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THE HUNTSMAN POST

JON M.
HUNTSMAN
SCHOOL OF BUSINESS
Utah State University

January 2013

Master of Science in Human Resources Degree Now Offered Online



A new MSHR offering will enable students to earn a master's degree online.

The Jon M. Huntsman School of Business has teamed up with a Dallas-based company, Academic Partnerships, to make graduate online human resources courses available to more people, especially those living in rural areas.

The Master of Science in Human Resources (MSHR) program was launched online in January 2013. The new offering enables students across the country and beyond to advance their careers in human resources through a flexible, fully online master's degree program, said Steven Hanks, director of distance education, accreditation, and assessment for the Huntsman School. [Click here to read more.](#)

IN THE NEWS

[Deseret News Story on MSHR Online Degree Program](#)

[Conservice Honored by INC. Magazine](#)

[Utah Statesman story on Chartered Financial Analyst Recognition](#)

Disney is the Model For Great Customer Service Companies

Editor's note: Eric Schulz can draw from his marketing experience at Procter & Gamble, Disney, Coca-Cola, and several other major companies. Today he shares some insight on the importance of customer service and innovation.

By Eric Schulz, senior lecturer and co-director of strategic marketing and brand management

Just about every company pays lip service to "the customer is king" philosophy, but nobody does it as well as Disney. The sign over the entrance to Disneyland Park says, "The Happiest Place on Earth," but how does Disney make good on that promise? [Click here to read more.](#)



Disney excels at customer service so it can be "the happiest place on earth."

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SOCIAL MEDIA



Agricultural Company in Peru Wins National Award, USU Students Help Make Recognition Possible



Alejandro Falcon of DanPer holds the company's "social responsibility" award.

For five years USU students have been teaming up with a Peruvian agricultural company to help entrepreneurs launch new ventures. The firm's successful work is not going unnoticed; in fact, the company has just received national recognition for the good it has accomplished.

The company, DanPer, won the PERU 2021 Social Responsibility and Sustainable Development Award last year. PERU 2021 is a nonprofit organization that promotes corporate social responsibility and enterprises that stimulate economic change. DanPer, in partnership with USU, won first place in the category "workers." [Click here to read more.](#)

Huntsman Student Spotlight

Huntsman Student Steve Gould Tackles Five Internships



Steve Gould has completed five internships.

Five. That's how many internships Huntsman student Steve Gould has completed in the last two and a half years--in Houston, Spokane, St. George, and Cache Valley. He has interned in an oil pipeline company's investor relations department, in redesigning a tire factory's website, with the CFO of an expanding cancer care company, in marketing a software company's presentation program, and in the finance department of a high-end theater and home-automation company.

It all started at a USU recruitment night when Steve was in high school. He said that compared to the other schools he was interested in, USU just gave him "a good feeling," a sense that the university was very student oriented. [Click here to read more.](#)



When Theory Meets Reality: *Stories From the Workplace*

Cold Discoveries in the Mississippi Lead to Life-Changing Insights



Robert Miller made a startling discovery at John Deere that changed his life.

By Robert Miller, executive director of The Shingo Prize for Operational Excellence

When I graduated from Brigham Young University with an undergraduate degree in manufacturing engineering and was working on my master's degree in computer integrated manufacturing, I had big plans. They didn't include driving around a forklift outside in the dead of an Iowa winter.

Little did I know that a metal bar sticking out of the Mississippi River would lead to startling discoveries for John Deere, the company I was working for, and life-changing insights for me.

[Click here to read more.](#)

John Miller to be Featured at Dean's Convocation

A special Dean's Convocation will be held Tuesday, Jan. 22, at 7 p.m., in the Orson A. Christensen Auditorium (Room 215) featuring John Miller, who founded the highly successful real estate, agriculture, and private enterprise holdings company JR Miller Enterprises.

Mr. Miller is known for his leadership and innovation in the beef industry. In 1991 he started the National Beef Packing Company, where he was the CEO until 2009. He was then on the board of directors until 2011, when the company's revenue had reached more than \$6 billion. The company was then sold to Lucadia.

During his lifetime, Mr. Miller also helped increase the productivity of beef processing in a variety of significant ways. In his lifetime he went from processing some 50,000 cattle per year to nearly 4 million. He is a founding partner of the giant Wasatch Properties, and he most recently served as the national finance chair of the Romney for President Campaign. The event at USU is sponsored by the Finance and Economics Club.



John Miller, who will speak at a Dean's Convocation Jan. 22, received an honorary doctorate from USU in Spring 2012.

Deadline is Jan. 18 for Huntsman Scholars Program

The deadline is Jan. 18 for students who are interested in applying to participate in the Huntsman Scholars Program.

Students may apply for the program, which aims to "empower scholar-leaders who will make a positive difference in the world," at www.huntsman.usu.edu/scholars.



This program offers undergraduate students a unique opportunity to get involved and take charge of their education through premier academics, leadership, and service.

[Click here to watch a video about the Huntsman Scholar Program](#)

See for yourself what the Huntsman Scholar Program is all about.

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MSHR Courses Now Available Online

The Jon M. Huntsman School of Business has teamed up with a Dallas-based company, Academic Partnerships, to make graduate online human resources courses available to more people, especially those living in rural areas.

The Master of Science in Human Resources (MSHR) program was launched online in January 2013. The new offering enables students across the country and beyond to advance their careers in human resources through a flexible, fully online master's degree program, said Steven Hanks, director of distance education, accreditation, and assessment for the Huntsman School.



Dean Douglas D. Anderson said that Utah State University has offered distance education classes for more than 25 years, but this new arrangement will expand the school's reach dramatically.

A new MSHR offering will enable students to earn a master's degree online.

Photo by: Russ Dixon

"By first utilizing a broadcast network and now through online platforms, USU is meeting the needs of Utah's students who are unable to attend an on-campus program," Dean Anderson said. "With the rapid advances in online instruction, we are able to extend our reach even further to offer our MSHR degree to more students throughout Utah and beyond."

Dean Anderson said the school selected Academic Partnerships because of its track record of excellence.

"It has worked with leading public universities to significantly drive student enrollments and most importantly, to ensure that enrolled students remain engaged and successfully graduate from these online degree programs," he said. "Academic Partnerships' online education expertise, combined with USU's leading human resources curriculum, means we'll be able to give exponentially more students an innovative learning experience."

The new online MSHR program will offer 12 seven-week courses that can be completed in as little as one year. Additional program details may be [found here](#).

The company is honored that USU has selected it to expand its presence and reach, said Randy Best, founder and chairman of Academic Partnerships.

"We look forward to helping USU remain at the forefront of online learning," Best said.

"Together we will thrive and succeed in a rapidly changing and growing market. Online education is the perfect solution for states with large rural areas like Utah — students don't have to move, because knowledge can come to them."

Academic Partnerships has a successful track record of helping institutions of higher education expand their access and deliver quality and scalable online degree programs, Best said. The company's efforts have helped more than 600 professors convert more than 1,000 traditional courses into an electronic delivery format, and it has recruited more than 100,000 students into online degree programs with national and international partners.

Huntsman Post

Customer Service and Innovation are Key Today

Editor's note: Eric Schulz can draw from his marketing experience at Procter & Gamble, Disney, Coca-Cola, and several other major companies. Today he shares some insight on the importance of customer service and innovation.

By Eric Schulz, senior lecturer and co-director of strategic marketing and brand management

Just about every company pays lip service to “the customer is king” philosophy, but nobody does it as well as Disney. The sign over the entrance to Disneyland Park says, “The Happiest Place on Earth,” but how does Disney make good on that promise?

By empowering each and every employee to fix any problem they encounter, right there on the spot. No “Let me get my supervisor;” no “let me check on that;” no “I’ll get back to you.” Every employee in the park is told if the customer has a problem, fix it immediately, and fix it to their delight! Is there any other company on the planet that does that? Why not?

When I worked at Disney, I was in awe of the amount of attention given to training in customer satisfaction. Several days were spent training each and every employee, and awards were given daily to “cast members” who demonstrated by their actions their commitment to pleasing the customers. Guess what the first training exercise focused on? Smiling!

Smiling = happy. Happy = fun. Fun = Disney. The Mastercard commercial that ran this Christmas season mimicking the Disney Store with the smiling, bubbly clerk telling the tired mom, “Have a super sparkly day!” is a vintage example of Disney training.



Disney excels at customer service so it can be “the happiest place on earth.”

Recently a study was done on companies that were trying to improve their bottom line, with some of the companies using cost-cutting strategies, while others focused on improved customer satisfaction. Guess what? The companies that showed higher profitability, growth in sales, and improved stock prices were all those that focused on improved customer satisfaction!

So is the answer to every business problem just training your staff to be Disneyesque, with happy faces and an aim to please? That’s a good start. But another area to look at is your business itself – do you have a clearly articulated value proposition and benefit you offer your customers, a highly desirable product or service, one that is superior in the marketplace? Do you have a spirit of innovation in your company DNA, and a desire for continual improvement?

At Procter & Gamble, one of the key performance criteria used in annual reviews is in measuring the employee’s “healthy dissatisfaction for the status quo.” P&G found that the people who make a difference are the ones who are never satisfied, who are always seeking to improve how their products perform, improving packaging, advertising, etc.

There is a model used in marketing called “the product life cycle,” which holds that all products grow, peak, then slowly die. This model is true if you just stand still, but companies and products that innovate have shown that you can “restart” the life cycle time and time again through innovations that delight your customer. If ever there were a product that in the product life cycle model should have died decades ago, it would be Tide detergent. Born in 1946, Tide has introduced 61 product innovations in the past 67 years, from liquid Tide to

Huntsman Post

Peruvian Company Honored For Work Done With the SEED Program

By Klydi Heywood

For five years USU students have been teaming up with a Peruvian agricultural company to help entrepreneurs launch new ventures. The firm's successful work is not going unnoticed; in fact, the company has just received national recognition for the good it has accomplished.

The company, Danper, won the PERU 2021 Social Responsibility and Sustainable Development Award last year. PERU 2021 is a nonprofit organization that promotes corporate social responsibility and enterprises that stimulate economic change. Danper, in partnership with USU, won first place in the category "collaborators." The organization recognized Danper "for its successful sustainable business ventures, developed to improve the quality of life for entrepreneurs without access to credit." It was also recognized for providing the teaching of business basics and financing the deserving entrepreneurs' ventures.

The Small Enterprise Education and Development (SEED) program gives USU students a hands-on learning experience and the opportunity to teach business basics to those who come seeking assistance. SEED also administers small loans to qualifying entrepreneurs who are funded mostly by money raised by USU students, said David Herrmann, the SEED program director.

The relationship between the Huntsman School SEED program and Danper was formed years ago when students were visiting the agricultural company on a study abroad trip. Mr. Herrmann had the idea of starting a small loan program in different countries that students could help direct.

Danper had previously implemented an aggressive social improvement agenda for its employees, but the one thing it lacked was the small loans and education program that the Huntsman School could provide.

Through the years, this relationship has flourished. Danper lets USU students use its facility for teaching classes, as well as for helping the students find competent and deserving participants for the program. The company has a full-time employee assigned to the program who collects payments on the loans and is a consistent colleague for the students rotating through every three months.

"It is a very exciting acknowledgment of all of the work and effort that the school has put into the program, and particularly all the student interns who have served in that program for the last five years," Mr. Herrmann said.



Alejandro Falcon of Danper holds the award his company received.

Tide with bleach, Tide Pods, Tide with Downy, Tide with Act-Lift, Tide with Febreze ... the list goes on and on. And the brand has grown time and time again, now commanding an overpowering 41% share of the detergent category, generating more than \$3 billion in annual sales!

Delight your customers both in your attention to customer satisfaction as well as in the performance of your products and services. Courage is to change when you don't have to. Can you offer a product improvement? What kind of company would take its best selling products and every year discontinue them to introduce a product upgrade? Who would do that? Apple, that's who, the highest valued company on the planet. Every year it takes its best-selling products and makes them better, and its customers are delighted to toss away their old iPhone and go grab the new version--or the new iPad or the new Mac Pro. Do things that your competition cannot, will not, or does not want to offer. Innovate and give your customers the best products and services available in the marketplace, and do it with a smile!

Huntsman Post

Steve Gould Completes Five Internships in Two and a Half Years

By Klydi Heywood

Five. That's how many internships Huntsman student Steve Gould has completed in the last two and a half years--in Houston, Spokane, St. George, and Cache Valley. He has interned in an oil pipeline company's investor relations department, in redesigning a tire factory's website, with the CFO of an expanding cancer care company, in marketing a software company's presentation program, and in the finance department of a high-end theater and home-automation company.

It all started at a USU recruitment night when Steve was in high school. He said that compared to the other schools he was interested in, USU just gave him "a good feeling," a sense that the university was very student oriented. Steve started as a bio-chemistry major, then changed to landscape architecture, and then business administration. It was after taking a finance class that Steve discovered that finance was something that really interested him.

"I never pass up an opportunity to grow," Steve said. "Each internship had very new and different things to offer, and I was excited at the prospect of gaining new skills."

Steve's first internship was in Houston, Texas, working for Plains All American Pipeline. There he worked with an investor relations group at its headquarters in Houston. He would study and learn the finances of the business and then present that information to investors and the board. From this first internship, Steve said he learned "the power of asking questions." He said that by not being afraid to ask questions, he learned important details about the financial side of the industry.

Internship number two was at a local tire factory, Discount Tire. He was put in charge of redesigning the company's website and finding ways to cut costs and improve the firm's marketing efforts. He noticed they were doing some advertising with Google, and he took it upon himself to revamp the company's Google advertising approach. His changes saved Discount Tire nearly \$100,000 per year.

"Steven excels in everything he does, and he works toward the highest quality and delivery possible," said Ron Welker, associate director of career management.

In the summer of 2012 Steve traveled to Spokane, Wash., to work for Cancer Care Northwest. He said one of the highlights of this experience was the opportunity to work side by side with the CFO, Bill Fisher. Cancer Care Northwest was in an expansion stage when Steve arrived. The business was constructing new buildings, hiring new employees, creating compensation plans, purchasing new machines, and designing various finance-based projects. As the summer went on, Fisher became a mentor to Steve.

"He taught me life lessons, and I really appreciated every minute I had with him," Steve said.

When school started in August, Steve came back to Cache Valley to start a marketing internship with Prezi, a company that makes a creative presentation software program. He is now working with the Emma Eccles Jones College of Education and Human Services, the Huntsman School of Business, and the Landscape Architecture and Environmental Planning Department to get Prezi more recognized on campus. There are 55 other Prezi interns



Steve Gould has completed five internships.

around the world at various businesses and schools, and Steve is the direct liaison for all of them and the only Prezi intern at USU.

"If someone can utilize all of the tools on Prezi, it can be stunning," Steve said.

Steve's latest internship started less than a month ago for a high-end theater and home automation company based in St. George. The CEO personally asked for Steve's help on the finance side of things by having him take the lead on all number projections for the company.

"This is my most daunting internship because I'm in charge," Steve said. "It's my project and nobody else's."

Steve will be graduating in May and starting his job at Goldman Sachs at the end of June.

"The quality of education we get at the Huntsman School is absolutely incredible," Steve said. "It all goes back to why I came to USU in the first place. Everything is student focused, and it just feels good here."

Huntsman Post

Cold Discoveries in the Mississippi Lead to Life-Changing Insights

Editor's note: "When Theory Meets Practice - Stories From the Workplace" features professionals who share stories of challenging events that tested them with the unexpected.

By Robert Miller, executive director of The Shingo Prize for Operational Excellence

When I graduated from Brigham Young University with an undergraduate degree in manufacturing engineering and was working on my master's degree in computer integrated manufacturing, I had big plans. They didn't include driving around a forklift outside in the dead of an Iowa winter.

Little did I know that a metal bar sticking out of the Mississippi River would lead to startling discoveries for John Deere, the company I was working for, and life-changing insights for me.

I had long hoped to work for John Deere and was fortunate to qualify for what I thought would be a fantastic job with the company right out of college. Life threw me a curve ball the first time I stepped up to the plate, however, because very shortly after I started, the company was hit with a crippling strike that stopped all production for seven months.

Instead of designing fabulous new machines, as I thought I would be doing, I found myself sent to a back room where I was given a job to organize cards for die sets. Each card had the name and description of a particular tool and the parts it was used for. Over the years, those cards had become terribly disorganized. It was not the kind of job I had envisioned I would be doing as I worked on my master's degree.



Robert Miller made an interesting discovery at John Deere that changed his life.

After two agonizing months of card-sorting I got the courage to lobby management for a new assignment. I was directed outside to organize old tooling that was dumped behind the plant to be saved for possible replacement parts. Much of my time was spent driving a forklift that did not come equipped with a seat cushion to soften the bumps or to insulate me from the machine's cold metal seat. Again, I found myself wondering if I had wasted time with my hard-earned academic degrees.

One day, quite by accident, I noticed a small metal pipe sticking out of the mud on the banks of the nearby Mississippi River. Curious, I hooked up some chains and drug it out of the water. To my surprise, the pipe was attached to a very expensive piece of equipment that had originally cost the company more than \$100,000.

Employees were paid based on the amount of work they could complete, and this machine was designed to make a complex part. Those assigned to use this very efficient equipment made less money than those working on other machines in the plant. So, one night it was tossed into the river and reported missing!

I eventually discovered numerous other pieces of equipment and tooling that had met similar fates, becoming expensive but ineffective obstacles to the progress of the great Mississippi River. The company set production standards, and people were expected to meet them. If those standards were unrealistic and no one would listen, apparently the employees had found a way to make the work go away. It was unbelievable.

How could these good people I knew, who worked in this factory, behave in such a way? These were my kids' friends' parents and our neighbors who were struggling to work within the constraints of a management system that drove them to do things they would never do in any other part of their lives. Tools in the river were only one symptom of a system so broken that managers and workers had literally come to a complete standoff. Such flawed working relationships were not uncommon in the 1970s when management often believed that employees' natural inclination was to lie, cheat, and steal if given the chance. This mindset became a self-fulfilling prophecy.

Bouncing around on my forklift got me to thinking about the responsibility management has to build collaborative, respectful relationships with its employees. Why couldn't we treat people at work like we do at our children's soccer party? When the strike was finally over I was named a department supervisor and immediately decided that the culture in my area would be much different and that perhaps someone would see that it could be different.

I discovered that some of the people I supervised, who worked in the company offices, had been there for more than 20 years and never visited the plant floor to see how their work impacted the manufacturing process. I took them to the floor where, to their shock, they discovered all sorts of important ways they could make improvements in their processes that made the workers' jobs safer and easier. I had the same experience when I began working on automation projects. I involved people who worked on the floor in the design of the equipment and machinery they were going to be using.

Now, most of my work at the Shingo Prize for Operational Excellence is focused on helping companies build powerful cultures based on the principles of respect, humility, and continuous improvement with an eye toward perfection. This kind of corporate, collaborative work environment has been a life passion for me, and I have to wonder what direction my career would have taken if it had not been sparked by insights gained along the Mississippi River, in the cold, behind a factory, doing what I thought at the time was meaningless, manual labor.