

Ahlers Center for International Business

*Developing Business Leaders with
a Global Mindset*

Annual Report 2009-2010





ANNUAL REPORT 2009 - 2010

MESSAGE FROM THE DIRECTOR

Putting together an annual report gives one an opportunity to reflect upon the activities of the past year - things that were accomplished, targets realized and opportunities remaining for the future. Although this is the annual report for the Ahlers Center for International Business, it is clearly evident that this was a year to celebrate the strength of, and collaboration with, our partners around the globe.



The funding we received from the U.S. Department of Education allowed us to expand, enrich and develop several programs targeting the emerging markets of Latin America and Asia. Our strategic alliance with the World Trade Center San Diego (WTCSD) placed student interns in these regions to assist local firms increase their global competitiveness and evaluate new opportunities. Several outstanding business leaders donated their time and shared their

expertise with students, faculty and others in the community through speaking and participating in workshops and conferences. Alumni around the world partnered with us to help design and deliver educational experiences for our students. Our international academic partners developed programs for our faculty, received our students, and sent their students to join USD and enrich our classrooms and internationalize our campus. Visiting faculty and scholars collaborated on research projects, shared their talents and expertise and mentored our students. Donors gave generously to support student scholarships for international experiences. Conferences were made possible through collaboration with other organizations internationally, locally, and on campus.

The list of how our activities this past year were made possible from, and enriched by, our various partners appears unending. It seems that globalization not only makes possible greater collaboration, connectivity and partnering - it makes it necessary. In this increasingly interconnected and fast paced global society, sharing ideas, knowledge, risks, and opportunities augments the success for all. The Ahlers Center at USD is blessed by having fantastic partners that share our passion to create and design robust learning opportunities that will enhance global knowledge, skills and understanding to create a more prosperous and peaceful society for everyone.



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EMERGING MARKET INITIATIVE



AHLERS CENTER AWARDED **\$185K** GRANT

The Ahlers Center for International Business was awarded a two-year grant from the U.S. Department of Education, Business and International Education, to develop programs focused on the emerging markets of Asia and Latin America. The grant helped to fund several initiatives designed to prepare the next generation of business leaders to understand the culture, economics and geopolitics pertinent to these growing and vibrant markets.

To enhance the international business knowledge and skills of our students, curriculum was designed and additional international activities created. Faculty embraced the

opportunity to extend their expertise and attended workshops focused on the regions, developed new paths of research and participated in programs giving them first-hand exposure.

Executive education opportunities through our Certificate in Global Business Strategy, as well as various seminars and conferences, were extended to incorporate issues of relevance to enhance knowledge of these emerging markets. Additionally, in partnership with the World Trade Center San Diego (WTCSD), we co-designed an internship program giving support to local businesses for extending their market reach in these regions.

As the result of this grant, several of our activities this past year had a focus on the emerging markets of Latin America and Asia. As we enter our second year of funding, we will continue building on this momentum.





INTERNSHIP PROGRAM

INAUGURAL PROGRAM LAUNCH WITH WORLD TRADE CENTER SAN DIEGO

The Ahlers Center for International Business is working in conjunction with the World Trade Center San Diego (WTCSD) to assist local companies in gaining valuable international business knowledge to increase their competitiveness in the marketplace.

Funded by a two-year grant from the U.S. Department of Education, the Ahlers Center placed six students in **World Trade Centers in Latin America and Asia** during the summer of 2010 to undertake specific market research projects and make connections for U.S.-based companies or to act as in-house interns for these international WTCs.

The interns who were conducting market research for U.S. companies received support and introductions to local companies from their host WTC, and were given office space to conduct research. In-house interns worked to assist their host location with business development in the community and to strengthen relationships with companies in the United States.

Next year we plan to strengthen and expand the program to support additional firms with their international market growth and further develop the global expertise of our students.

WHERE DID OUR INTERNS GO?

CHANGZHOU, CHINA

- ▶ **Sarah Healy**, B.A. International Relations '10
Business development intern at WTC Changzhou
- ▶ **Wei Zheng**, M.B.A., August 2011
Intern for RaptorCom to conduct feasibility study of opening a branch office in a BRIC country

BELO HORIZONTE, BRAZIL

- ▶ **Roger Cheng**, B.B.A. International Business, May 2011
Business development intern at WTC Belo Horizonte
- ▶ **Andrew Crawford**, M.B.A., January 2011
Intern for RaptorCom to conduct feasibility study of opening a branch office in a BRIC country

SANTIAGO, CHILE

- ▶ **Margoth Romero**, B.B.A. Bus. Economics, January 2011
Market research intern at WTC Santiago

PANAMA CITY, PANAMA

- ▶ **Phillip Creed**, M.B.A., May 2011
Intern for Bergeron Exports to identify channels of distribution of auto parts into Central America



WORLD TRADE CENTER
SAN DIEGO

EXECUTIVE EDUCATION

DEVELOPING LEADERS WITH A GLOBAL MINDSET

The Ahlers Center offers a **Certificate in Global Business Strategy** (GBS) designed for professionals to enhance their global perspective and gain a competitive advantage. The program helps participants develop new ways of thinking to design innovative products, enter new markets and create unique business models as they relate to the international marketplace.

Seminar participants range from recent graduate students to seasoned corporate executives. They are interested in professional development, career transition, exploring degree programs at the University of San Diego and networking within and across industries. Participants must complete a minimum of 50 seminar hours within a two-year period to earn the GBS Certificate. However, participants may also enroll in individual seminars.

<http://www.sandiego.edu/gbscertificate>



2009-10 Seminars Offered

Global Business Models & Architecture

Stephen Standifird, Ph.D.

Jaime Alonso Gómez, Ph.D.

Global Marketing Strategy

Moshe Engelberg, Ph.D. (ResearchWorks)

Leading Cross-Cultural Teams

Phillip Hunsaker, Ph.D.

Marketing to Hispanics in the U.S.

Mary Beth McCabe, Ph.D.

Sustainable Global Supply Chain Systems

Simon Croom, Ph.D.

International Business Ethics

Craig Barkacs, J.D./M.B.A.

Cross-Cultural Negotiations

Dennis Zocco, Ph.D.

Strategic Sourcing & Outsourcing

Carsten Zimmermann, Ph.D.

INTERNATIONAL SPEAKERS

BUSINESS LEADERS ADDRESS GLOBAL OPPORTUNITIES AND CHALLENGES

The Ahlers Center sponsors an International Speakers Series, among other events, giving a forum for global business leaders to interact with students, faculty and the business community. Below are some of the distinguished business leaders we hosted during the 2009-2010 academic year.

- ▶ **Arturo A. Barahona**, Former CEO of both ALSEA and Aeromexico
"Designing Strategies to Grow the Franchise Business in Mexico and Latin America"
August 2009
- ▶ **Alejandro Reyes**, Director of Global Learning & Development, Dell, Inc.
"Leadership Development and Organizational Learning in a Global Context"
August 2009
- ▶ **Sergio Rodriguez Garza**, Director FEMSA, Tecate, MX
"Business in Mexico: Cross-Border Opportunities"
August 2009
- ▶ **Hector Ureta** (pictured below) Former Director of Patrimonio Hoy, CEMEX
"Designing Business Models for the Base of the Pyramid: the Experience of CEMEX"
October 2009



- ▶ **Sarah Severn** (pictured below), Director of Mobilization for Sustainable Business and Innovation, Nike
"Corporate Focus on the Triple Bottom Line"
October 2009



- ▶ **Matthew Paull**, former CFO and Senior VP, McDonald's Corporation
"The Global Meltdown: How Greed and our Government Combined to Change U.S. Capitalism...Forever?"
November 2009
- ▶ **Andreas Reichhart**, Ph.D., Senior Associate, McKinsey & Company
"Change Management in International Transformation Projects"
December 2009
- ▶ **Alex Pryor**, Co-founder Guayaki Sustainable Rainforest Products
"Designing a New Business Model for Sustainability"
January 2010
- ▶ **Jeffery Adler**, CEO and Founder, Dlush Beverage Joint
"Lessons from a Local Entrepreneur on What it Takes to Scale a Brand Across the Globe"
January 2010
- ▶ **Robert A. Eckert**, Chairman and CEO, Mattel, Inc.
"The Value of Reputation: Leading Through Crisis"
February 2010
- ▶ **Leila Butt**, Senior Economist, Economist Intelligence Unit
"What Lies Ahead for the Global Economy: Smooth Sailing or Bumpy Ride?"
April 2010

INTERNATIONAL SPEAKERS



Jeffery Adler



Alejandro Reyes



Leila Butt



Robert A. Eckert



Alex Pryor

"The topic was very current and the speaker of the highest quality. Also important were the issues related to doing business in China and other emerging markets."

- Survey response commenting on Robert Eckert's presentation on February 8, 2010

"Mr. Paull was engaging and HIGHLY knowledgeable... yet his presentation was at a level that we could all relate to and understand. Honestly, I was so impressed with his talk that I am still telling everyone I know about it."

- Survey response commenting on Matthew Paull's presentation on November 19, 2009

CONFERENCES AND EVENTS



BEYOND NAFTA: U.S. & MEXICO MOVING FORWARD

The Ahlers Center for International Business and the Trans-Border Institute in the School for Peace Studies sponsored a complimentary conference and reception in April to explore U.S. and Mexico business relations following the 1994 signing of the North American Free Trade Agreement. The conference aimed to examine the complex relationship from differing views coming from both sides of the border: business, labor and academic. Through a keynote address from Herminio Blanco Mendoza and a panel discussion, the conference explored the following ideas:

- New business opportunities and sustainable, equitable wealth creation
- New managerial talent and leadership styles to succeed in NAFTA and beyond
- Opportunities to further synergize strengths, resources and vision to increase competitiveness with the region

The distinguished panel of speakers included our own MBA graduate and former USD Alumni Honor Awardee, Andres Garza. Mr. Garza also sponsored the visit of Mr. Herminio Blanco who greatly contributed to the success of the near capacity event attended by students, faculty and members of the regional business community.

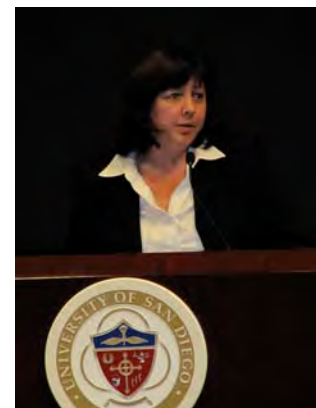


NAFTA CONFERENCE SPEAKERS:

- ▶ **Herminio Blanco Mendoza**, former Mexico Secretary of Commerce and Industrial Development, and Chief Negotiator of the North American Free Trade Agreement.
- ▶ **Andres Garza Herrera**, President of the Chamber of Industry for Nuevo Leon (CAINTRA), Mexico and USD Alumni Honors Awardee in 2002.
- ▶ **Kevin P. Gallegher**, Associate Professor of International Relations at Boston University, and renowned researcher and expert on NAFTA.
- ▶ **Barbara Wight**, Chief Financial Officer of Taylor Guitars with extensive international manufacturing and distribution experience.



Andres Garza Herrera and Herminio Blanco Mendoza



Barbara Wight

SECOND ANNUAL SUMMIT ON PEACE AND PROSPERITY THROUGH TRADE AND COMMERCE

“INCREASING MARKET SHARE THROUGH SOCIAL BRANDING”

Can business do well by doing good, especially in a tough economy?

The Kroc Institute for Peace & Justice Theatre was packed with students, faculty and members of the business community to investigate this question at the second annual Summit for Peace and Prosperity through Trade and Commerce organized by the Ahlers Center.

"During this economic crisis consumers are viewing some industries that were motivated by greed and now receiving bail-outs as being responsible for people losing their homes and jobs," said Professor Denise Dimon, director of the Ahlers Center for International Business at the University of San Diego. "Companies being identified with positive social and cultural well-being can stand out in the marketplace and gain an edge on their competitors."

Companies converged to USD to share their success stories of doing well by doing good. Global firms such as Starbucks joined smaller start-ups. One such start-up was World of Good (mother company of World of Good by eBay) who gained eBay's attention in addition to gaining market share, media attention and a loyal consumer base through their social branding and marketing strategies. **Dennis Macray**, Director of Ethical Sourcing and Global Responsibility for Starbucks and **Priya Haji**, CEO of World of Good discussed "New Directives of Big Business: Sustainable and Ethical Supply Chains."



Colin Brady, the COO of Product (RED), which was founded by Bono from the rock band U2, discussed "Innovative Incentives of Social Branding." Their business model generates a sustainable flow of money from the private sector into the Global Fund to help eliminate AIDS in Africa.

CEO and founder of OneHope (formerly Hope Wine), **Jake Kloberdanz** enlightened the crowd with his creative business strategy of donating half of the profits of every bottle of wine sold to a specific cause.

In addition to the company representatives, other speakers included **Liz Goodgold**, founder and CEO of RedFire Branding. Liz shared her expertise on social branding strategies in a dynamic and engaging talk. USD's own Dr. Denise Dimon and Dr. Patricia Marquez opened and closed the day's presentations.

Videos of the event can be found on our website at <http://www.sandiego.edu/ahlers/peace>.

Our third annual summit on Peace and Prosperity through Trade and Commerce will be held on Friday, September 17th, 2010. This year's summit will feature "Innovative Products for Sustainable Societies". Speakers include CEOs, founders and representatives from Nike, PepsiCo, Path, Recyclebank, 4Walls International, and more. For more information and to RSVP, please visit <http://ahlers/kintera.org/peacesummit>

worldofgood.com
by eBay (RED)TM



HOPE
WINE

2ND ANNUAL SAN DIEGO MICROFINANCE SUMMIT

In collaboration with local microfinance practitioners and fellow educational institutions, the Ahlers Center played host to the 2nd Annual San Diego Microfinance Summit to highlight the work of local and international microfinance practitioners. Stemming from a successful inaugural summit in 2009, this year's summit included many of the prior year's components, such as a panel discussion, networking lunch catered by microfinance clients and a marketplace of microfinance client vendors selling their products and services. This year, the summit was extended to a full day format to include afternoon breakout sessions and a closing reception. **Yeardley Smith**, the famous voice of Lisa Simpson, delivered the keynote address about her experience as a Grameen Foundation ambassador working to rebuild Haiti's financial sector after the devastating earthquake in early 2010. Attendees of this sold-out event included university graduate and undergraduate students, faculty and business community members.

International microfinance practitioner panel:
Elisa Sabatini, Via International; Christopher Crane, Eduleap; Peg Ross, Grameen Foundation; Sean Carpenter, Project Concern International

Moderator: *Robert Gailey, Ph.D., Point Loma Nazarene*



INTERNATIONAL STUDY TOUR

PROGRAMS AT USD



HochschuleLandshut / Institut for B2B Marketing, Munich

For the tenth consecutive year, the Ahlers Center hosted a group of 22 Executive MBA students from Munich for three weeks in August 2009. During this time, the students attended daily seminars on global business topics as Strategic Planning & Change, Blue Ocean Strategy, Global Leadership, Building a World Class Sales Team, and Power & Politics in Organizations. The students visited San Diego companies to hear presentations on their operations and marketing strategies, as well as attended speaking engagements by business executives and mixers with USD graduate students. The director of their program in Munich, Dr. Richard Hofmaier, will return to USD with another group of Executive MBAs in each August.

The 10th year anniversary of the Munich Program led by Dr. Richard Hofmaier

ITESM, Tecnológico de Monterrey, Puebla, MX

In July 2009, the Ahlers Center welcomed graduate business students from Tecnológico de Monterrey, Campus Puebla for the second consecutive year. The students spent one week attending seminars on international business topics such as International Corporate Social Responsibility Strategies, International Negotiations, Blue Ocean Strategy and attended classes with USD MBA students on the Legal & Social Environment of Global Business. In addition, the group spent the day at Seaworld and enjoyed a closing dinner in downtown San Diego with several USD faculty and administrators.



Sandcastle team-building exercise with Dr. Phil Hunsaker



INTERNATIONAL FACULTY DEVELOPMENT

EXTENDING GLOBAL EXPERTISE

USD faculty had the opportunity to travel to Colombia and Peru to engage in “action-learning.” They were generously hosted by Universidad de los Andes (UniAndes) in Bogota and Universidad ESAN (UE) in Lima.

Both universities organized an outstanding program that incorporated their faculty and local business leaders sharing their knowledge and expertise. USD faculty were able to interact with host university faculty to share ideas on research and future course development.

Nine faculty participated from the School of Business Administration and the Department of Literature and Languages at USD. Follow up activities are already scheduled to include expanded student exchange programs and faculty exchanges, the latter designed to further the possibilities of research collaboration and curriculum development.

A special thanks to **María Lorena Gutiérrez**, Dean School of Management, UniAndes and **Jorge Talavera**, President of UE, and their faculty and staff who so warmly welcomed the USD participants. The enlightening programs that they organized inspired everyone to want to return and learn more.

The visit also incorporated some cultural and historical activities that enriched the learning experience. In Lima, participants also had the pleasure to connect with **Moritz Muller** (IMBA '05) and his wife to share the fantastic local cuisine.



DEVELOPING EXPERTISE

PARTICIPANT-CENTERED LEARNING

School of Business Administration faculty are well-known for their A+ teaching; however, there are always new skills to develop and master. In November, the Ahlers Center hosted a two-day **faculty development workshop** on participant-centered learning with Professor **John Ickis** (INCAE Business School in Costa Rica) as the facilitator. Dr. Ickis is well-renowned as an expert in participant-centered learning. During this workshop he used cases from Latin America as the backdrop for the learning exercises allowing USD faculty to improve their classroom expertise while at the same time expanding their knowledge of Latin America through the various case contexts and examples.



John Ickis

INTERNATIONAL RESEARCH

The Ahlers Center is pleased to supplement the faculty of the School of Business Administration in their international research activities. The following faculty received support during the 2009-2010 academic year.

- ▶ **Kokila Doshi:** Studying the role of the telecommunications sector in the developing countries of Asia
- ▶ **Charles Tu:** Comparative analysis of current status and future prospect of sustainable real estate development across major Asian cities
- ▶ **Alyson Ma:** Examine the impact of the global economic crisis on the Chinese economy and the impact for US markets
- ▶ **Simon Croom:** Development of a common set of metrics for sustainable outsourcing
- ▶ **Maria Kniazeva:** Participation on the Editorial Board of the Journal of Global Academy of Marketing Science JGAMS, headquartered in Seoul, South Korea
- ▶ **Cynthia Pavett:** Case study on expanding the learning and consulting business in India
- ▶ **Carsten Zimmermann:** Case study on the expansion of a USA sports company into China



Arnaud Heflin, President European Alumni Assoc.
Josephine Bennett, President USD Alumni Assoc.
- 2010 European Alumni Reunion in Segovia

ALUMNI ENGAGEMENT

AHLERS CENTER ATTENDS GLOBAL ALUMNI REUNIONS

EUROPE

Each summer, the European Alumni Council organizes a reunion for USD alumni living in Europe. In **June 2009**, Chris Redo (1974, 1978 MBA) and his wife hosted 40+ alumni and their families, as well as USD faculty and administrators, in Fontainebleu, France (an hour outside of Paris) for a weekend of activities, networking and catching up. Activities included a walking tour of the Palace of Fontainebleu, followed by a hike through the famous Forest of Fontainebleu, and closing dinner following a champagne reception that included USD updates from: SBA faculty members; Martin Kaplan, USD's Director of Alumni Relations; and Arnaud Heflin, President of the European Alumni Association. The Ahlers Center supported the participation of Tara Jankowski from the Ahlers Center, as well as faculty members Denise Dimon, Phil Hunsaker, Jo Hunsaker and Carsten Zimmermann.



Hiking the Forest of Fontainebleu, France

The **2010** reunion was held in Segovia, Spain (an hour from Madrid) and hosted by Maureen Beals ('76) and her husband, Gary, who own a medieval reenactment tourism agency. Activities included an opening reception in a 15th century mansion, a walking tour of the city with a visit to the Alcazar Castle, and a champagne reception and closing

dinner in an authentic Spanish restaurant. About 25 guests were present throughout the weekend. The Ahlers Center hosted the participation of Professors David Light and Carsten Zimmerman, and Tara Jankowski from the Ahlers Center.

ASIA

In November of 2009, Ahlers Center Director, Denise Dimon, joined USD President Mary Lyons, V.P. University of Relations Timothy L. O'Malley and Professor Ellen Cook at the Asian Alumni Reunion in Tokyo. Alumni living throughout Asia attended to share the weekend together renewing old ties, reconnecting and developing new friendships. The 2010 reunion will be held in November.



Opening reception in Tokyo, Japan



Fun and fellowship in Tokyo

INTERNATIONAL ALUMNI HOST USD STUDENTS



Pablo Belocopitow (MBA '98), CFO Wal-Mart Argentina organized a visit to a new concept store and their corporate offices and shared a presentation on their strategies for future market growth. (photos above and to the left)

Jose Sojo (BBA '95), General Manager for Latin America, GBE Insurance Group, hosted a team of MBA consultants for a project with QBE in Buenos Aires. Pictured from the left is Gonzalo Delger, General Manager GBE ART S.A., Cary Allen IMBA '11, and Jose Sojo, receiving a small token of appreciation from the USD consulting team.



Juan Colás de Casso Banco (MBA '89), currently the Senior Executive Superintendent for Banco Santander in Brazil, helped organize a lecture and visit to Banco Santander in Madrid for USD graduate students (photo below). Juan Colás served several years at Banco Santander, S.A. in Madrid as the Global Head for rates sales, and transferred to Brazil in January of 2010.



Ricardo Relinque (BBA '01), pictured second from the right above, joined our students for dinner in Madrid and organized a round of golf for those interested. Also photographed above from the left is Jesús Andújar and Rodrigo Villamizar who were both instrumental in assisting with our visit to Madrid.

STUDY ABROAD



IMBA students begin their program with their first international experience in Baja California, Mexico. The 2009 incoming cohort participated in a company visit to the Tecate Brewery and spent three days at a retreat style ranch learning about 'Leading Multicultural Teams and Organizations' with Professor Phil Hunsaker.



As part of the team building retreat, Via International partnered with the Ahlers Center to create an international service learning and socially responsible experience by organizing a beehive construction activity. The activity was hosted by a group of women who received a micro-loan from Via International to start their honey harvesting cooperative. IMBA students were served lunch prepared by the women and then challenged to their team building activity. The group properly constructed six hives that are now being put to

good use, increasing the output of honey production of the all female co-op.

AHLERS PROGRAMS ABROAD 2009-2010

FALL

Each incoming International MBA (IMBA) cohort begins their program with a short-term course abroad in Baja, Mexico: Leading Multi-Cultural Teams and Organizations. In 2009 the program was held outside of Tecate, Mexico.

INTERSESSION

International Practicums (consulting projects) for MBA students were offered in Buenos Aires, Argentina; Rio de Janeiro, Brazil; Bangalore, India; and Shanghai, China.

Also during Intercession, MBA students participated in *Corporate Governance and Values* offered in Rio de Janeiro, Brazil.

MSRE (MS in Real Estate)

students traveled to Hong Kong to participate in the courses *Special Topics in Real Estate* and *Negotiations*. MBA students were also in Hong Kong studying *Negotiations*.

MSGL (MS in Global Leadership) students participated in a *Strategic Planning and Management* course in Buenos Aires, Argentina.

SUMMER

Short-term faculty-led programs abroad included Spain & Morocco (MBA & MSGL), London, Paris & Rome (MACC), Mondragon (MBA & SOLES), and Guadalajara (USD MBA in conjunction with our partner Tecnológico de Monterrey's MBA students).



"USD's Intercession abroad has been by far my favorite part of the MBA program. A chance to learn at the world's top institutions over semester breaks gives you an unbelievable advantage, both as a student and business professional. I now have contacts in four continents from my two Intercession experiences! The Ahlers Center provides impressive learning experiences in business relevant locations, great staff, and a truly terrific director."

-Jon Ossie, Full-time MBA Student

Photos: Clockwise from top left: Market in Macau, Mondragon; Marrakesh; Bangalore; Hong Kong; Beijing; Rio de Janeiro; and Buenos Aires.



STUDY ABROAD



Photos from left to right starting at top left: Granada, Spain; Buenos Aires, Argentina; Guadalajara, Mexico; Marrakesh, Morocco.

INTERNATIONAL FILM NIGHTS

To enhance cultural awareness, while also having a great time, the Ahlers Center hosted various movie nights. These evenings also featured speakers on the local culture and food representative of the region. The countries selected for the series coincided with practicum project locations. The 2009-2010 movies selected were:

Argentina: *Nine Queens* ****

China: *Together****

India: *Monsoon Wedding*****

Brazil: *Bossa Nova****

Star ratings by Ahlers Center Staff



Outside Marrakesh, Morocco

Spain and Morocco were incredible. Morocco has such a different culture than the US, and I was able to directly apply what I was learning in my International Comparative Management class to the day-to-day life there. This study abroad opportunity gave me the chance to explore N. Africa for the first time, and it was enhanced by a lecture from a Moroccan professor, and a visit to a Moroccan manufacturing company. I highly recommend this summer study abroad program!" -Asia Simonelli, IMBA

ACCOUNTING ABROAD



LONDON - PARIS - ROME

3 COUNTRIES, 7 COMPANY VISITS, 10 BUSINESS DAYS

The Ahlers Center for International Business developed a new program for 2010 for Masters of Accountancy and Masters of Taxation students. Eight students joined Professors Diane Pattison and Mark Judd on an in-depth whirlwind of experience studying international accounting standards and the European business environment. Classes met at USD prior to departure and while in Europe, students continued to learn important business lessons through company visits, guest lectures and cross-cultural interviewing.

The program included accounting firms and businesses alike. Before leaving San Diego, they visited the WD-40 headquarters here in San Diego. In London, at the WD-40's subsidiary they learned first-hand about parent-subsidiary relationships, specifically in relation to accounting practices and the issues caused by the use of multiple accounting systems across the globe.

The participants were welcomed at Bloomberg and PricewaterhouseCoopers in London, KPMG and Deloitte in Paris, and Ernst & Young in Rome.

The group was enlightened by Professor Paolo Guerrieri, University of Rome 'La Sapienza', where they participated in a discussion regarding the current business and economic environment of Europe.

Program participants also experienced a London city tour; a visit to the famous (and infamous) Tower of London; a historical walk through ancient western civilization at the British Museum; a tour of Paris by bike; visits to the Louvre and Versailles; in depth tours at the Vatican Museums; and the Roman forum and coliseum.

Everyone enjoyed the educational, practical, and cultural enrichment the Europe Accountancy Program offered them. They have returned to USD realizing they will be the first of their generation as U.S.-educated accountants who will be working directly with international accounting standards, giving them a competitive advantage over their classmates, in addition to international contacts across Europe.



INTERNATIONAL PRACTICUMS

50 UNIVERSITY OF SAN DIEGO STUDENTS DELIVER FOR 10 COMPANIES IN 4 CITIES

International companies have the opportunity to partner with the Ahlers Center and USD MBA students to find practical solutions to real world challenges.

During the January Intersession in 2010, 50 University of San Diego MBA and IMBA students traveled in teams to one of four cities around the world to tackle the corporate puzzle set forth by their host company.

Company executives and boards of directors were impressed with the creative and unique solutions USD students provided. In some cases, teams have been invited to continue their work or present to company headquarters in yet another international location.

2010 International Practicum Projects

Laboratorios Hidalgo, Buenos Aires



QBE Insurance, Buenos Aires



Ripples Learning, Bangalore



Sogefi-MNR Filters, Bangalore



HUCFF, Clementino Fraga Filho University Hospital, University of Rio de Janeiro *POLIMERA Indústria e Comércio Ltda, Rio de Janeiro*



FEATURED INTERNATIONAL PRACTICUMS

Rio de Janeiro: Endesa



Endesa is a holding company for electric power providers in Brazil. They serve the state of Rio de Janeiro as well as several other locations. Electric power provision was recently privatized in Brazil and is still highly regulated by the government. Because they provide electricity to many very poor and poor, yet upwardly mobile, customers, they have a major problem collecting on accounts receivable and from customers accessing electricity by informally tapping into the system. The team was challenged to create a program, or programs, that would increase collections from these customers. The team found several other electric companies around the world with similar problems and developed a matrix of best practices used, in addition to designing new methods specifically for the Brazilian context. This structured approach was very well received and Endesa is looking forward to further assistance in implementing the recommendations.



Buenos Aires: Banco Galicia



Banco Galicia is one of the largest private sector banks in the Argentine financial system and a leading financial services provider in the country. In alignment with the World Resources Institute (WRI) protocol and the World Business Council for Sustainable Development (WBCSD), Banco Galicia understands their responsibility in reducing carbon emissions. For the last two years, with a focus on sustainability, they have calculated the amount of greenhouse gases produced in their day-to-day activities (through burning fossil fuels for electricity, gas and airplane transportation) in units of tons of carbon dioxide equivalent. The student team was charged to identify current major emission sources and opportunities for savings in the future incorporating various bank branches. The MBA consultants recommended adjustments to their organizational structure, as well as specific networking and communication activities that would motivate and encourage execution of their current and future goals. They also designed a specific timeline to implement best practices across the branches that included targets for success.



Shanghai: Callaway



Two different teams of student consultants were invited by **Callaway Golf** in China to assess their current retail strategy, as well as help establish a proposal for expanding the demand for, and knowledge of, the sport of golf in China. The teams worked in China on the entire range of consulting project tasks, including interviewing clients and retailers, analyzing data, setting-up presentations and presenting their recommendations to the top company leadership. The projects were highly successful and the quality of the final material was praised repeatedly in the organization for the level of analytical tools used as well as the clarity of highlighted solutions. USD student consultants have been invited to return to continue in the implementation.





VISITING STUDENTS AND DUAL DEGREES

Each semester the Ahlers Center for International Business welcomes graduate business exchange students from abroad and sends USD MBA students to our partner institutions. During this past year, the Ahlers Center also hosted several short-term international scholars and faculty which allowed for increased research collaboration amongst members of the School of Business Administration.

During the 2009-2010 academic year, we were pleased to welcome exchange students from Brazil, China, Colombia, France, Germany, Italy, and Spain. Graduate business students from USD also studied abroad for semesters in Greece, China, Germany, Greece and Spain.

DUAL DEGREE PROGRAMS

2009-2010 was our inaugural year of sending and receiving Dual Degree candidates to and from our newest Dual Degree Partner, WHU, Otto Beisheim School of Management in Germany. Tecnológico de Monterrey (Tec) in Mexico continues to be a strong Dual Degree partner. As Dual Degree candidates, students from campuses throughout Mexico and from WHU will spend a year of study at USD and USD students will experience living and studying in Mexico or Germany for a year. This program allows students to receive two masters degrees, one from USD and another from Tec or WHU, in approximately 22 months of full-time study.



TESTIMONIALS OF OUR NEWEST DUAL DEGREE PROGRAM WITH WHU:



"Participating in the Dual Degree Program with WHU was one of the best decisions of my life. I have met so many new, interesting people and have made friends and contacts across the globe, many of which will stay my friends for life. As if this were not enough, WHU offers a top-notch education and curriculum."

Sahand Mirzahosseini, USD IMBA/WHU Dual Degree Student

"The Dual Degree Program offers a thorough perspective on international business and highlights cultural differences in corporations around the world. Having studied in Germany, the U.S. and Brazil and having gained hands-on consulting experience in China and Argentina in the course of two years, I can honestly say that the conjoint education of USD and WHU offers a unique opportunity to acquire capabilities and knowledge on how to succeed in international management and has left me well prepared for a career in international business. I wholeheartedly recommend this program to anyone who wants to look over the rim of the tea cup."

-Laura Mayer de Groot, WHU MS/USD IMBA Student

SEMESTER EXCHANGE PARTNERS

Guanghua School of Management at Peking University, Beijing, China

NUBS Nanjing, China

Universidad de Los Andes, Bogotá, Colombia

COPPEAD,-UFRJ, Rio de Janeiro, Brazil

Bordeaux Business School, Bordeaux, France

IECS, Strasbourg, France

Reims Management School, Reims, France

WHU, Koblenz, Germany

ALBA, Athens (Vouliagmeni), Greece

BOCCONI, Milan, Italy

LUISS, Rome, Italy

EGADE, Mexico City, Monterrey, Guadalajara, Mexico (multiple campuses)

NOVA, Lisbon, Portugal

KUBS, Seoul, South Korea

IE, Madrid, Spain

EADA, Barcelona, Spain

Aalto University School of Economics, Helsinki, Finland

ORT Universidad Uruguay, Montevideo, Uruguay

VISITING STUDENTS AND SCHOLARS



Thami Ghorfi, CEO (left) and Abdellatif Filali, Professor and Head of International Development (right) ESCA - Ecole de Management, Morocco



"Switching from the non-profit to the profit environment is a real challenge. Very often people do not understand that the managerial tools are the same both in business and in the development sector...and I have definitely learned a lot of these tools while studying at USD!"

LUISA BALBI: Fall 2010 exchange student from Luiss Business School in Rome, Italy

Luisa's professional background implodes with international experience, having worked in Chile, Syria, Ethiopia, Switzerland, and Egypt. A few of her past job experiences include researching the indigenous Mapuche community, volunteering in an HIV orphanage, interning with the United Nations Commissioner for Human Rights and assisting Iraqi refugees. When asked what her dream job is, Luisa responded, "Through multiple experiences I learned that there is no dream job with any dream life, because happiness is a far more complex concept than self-realization in the workplace. I wouldn't mind becoming the first UN Secretary General though!"

VISITING SCHOLARS

◆ **Sebastian Kortmann**, from RWTH Aachen University, is in the process of finishing his Masters degree and spent time at USD writing his thesis and working with Professors Carston Zimmermann and Johan Perols in the School of Business Administration.

◆ **Wellington Spetic** is a post-doctoral research fellow from the University of British Columbia. While at USD, Wellington is researching the relationship between environmental and social sustainability and businesses' strategies and competitiveness, particularly the concepts of corporate social responsibility, socially responsible investments and the triple bottom line. He will be working with the Center for Peace and Commerce until 2012.

◆ **Dominik Reidl**, from WHU, is working on his Ph.D., and joined USD for the spring 2010 semester. His time was spent at USD writing his thesis while he collaborated with Professors Carsten Zimmermann, Simon Croom and Ryan Ratcliff of the School of Business Administration. His area of interest is in quantitative methodologies and structural equation modeling for supplier selection.

◆ **Natalia Giugni Vidal** has a Ph.D. from the University of British Columbia, and is working with the Supply Chain Management Institute. She is conducting a systematic review of the literature to uncover how businesses can derive tangible and intangible value from responsible and sustainable supply chains.



SEMESTERS ABROAD AND MORE

SEMESTER EXCHANGE

The Ahlers Center continues to support graduate business students who wish to fulfill their MBA requirements while gaining an international perspective and enhancing their resumes. This academic year several MBA and IMBA students traveled abroad to take courses at our partner universities across the globe.

- ▶ **Yoshiko Arakawa** (IMBA '10) spent the fall semester at Peking University in Beijing, China. She focused her studies on consumer behavior, e-business and business information technology.
- ▶ **Anika Jensdotter** (MBA '11) was the first student from USD to attend ALBA Graduate Business School in Athens, Greece. While there, she took various entrepreneurship classes. At ALBA, Anika also worked on a team to create a marketing plan for Minerva's butter brand, [So Real](#). Minerva gained truly unique ideas from her team.
- ▶ **Ephraim Renteria** (MBA '10) completed his MBA coursework in Bordeaux, France at BEM. He ameliorated his French language skills while taking business courses in international project management, B2B marketing, and brand and strategic management.
- ▶ **Huaming "Sheri" Tang** (IMBA '11) began her studies abroad this spring at WHU in Vallendar, Germany. From there, she attended WHU's two week-long summer institute that focused on the changing environment of international business in Europe. Next, she traveled to Peking University in Beijing, China, where she attended a two-week Doing Business in China seminar. After participating in the Ahlers Center's faculty-led program in Spain and Morocco, she held an internship in Europe and will spend the fall 2010 semester at Instituto de Empresa (IE) in Madrid, Spain.



Above: Anika Jensdotter (MBA '11) enjoying some free time from her studies at ALBA Graduate Business School in Athens, Greece.

"Thanks to USD's many international exchange programs, I was not only able to fulfill my dream to study in formal school settings but also traveled all around the world where real life learning took place in many exciting and unexpected ways."

-Huaming "Sheri" Tang (right)



THANKS FOR YOUR SUPPORT OF STUDENT SCHOLARSHIPS

Through the support from the endowment for Ahlers Center for International Business and the generosity of various donors, approximately **\$50,000 in travel scholarships** was awarded to students for their study abroad in semester exchanges, short-term faculty-led study tours and international internships. For additional information go to: www.sandiego.edu/ahlers

INTERNATIONAL VISITING PROFESSORS

DISTINGUISHED FACULTY

This academic year we were very fortunate to have the opportunity to welcome distinguished international faculty from four continents for one academic term or longer. They taught both undergraduate and graduate business courses, gave guest lectures in various courses, participated in community events and collaborated with our faculty on research projects.

Professor **Paolo Guerrieri**, University of Rome 'La Sapienza,' returned to us in Fall 2009 and taught 'Europe in the Global Economy.' He is the author of 24 books and more than 130 articles focused on the topics of international trade, technological change, and European integration.



Paolo Guerrieri

Ricardo Leal, Professor of Finance at our partner COPPEAD-UFRJ in Rio de Janeiro, taught Corporate Governance and International Finance in our short-term abroad programs. His research interests are in corporate governance, emerging stock markets and corporate financing. He has consulted for many institutions on the financial markets of Latin America, including the World Bank, the OECD, Charles Schwab, the UN, and the IADB and is widely published in top journals.



Ricardo Leal



Mannsoo Shin

Professor **Mannsoo Shin** joined us in the Summer of 2010 and will continue through the Fall teaching courses on the Business Environment of Asia. He is currently a

Professor of International Business and serving as Director for the Center for Asian Business at our partner university, Korea University Business School. His research interests are in the area of cross-cultural management and we are looking forward to the opportunity for collaborative projects.

Jaime Alonso Gómez has been visiting with us and contributing in many ways to USD for over 15 years. As of January 2010, he began a joint appointment with USD and EGADE as an Ahlers Center Distinguished Professor of International Business. He is a former Dean at our partner institution, EGADE Tec de Monterrey, he has extensive consulting and executive education experience, and is a dynamic and inspiring Professor in the classroom. We are looking forward to his more formal and extensive participation at USD through this joint appointment opportunity.



Jaime Alonso Gómez



University of San Diego

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Developing Business Leaders with a Global Mindset

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