray Markets



CELEBRATING SUCCESS



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"We believe that by thinking harder and more creatively about what we do, we'll find a solution that works for everyone and will make our world a little better."



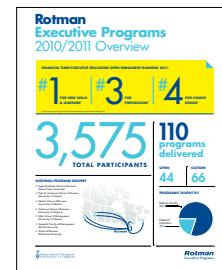
1 A new brochure complete with matching folder.

May 17th marked a new era in Executive Programs (EP)—they launched a new look and feel for their materials. You can see below that it's quite an impressive spread, and this is only a taste. Over the past few months, the EP marketing team thoroughly evaluated all of the materials the department used on a day-to-day basis, and determined what they needed to succeed. The result? A polished and cohesive visual identity that addresses all aspects of their business function, and fits within

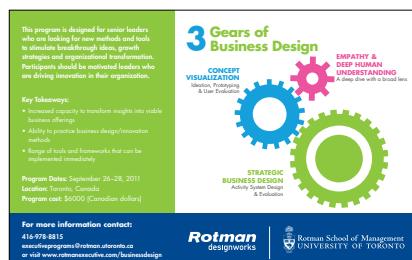
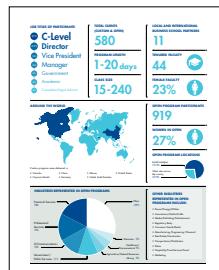
Rotman's existing brand.

You might notice as well they've fully embraced the R wallpaper. In fact the entire basis of the redesign comes from EP's chosen wallpaper. EP isn't the only department to embrace the wallpaper, the PSO, Trading Lab, Omnim / EMBA, have all integrated the wallpaper into some of their materials, to name a few.

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MASTHEAD

As the editorial board for R2R we represent diverse areas of the School. If you're interested, please join us. We are: Monica Bodurka, Courtney Brownell, Pym Buitenhuis, Steve Bujas, Sharon Doopan, Rummy Gill, Kamila Grigo, Claire Gumus, Ann Henhoef-fer, Jan Kloosterhuis, Ron Levy, Sasha Lucas, Kimberley Neutens, Lynda Paterson, Catherine Riddell, Deanne Saunders, Kimberly Silk and Stephen Watt.

Is there something you want to tell us or do you have a question you want answered?

Call, email or drop by: Courtney Brownell:
 ☎ courtney.brownell@rotman.utoronto.ca,
 ☎ 416.978.0856,
 Room 316 Rotman Central

The marketing team at EP, Monica Bodurka, Saima Zulqarnain & Brianne Kirkpatrick, was assisted in this process by consultant, Tara Grant. You may remember Tara from her EMBA/Omnium days. If you don't, you'll have plenty of opportunities to get to know her. Tara will be replacing Monica as Director, Strategic Marketing and Business Development, when Monica starts her maternity leave this summer.