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THE HUNTSMAN POST

JON M.
HUNTSMAN
SCHOOL OF BUSINESS
UtahStateUniversity

MARCH 2013

MANAGEMENT INFORMATION SYSTEMS

Two Huntsman School of Business MIS Teams Make it to Finals in Global Competition



(From left to right) Kyle Bell, Kristen Tenney, and Gina Baldazzi, submitted a training video to the competition.

Two teams of Huntsman students have made it to the finals of a systems information contest that drew 82 teams from some of the best universities in the world.

The Utah State University students will be going to Bentonville, Ark., to participate in the 2013 Walmart IT Summit and AIS Student Chapter Leadership Conference April 18 – 20. The Association of Information Systems, the organization that is hosting the competition, is a professional group for individuals and organizations that lead the research, teaching, practice, and study of information systems worldwide.

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ENTREPRENEURSHIP

Students Win Case Study Competition By Developing Metrics For Skullcandy Training Efforts

In search of finding a quantifiable way to measure training efforts, Skullcandy turned to USU students for a help during the Jon M. Huntsman School of Business Marketing Case Competition.

The competition put participants into a real-life training and marketing situation as teams of two to five students were given a problem that the company was facing and 48 hours to put together a presentation that offered a solution.

This case asked students to analyze a college ambassador program that Skullcandy will be implementing in the future.

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A Case Study Competition asked students to submit ideas to help Skullcandy with training and marketing issues.

ETHICAL LEADERSHIP

Ethics Bowl Competition Tests Students as They Wrestle With Troubling and Challenging Issues

It's not often that most people have the opportunity to argue with each other in front of a crowd of people and a panel of

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Brook Silver, president of SAEL, and Alison Fife, vice president of SAEL tabulate points.

judges, but on Feb. 21, students from across the USU campus did just that.

They were discussing different ethical situations in the Fourth Annual Ethics Bowl. Hosted by the Society for the Advancement of Ethical Leadership, (SAEL), the event was set up as a single-elimination debate tournament. With 24 competing teams, each team of three students was paired against another team, given an ethical case study, and assigned a position to take.

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- ▶ Dean Douglas D. Anderson Talks on Building a Successful Consulting Business
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HUNTSMAN STUDENT SPOTLIGHT

When Nathaly Ramirez Was Diagnosed with Lupus, It Didn't Slow Her Down



Nathaly Ramirez is a Huntsman MBA student on scholarship from the Dominican Republic.

Nathaly Ramirez says her disease does not define her.

In October 2012, Nathaly, a Huntsman MBA student on scholarship from the Dominican Republic, was diagnosed with Lupus, an autoimmune disease where the immune system becomes hyperactive and attacks healthy tissues. But this hasn't slowed Nathaly down.

"Having Lupus is a part of me, but is not me," she said.

After returning from the Dominican Republic in September to begin the one-year MBA program, Nathaly began to feel weak and became sick.

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SOCIAL MEDIA



WHEN THEORY MEETS REALITY: STORIES FROM THE WORKPLACE

Professors Hartman and Stafford Adjust Message, Spark New Industry



It took a bit of Photoshop magic to get Cathy Hartman and Edwin Stafford to appear on top of a wind turbine.

By Cathy Hartman and Edwin Stafford, Huntsman professors

One might think that a proposal to save water during a drought would be an easy sell. We discovered that it was not.

We knew that, according to theory, in the world of marketing if you aren't prepared to adjust your approach until your message connects with your audience's hearts and not just their heads, you will end up spending all of your time talking to yourself and alienating your audience. We learned that you need to understand your audience's values when framing effective marketing messages.

[Click here to read more.](#)

LEADERSHIP

Former CEO Who Helped Turn Around Popeyes to Speak at Partners In Business Conference

Frank Belatti, a former CEO who helped turn around Popeyes Chicken and Church's Chicken, will deliver a keynote speech at an upcoming Partners In Business conference at Utah State University.

Mr. Belatti is scheduled to speak at the Partners in Business Leadership Conference that will be held at the Eccles

Conference Center on USU's Logan campus on April 2-3. The conference starts at 8:30 a.m. April 2. Mr. Belatti is the founder and former CEO of AFC Enterprises, one of the nation's premier franchisers of quick-service restaurants. The company has developed, operated, and franchised several restaurants including Church's Chicken, Cinnabon, Popeyes Chicken and Biscuits, and Seattle's Best Coffee.

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Frank Belatti helped turn around Popeyes Chicken.

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Huntsman Post

Two Huntsman MIS Teams Make it to Finals in Global Competition

By Steve Eaton

Two teams of Huntsman students have made it to the finals of a systems information contest that drew 82 teams from some of the best universities in the world.

The Utah State University students will be going to Bentonville, Ark., to participate in the 2013 Walmart IT Summit and AIS Student Chapter Leadership Conference April 18 – 20. The Association of Information Systems, the organization that is hosting the competition, is a professional group for individuals and organizations that lead the research, teaching, practice, and study of information systems worldwide.

There were 82 teams from 17 universities that entered the contest and just six teams in each of four different categories made it to the finals. Only five universities, counting USU, managed to get more than one team to the championships. Some of the universities that still have teams in the running include Carnegie Mellon University, University of Alabama, Brigham Young University, and University of Illinois at Urbana-Champaign, all schools known for their MIS programs.

One team of three Huntsman management information systems (MIS) students, which included Gina Baldazzi, Kristen Tenney, and Kyle Bell, submitted a **training video** they created and became finalists in the “interactive learning module” category. The video, which a former student, Marielle Sanchez, helped them create before she graduated in 2012, is aimed at helping people learn how to create an “entity relationship diagram,” which Gina described as “the blue prints for a data base.” She said they wanted to create something that was not too technical so that even those who are not MIS students could understand it.

“We think all business students can learn from this video,” Gina said. “With this training business leaders will know how to better communicate their database needs with the IT professionals who will be helping them.”

David Olsen, who heads the Management Information Systems Department, said that the students were able to hit a “sweet spot” because they identified a critical need which made their project stand out. He said both teams found innovative solutions that earned each of them a place in the finals.

The other team of three MIS students, which included Vishal Patel, Dannaea Ward, and Eric Schnell, entered the “IT risk identification category” and were asked to do a case study for a



(From left to right) Kyle Bell, Kristen Tenney, and Gina Baldazzi, submitted a training video to the competition.



(From left to right) Vishal Patel, Eric Schnell, and Dannaea Ward, submitted their recommendations after reading a case study.

Above photos by Steve Eaton

fictional health care company that was trying to decide if it should store private patient data in an online secure cloud storage system or on a more traditional protected system.

The team recommended that the company choose an approach where it would use on-demand software that is hosted and maintained online by a third-party vendor.

"With the boom in such cloud offerings, the enterprise world is rapidly moving toward these types of solutions for the benefits they offer and the cost savings they can deliver," Eric said.

Based on the risks involved with choosing this approach, the team also cautioned the company to set high security standards, to plan a clear exit strategy in case of vendor conflict, and to implement a strict policy to guard against fraud.

"We are happy to represent the MIS department here at USU," Kristen said. "Getting the Huntsman name out there, especially with two different teams is a big deal to us. It shows that we are getting a quality education, even when compared to other top schools across the nation."

Dr. Olsen said MIS students at the Huntsman School of Business are prepared to enter the job market when they graduate.

"We have very talented students here and many companies are recognizing that," Dr. Olsen said. "They now seek out our students because of what they can offer."

Both teams said they are excited for the opportunity to go to the convention hoping it will open up job opportunities for them.

"The end of the game is to get a good job," Dannaea said. "When you add to our formal education competitions like this that offer excellent networking opportunities, it can lead to a very good job."

Vishal said he wants people to see that Huntsman MIS students can compete with the best.

"We just want to tell people that we are Aggies and we can deliver," Vishal said. "It's school pride. We want people to know that are not just famous for our ice cream."

Huntsman Post

Students Win Case Study Competition By Developing Metrics For Skullcandy Training Efforts

By Allie Jeppson

In search of finding a quantifiable way to measure training efforts, Skullcandy turned to USU students for a help during the Jon M. Huntsman School of Business Marketing Case Competition.

The competition put participants into a real-life training and marketing situation as teams of two to five students were given a problem that the company was facing and 48 hours to put together a presentation that offered a solution.

This case asked students to analyze a college ambassador program that Skullcandy will be implementing in the future. Skullcandy is a global designer, marketer, and distributor of performance audio and gaming headphone and other accessory related products. The company markets its products under the “Skullcandy,” “Astro Gaming,” and “2XL by Skullcandy” brand names.

Huntsman School of Business alumnus and Skullcandy Global Training Manager Cohen Summers, told students in presenting the case study on Feb. 20, that the company was looking specifically for metrics, a way to quantify how well the new program is doing.

“Traditionally with a lot of marketing activations we challenged to find ways to quantify, in a tangible way, the return on investment,” Mr. Summers said, adding that the company traditionally looks to “sell-through” metrics — a cause and effect relationship between an event and the sale of a product.

Skullcandy was launched in 2003 and quickly became, according to the company, one of the “world's most distinct audio brands by bringing unique technology, color, character and performance to an otherwise monochromatic space; helping to revolutionize the audio arena by introducing headphones, earbuds and other audio and wireless lifestyle products that possess unmistakable style and exceptional performance.”

Mr. Summers said that many marketing returns, other than sell-through, are intangible, such as brand loyalty, awareness, and customer perception. The company was seeking a way to measure the impact of the program in order to justify spending the money that will be invested in it, he said.

After 48 hours of preparation, the seven participating teams presented their solutions to Skullcandy.

Students Jon Edwards, Ace Beorchia, Spencer Hall, and Brad Cannon took the first place prize winning an overnight stay in Park City, Utah near Skullcandy headquarters, a day on the ski slopes and a tour of the company.

The highlight of their presentation was the generation of a unique equation to specifically measure the effectiveness of an event hosted by one of the Skullcandy college ambassadors.

Ace Beorchia related the equation to a funnel that measured an event in layers. He said it first measured advertising success through event attendance. Then, in the next part of the



A Case Study Competition asked students to submit ideas to help Skullcandy with training and marketing issues.

equation, the number of students that visit a website because of an event is measured. Lastly, he said that the equation measured the number of sales related to a specific event.

According to Ace, the Skullcandy ambassador would then receive a score, based on the equation and according to event attendance, site-visits, and sales. An overall event score that would help calculate brand loyalty and awareness, as well as the effectiveness of the ambassador, would also be produced.

"The great thing about the equation is that many of the variables can be changed to add weight to one section, while also tailoring the numbers for each individual university," Ace said. "We understand that no two universities are the same so Skullcandy needs a measurement that is both uniform and flexible. That is what we created."

The equation created by the team reads:

$$Ea = A/\alpha P$$

$$Eh = h/\beta A$$

$$Es = \{[(S/xh)][(w1/xh) + (w2/xh)1.1 + (w3/xh)1.2]\}$$

$$ETotal = .5(A/\alpha P) + .15(h/\beta A) + .35\{[(S/xh)][(w1/xh) + (w2/xh)1.1 + (w3/xh)1.2]\}$$

Where,

E= Efficiency Rating

A= Attendance

P= Student Body Population

h= Website Hits from Event

S= Total Sales from Event

W= Weekly sales

α = Expected percent in attendance

β = Expected percent of website hits

X= Expected percent of sales

Mr. Summers stated that the overall event and experience was a great success for Skullcandy because of all the ideas and insight that they gained.

"It was a complete success and we are really, really excited about the results on so many levels," Mr. Summers said. "We look forward to doing more with the Huntsman School."

Skullcandy's products are sold and distributed through a variety of channels in the U.S. and approximately 80 countries worldwide. Those interested in more information may visit skullcandy.com, or facebook.com/skullcandy or follow the company on Twitter @skullcandy.

Huntsman Post

Ethics Bowl Competition Tests Students As They Wrestle With Troubling Issues

By Allie Jeppson

It's not often that most people have the opportunity to argue with each other in front of a crowd of people and a panel of judges, but on Feb. 21, students from across the USU campus did just that.

They were discussing different ethical situations in the Fourth Annual Ethics Bowl. Hosted by the Society for the Advancement of Ethical Leadership, (SAEL), the event was set up as a single-elimination debate tournament. With 24 competing teams, each team of three students was paired against another team, given an ethical case study, and assigned a position to take. The teams then had five minutes to prepare their case before arguing in front of judges that the option they had been given represented the most ethical of the proposed solutions.

Topics debated during the event dealt with issues such as the DREAM Act, social media, weight regulation, and movie piracy.

"The goal for this event was to help support the Huntsman School's fourth pillar of ethical leadership," said SAEL Faculty Advisor John Ferguson. "Our students need to think through difficult ethical problems and this is a one way for them to wrestle with some complex issues now so they'll be better prepared when faced with such dilemmas in the workplace."

He said that when some people talk about ethics, they are thinking of all issues having a right or wrong choice. Sometimes, however, the choice is not so black and white.

"What if there are pros and cons on both sides?" he asked. "What if you have two bad choices or two good choices or what if it's not clear which approach is best?"

Anthropology and political science student Prairie Fox said she came to understand the complexity of ethics while debating a dilemma that asked whether or not using information from Wikipedia required citations.

She said that she had always assumed citing Wikipedia wasn't necessary but after the debate and looking at both sides of the issue, she decided crediting the website for ideas and facts might be a good idea after all.

"The major thing about (the Ethics Bowl) is that it forces you to look at both sides," she said. "It challenges how you think."

Business major Jeff Parker agreed.

"It definitely stretched us because we were assigned which opinion we had to take regardless of our personal views," he said.

"It is important for students to start struggling with such issues now because if they don't, they won't be prepared," Mr. Ferguson said. "They won't have thought through some of the ethical issues they might face in the real world."



Brook Silver, president of SAEL, and Alison Fife, vice president of SAEL tabulate points.

Photo by John Ferguson.

Huntsman Post

Nathaly Ramirez Succeeds in the Classroom, Despite Disease

By Klydi Heywood

Nathaly Ramirez says her disease does not define her.

In October 2012, Nathaly, a Huntsman MBA student on scholarship from the Dominican Republic, was diagnosed with Lupus, an autoimmune disease where the immune system becomes hyperactive and attacks healthy tissues. But this hasn't slowed Nathaly down.

"Having Lupus is a part of me, but is not me," she said.

After returning from the Dominican Republic in September to begin the one-year MBA program, Nathaly began to feel weak and became sick. At first, the doctors couldn't explain what was wrong with Nathaly, and for her, the pain and inflammation was getting worse.

"After a while, I was limping, and I had a really hard time grasping to things," Nathaly said.

When she was finally able to get to a specialist, he diagnosed her on the spot. Lupus is a treatable disease, and for Nathaly, it is controllable. She is now visiting a doctor twice a week and takes medication regularly.

"There are trials in life and you need to work your hardest to get through them," she said, "and understand if you need help, you can ask for it."

One form of help Nathaly has received from the school is the support of the faculty.

"Nathaly has persevered in her studies, through even the tough times she's had this year," said Kathy McConkie, associate MBA director. "I've watched her quietly endure and succeed, and I've been amazed and grateful for her example of strength and fortitude."

Nathaly explained that the faculty has been supportive. She earned her undergraduate degree in international business from the Huntsman School in 2011. Upon her completion of the MBA program this June, Nathaly hopes to work with non-governmental organizations like HELP International or the United Nations Educational, Scientific, and Cultural Organization (UNESCO).

"I am all about culture, diversity, and solidarity, she said. " I think a lot of that is because of the Huntsman School."



Nathaly Ramirez is a Huntsman MBA student on scholarship from the Dominican Republic.

Photo by Katherine McConkie

Huntsman Post

Marketing Professors Adjust Message, Kick-Start New Industry

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

By Cathy Hartman and Edwin Stafford, Huntsman professors

One might think that a proposal to save water during a drought would be an easy sell. We discovered that it was not.

We knew that, according to theory, in the world of marketing if you aren't prepared to adjust your approach until your message connects with your audience's hearts and not just their heads, you will end up spending all of your time talking to yourself and alienating your audience. We learned that you need to understand your audience's values when framing effective marketing messages.

It was in 2003 that we joined the Utah Wind Working Group, a volunteer committee that was supported by the Utah Energy Office with funds from the U.S. Department of Energy's Wind Powering America Program. We accepted the task of promoting community acceptance of wind power in Utah to win popular support for legislation that would offer tax incentives to entrepreneurs willing to invest in renewable energy.

In the summer of 2003, Utah was suffering from a severe drought. At the time, coal-powered electricity was relatively inexpensive and the prevailing choice among policy makers even though coal plants in the west consumed 650 million gallons of water every day – a fact that few Utahns realized. Wind turbines, by contrast, don't require any water to generate power, so we decided to build our messaging around that benefit with a slogan that said, "Wind Power Saves Water!"

Our hope was to drive people to our website to learn how wind power saved water as a viable substitute for traditional coal-fired power. The campaign, however, did not generate the web traffic we had expected. In fact, it appeared that no one cared about the water-energy connection. Our campaign did, however, spark one inaccurate news story that managed to offend a utility plant executive, someone we would have rather not alienated.

We learned two lessons: One, connecting wind power to something people didn't care about is not effective marketing. And two, marketers need to consider how messages unintentionally could offend specific audiences.

As we reevaluated our campaign, searching for an approach that would resonate with Utahns, we decided to emphasize how wind farms could generate new property tax revenues (paid by the wind entrepreneurs). We reasoned that since about 75% of property taxes in Utah went to fund local schools and supported Utah kids, we could tie wind power to what most Utahns really cared about!

We started a campaign that said, "Wind Power Can Fund Schools!" The marketing pull, which included billboards, prompted thousands to go to our web site. Policymakers began supporting wind power and soon, with an almost unanimous vote, legislators passed their first significant tax incentive package for renewable energy. That market incentive led to the creation of Utah's first wind project in Spanish Fork in June of 2008.



It took a bit of Photoshop magic to get Cathy Hartman and Edwin Stafford to appear on top of a wind turbine.

Keep in mind the legislature had only recently voted down a bill that would have required utilities to use renewable sources of energy to generate a small percentage of their electricity. A change in attitude toward wind power was achieved.

Utahns value education and their children, but raising taxes to fund schools wasn't politically popular. At the time Utah ranked dead last in per-pupil funding of education. We tapped into that dissonance and showed how wind power could be a solution for funding schools without raising taxes. That resonated with people! Our billboard and slogan were eventually adopted by the U.S. Department of Energy and other states in their wind power outreach efforts.

The success of the campaign reminded us that good marketing often is a matter of reaching your target audiences' hearts, and not just their heads. Water conservation wasn't nearly as important to Utahns as children, schools, and taxes. Had we stubbornly refused to abandon the water conservation message our story would have had a different ending.

The idea of being flexible and fine-tuning innovative approaches is constant not just in marketing but in business in general. In our case, we let the winds of change provide some education for us. We adjusted our approach, and helped ignite a new renewable energy industry in Utah.

Huntsman Post

Partners in Business Conference to also Feature Gail Miller, Owner of Larry H. Miller Companies

By Nadiah Johari

Frank Belatti, a former CEO who helped turn around Popeyes Chicken and Church's Chicken, will deliver a keynote speech at an upcoming Partners In Business conference at Utah State University.

Mr. Belatti is scheduled to speak at the Partners in Business Leadership Conference that will be held at the Eccles Conference Center on USU's Logan campus on April 2-3. The conference starts at 8:30 a.m. April 2. Mr. Belatti is the founder and former CEO of AFC Enterprises, one of the nation's premier franchisers of quick-service restaurants. The company has developed, operated, and franchised several restaurants including Church's Chicken, Cinnabon, Popeyes Chicken and Biscuits, and Seattle's Best Coffee.

Today, he is the managing partner of Equicorp Partners, an Atlanta-based financial services firm that he co-founded in 2005. He and his colleagues provide expertise to private equity firms and strategic partners, and oversee a portfolio of diverse investments.

"He has proven to be an outstanding businessman, but also has been the example of what it means to give back," said Jamie Andrus, director of Partners In Business. "He has been recognized by the business world, academia, and government institutions."

Gail Miller, owner of the Larry H. Miller Group of Companies, will also be a keynote speaker. She and her husband, Larry Miller, launched their own business with the purchase of Toyota of Murray, renaming it Larry H. Miller Toyota, in 1979. They grew the business into one of the largest privately-owned companies in the nation. Since Larry's passing in 2009, Mrs. Miller continues to be involved in all areas of the company. The Larry H. Miller Group of Companies owns more than 75 businesses in 30 states, including the Utah Jazz. In 2009, she was named *The Salt Lake Tribune's* "Most Influential Sports Figure in Utah."

Other keynote speakers are:

- Benson L. Porter, managing director of human resources for the Corporation of the President of the Church of Jesus Christ of Latter-day Saints
- Marvin Roberts, treasurer of the board of directors at the National Basketball Retired Players Association
- Weston Smith, former CFO of HealthSouth
- Steve Shallenberger, founder and chairman of "Becoming Your Best"
- Scott Vest, chief operating officer of Nexeo

Breakout speakers include the following:

- Peter Foss, former vice president of FranklinCovey and partner at the Strategic Leadership Partners, LLC
- Merideth Ferguson, assistant professor of management at the Jon M. Huntsman School of Business
- Sterling Bone, assistant professor of marketing at the Jon M. Huntsman School of Business
- Jim Woodard, sales manager of CCI Mechanical Inc.

There will be a panel session consisting of top management professionals who will talk about their perspectives and insights on leadership. Here is a list of those speakers:

- Kelvin L. Anderson, president and CEO at Optum Bank
- Frank Belatti, founder and former chairman and CEO, AFC Enterprises
- Rob Campbell, president and CEO of Juniper Systems, Inc.
- Blake Kirby, CEO, Inovar
- Gail Miller, owner Larry H. Miller Group of Companies

Register to attend.



Frank Belatti helped turn around Popeyes Chicken.



Gail Miller is owner of the Larry H. Miller Group of Companies.