



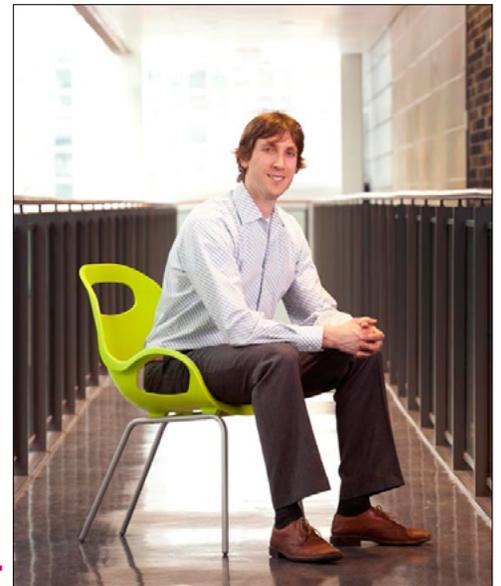
SCHOOL STRATEGY

The snow has finally melted, the tulips are in bloom, and while some days it's hard to believe, spring is finally here – which means that for many of our students, the academic year has come to an end. In just a few weeks' time, they'll be returning to campus in long gowns and archaic hats to celebrate an important milestone in their lives, and the start of great things to come.

The scholars graduating from the Master of Finance, MBA and EMBA programs are some of the strongest we've seen in years, and will bring pride to the Rotman School as they embark on the next phrase of their careers. To name just one, Ryan Barnett (MBA '11), credits the career- and-skills training he received at Rotman for helping him land a position with Google as a Senior Technical Account Manager, a process that included an incredible 13 interviews and two flights to the company's headquarters in Mountain View, California.

Each of us shares in the success of our graduates, and they in turn spread awareness of the School along whatever adventurous paths their careers take them. So congratulations to them, and to all of us who play a part, large or small, in their ongoing achievements.

"Do or do not... there is no try." - YODA



Ryan Barnett posed for the 2011-2012 MBA brochure in the MARS building.

◀ **WE CREATE SUCCESSFUL GRADS.** Three former Rotman students were named this year to *The Globe & Mail's* Top 40 Under 40 list. Does anyone remember:

NATHASHA SHARPE (MBA '99)
Age 39 / RISK MANAGEMENT
Chief credit risk officer, Sun Life Financial Inc.

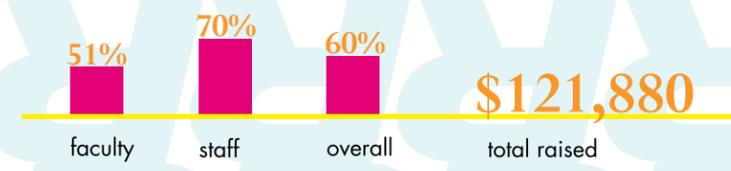
STEWART LYONS (MBA '04)
Age 37 / TELECOMMUNICATIONS
Chief operating officer, Mobilicity

CALVIN MCDONALD (EMBA '00)
Age 39 / RETAIL
Executive vice-president, conventional division, Loblaw Companies Ltd.

"It's the ship that made the Kessel Run in less than twelve parsecs. I've outrun Imperial starships. Not the local bulk cruisers mind you, I'm talking about the big Corellian ships now. She's fast enough for you old man. What's the cargo?" - HAN SOLO

Integrative Thinking

RESULTS: STAFF & FACULTY CAMPAIGN



QUICK QUESTION: HAVE YOU SEEN THE BANNERS IN THE ATRIUM?
 If you, like most, didn't even know the Atrium has banners, get ready. Soon, designs similar to this image, as well as the one on the cover, will be gracing the Atrium. You definitely won't miss these banners!

Umpteen possible combinations: remember to use the Rotman primary & secondary colour palette in all documents

Rotman Blue RGB = 0, 73, 144	Rotman Gold RGB = 206, 157, 0	Rotman Grey RGB = 124, 152, 174	Rotman Blue - 30% RGB = 124, 151, 193	Rotman Red RGB = 211, 0, 95	Rotman Orange RGB = 255, 115, 0	Rotman Green RGB = 98, 189, 25	Rotman Sky Blue RGB = 0, 194, 226	Rotman Yellow RGB = 252, 224, 0
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Use these RGB codes in your documents for a completely branded look.

Primary | Secondary

INTRODUCING

"Who's the more foolish: the fool, or the fool who follows him?" - OBI-WAN KENOBI

What capitalism can learn from the NFL

In the face of expectations that can run wild, CEOs have increasingly focused on what they can control: managing share price over the short run. Shareholders, on the other hand, should want CEOs to focus on the long term, on increasing share price more or less forever. So it turns out that rather than aligning the interests of shareholders and executives, stock-based compensation has reinforced the agency problem it was created to solve. What's more, it has destroyed long-term shareholder value by driving shorter horizons of decision making and contributing to shorter CEO tenure. CEOs know that expectations are likely to fall, so they have incentive to leave or retire in order to cash in stock-based compensation instruments while expectations are high.

Focusing executives on shareholder value maximization using stock-based compensation was supposed to give shareholders a better deal. Yet, it simply hasn't worked out that way. Total returns on the S&P 500 for the period from the end of the Great Depression (1933) to the end of 1976, the beginning of the shareholder-value era, were 7.5 percent (compound annual). From 1977 to the end of 2010, they were 6.5 percent – suggesting that shareholders have little to celebrate, despite having been made the clear priority.

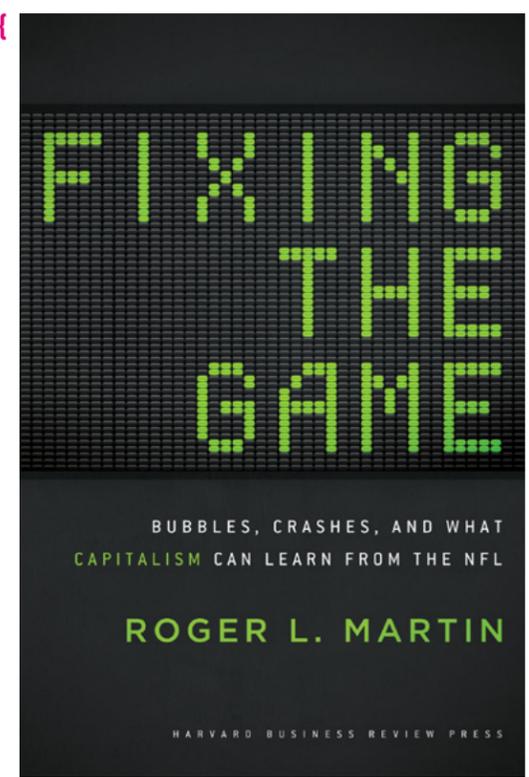
It is time to do away with stock-based executive compensation. It's just one lesson we can learn from the NFL and one step towards fixing the game.

Media Coverage for Fixing The Game

INTERNATIONAL DNA BBC BBC World Service The Financial Times	NORTH AMERICA The HuffingtonPost x 2	CANADA The Toronto Star The Globe & Mail x 3
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TUNE IN FOR THESE UPCOMING INTERVIEWS
 CBC Radio One's Metro Morning on May 4 at 6:50 am
 Business News Network on May 5 at 1 pm

Excerpt from Dean Roger Martin's new book *Fixing The Game: Bubbles, Crashes and what Capitalism can learn from the NFL*, published this month by Harvard Business Review Press.



Fixing the Game is a product of the Michael Lee-Chin Family Institute for Corporate Citizenship's work. The book is an accumulation of the thinking within the Institute around how business leaders make strategic choices about the environment, social and governance issues which impact their companies.

Chewbacca: "Aaaaaaarrgh!" C-3PO: "He made a fair move. Screaming about it can't help you." Han Solo: "Let him have it. It's not wise to upset a Wookiee." C-3PO: "But sir, nobody worries about upsetting a droid." Han Solo: "That's 'cause droids don't pull people's arms out of their sockets when they lose." Chewbacca: "Grf." C-3PO: "I see your point, sir. I suggest a new strategy. R2: let the Wookiee win."

NEW THINKING

"It's against my programming to impersonate a deity." - C3PO

Managing Customer Engagement Using Social Media and CRM (Customer Relationship Management): welcoming the age of a customer-centric culture

I learned seven pivotal things about social media last week when I took the second offering of Social CRM, a program run through Rotman Executive Programs Centre for CRM Excellence (CRM Centre) in partnership with Microsoft Canada. CRM is a system designed to improve human interactions in a business environment. Social media, Facebook, Twitter, LinkedIn, YouTube, are all digital channels people use to interact with one another. So bringing the intelligence of CRM data sets, i.e. all the unique audience information organizations have (demographics, education, interests) together with interactive channels could give organizations the ability to leverage one-to-one relationships. The question is – how? Here is what I took away:

The digital communication explosion is a social transformation, not a business transformation – this change is mostly personal.

With this transformation, people expect a personal experience when they interact with organizations, and they want organizations to think like them. This has huge implications for sales, marketing and customer service programs. The days of companies defining customer relationships are quickly coming to an end.

The most fertile ground in this space is when organizations and customers co-create that experience. This is mostly done within online communities where product knowledge is both shared and generated.

The best social media strategies are ones that aggregate all digital channels into a proprietary online community, enabling organizations to deepen relationships with people who have shared interest in the brand, while also being able to mine and monitor the content.

The most dangerous ground is the threat something will go viral. A bad consumer experience can go global. For example, the YouTube video 'United Breaks Guitars' had been viewed by 10,334,096 people as of May 2, 963 of whom work for United Airlines. On the flip side, positive viral campaigns, like Volkswagen's YouTube video 'Piano Stairs', has 14,808,027 views as of May 2, 2011.

Everything that we currently know about behavioural economics and management effectiveness is still valid, i.e. 7 + or – 2 is still the ideal choice environment, and 'getting it done' is still needed. However, with reputation engines, gaming engines, permission engines, crowd sourcing, listening software and the systemic expansion of intrinsic motivation, the culture of social CRM asks us to shift from a goods-centric to a service-dominant logic.

The implications of this social transformation are still very much unknown. We are at the beginning of this process, not the end – so hold on, we are in for a fantastic ride.

-PYM BUITENHUIS, ROTMAN MARKETING

Should Rotman create online communities for our audiences? Let us know your thoughts.

REMINDER:
 13th Annual Rotman Life-Long Learning Conference: "Get Your Business Back To Reality"
THIS FRIDAY, MAY 6

HAPPY LUKE SKYWALKER DAY.

MAY THE FOURTH BE WITH YOU

CELEBRATING SUCCESS



Rotman School of Management
UNIVERSITY OF TORONTO

On the Social Media Front



TWITTER

By setting up her iGoogle to highlight relevant news stories and making use of TweetDeck to schedule tweets throughout the day, Catherine Riddell has doubled her Initiative for Women in Business followers in the past month.

Follow Catharine on Twitter: @RotmanWomen



BLOG

Claire Gumus from Recruitment and Admissions regularly posts timely content that's useful to those considering an MBA. She writes her posts ahead of time, has a colleague proofread them and responds to any comments immediately.

Read Claire's blog: <http://goo.gl/EjENe>



FACEBOOK

Once candidates have been admitted to the MBA program, Bailey Daniels from Recruitment and Admissions invites them to join a class-specific group on Facebook. The group is most active before the start of term as a tool to form connections. After classes begin, traffic trails off, only because students find other means to connect – but social media has become pivotal in forming those initial connections.



LINKEDIN

Lisa Bigioni and Shanley Brooks, the sales team at Executive Programs, uses LinkedIn to target, research and connect with potential clients. They also set up alumni groups for each of their open enrolment programs, allowing graduates to network.

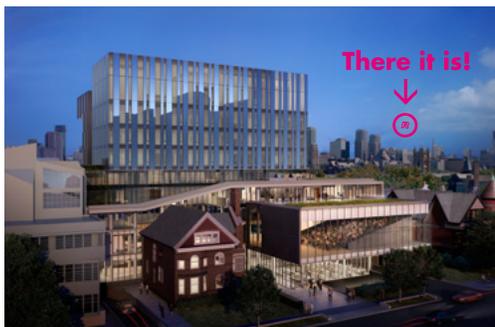


Do you have a success story you'd like to share? We'd love to hear about your own experiences with social media.

WHERE'S THE R?

It's back!

Same rules as last time – good luck!



In case you were wondering: Where's the R from last time?



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, 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?

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☎ 416.978.0856,

📍 Room 316 Rotman Central