

The Business School for the World®

ALUMNI PERSPECTIVES CANADA

INSEAD

ALUMNI PERSPECTIVES

CANADA

Without action, the world would still be an idea"

- Georges Doriot, INSEAD Founder (1899-1987)

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From the Dean

It is my pleasure to present *Alumni Perspectives*, a series that spotlights, by country, INSEAD's trailblazing alumni and pays tribute to the accomplishments of our exceptional National Alumni Associations (NAAs).

Less than six decades after its inception, INSEAD has topped the *Financial Times* global business school rankings two years in a row (#1 MBA in 2016 & 2017). High-calibre students from over 70 countries bolster their knowledge across three state-of-the-art campuses – in Fontainebleau, Singapore, and Abu Dhabi – as well as via exchange programmes with select institutions around the world. Our unparalleled global alumni network includes 48 NAAs, over 54,000 alumni, and spans 170 countries. The founders' bold and pioneering vision has become a reality.

As we celebrate this powerful international presence, and seek innovative responses to quickly evolving global challenges, it is essential that we invoke our School's extraordinary history. But it is equally important that we distil reflections from today's expanding INSEAD community, and draw upon them to reach our highest aspirations.

Within this series, you will hear from inspiring alumni whose journeys weave the very fabric of INSEAD's identity. Industry leaders, entrepreneurs and contributors to their communities, they have found exemplary ways to harness 'business as a force for good' at both a global and local level.

These featured alumni speak of a transformative experience at INSEAD. They also describe an enduring set of values that has guided them throughout their careers. They embrace diversity and embody a truly global mindset, born of intense multicultural immersion. Throughout the interviews, they express gratitude for the extensive support of their professors and INSEAD peers around the world, and encourage engagement in the vibrant Alumni Associations.

As Dean, I am fortunate to have heard many of these compelling stories first-hand. I believe they are worth sharing. Now, I invite you to discover them, and to learn more about INSEAD's living worldwide legacy.

Ilian Mihov Dean INSEAD



From the President of the Canada Alumni Association

Canada and INSEAD both set an example for the world today.

INSEAD was the only business school I applied to. I wanted an MBA programme recognised as the best in the world. I also wanted a truly multinational community, one not dominated by the American culture that I, as a Canadian, knew so well already. In 1993, INSEAD came closest.

Today, INSEAD clearly offers both. Where most schools struggle to outgrow their national roots, INSEAD is entirely multi-continental. And the *Financial Times* now ranks it as the top global MBA.

Canada's world standing is quietly changing as well. *The Economist* ran a cover article recently entitled 'Liberty Moves North', which started with the question 'who will uphold the torch of openness in the West?' before stating that 'in its lonely defence of liberal values, Canada seems downright heroic'.

As INSEAD has come to maturity, our alumni have taken on positions of worldwide influence. Canada's finance minister, Bill Morneau, is an INSEAD graduate. A political insider confided to me that it was unheard of for a rookie member of parliament to be chosen for this position. Bill was different, though, because 'as an INSEAD grad, he gets instant respect in the G7.'

INSEAD punches far above its weight in Canada. Alumni own and run one of Canada's top asset managers and one of its top holding companies. Our alumni community also includes bank MDs, consulting partners at top-tier firms, the country head for Uber, both the General Manager and the lead investor of the country's hottest fintech start-up, and many others – as you will discover in these pages.

Canadian graduates of INSEAD are not only based in Canada, however. We are internationally-minded citizens of the world, living and working across multiple continents. This global mobility is often facilitated by our INSEAD connections (as in my case, when I spent four years in Lithuania).

Many alumni of other nationalities call Canada home, as well. Canada's sense of identity is actually similar to INSEAD's – no matter your country of origin, when you come here, you become one of us.

We are Canadian, and from INSEAD. We are 'chez nous' anywhere in the world. We can be a powerful force for good, and our time to lead is now.

Feel free to join us!

Kamal Hassan, MBA'93D President INSEAD Alumni Association Canada



National Alumni Associations

INSEAD has the most globally robust alumni network of any business school, with 48 active National Alumni Associations (NAAs), and over 54,000 alumni spanning 170 countries.

NAAs are typically established in countries where there are at least 100 resident alumni. Their purpose is to further strengthen the alumni community within that country, and to increase opportunities for alumni to connect on multiple levels with one another, the faculty, and the school.

While many other schools are able to claim an international alumni base, none have the breadth and depth of the global INSEAD network.



National Alumni Association Canada

Extended Footprint, Diverse Offerings

As of 2017, Canada is home to 839 alumni and five thriving alumni chapters: Montreal, Toronto, Ottawa, Vancouver and Calgary. Throughout the year, alumni attend an array of social, business networking, and educational events, all supported by local 'champions' and facilitated by online tools.

Presidents of NAA Canada

Over the years, the following alumni have served as President of the INSEAD Alumni Association Canada:

Bill Morneau, MBA'90J Loudon Owen, MBA'88J Lee St James, MBA'93D Philippe Castonguay, MBA'89J Daniel Labrecque, MBA'81 Vicken Aharonian, MBA'89J Kamal Hassan, MBA'93D

Canada Alumni Association Events & Activities

Dynamic Social Events

In the Toronto area, alumni celebrate Bastille
Day each year at the Royal Canadian Yacht Club
(Toronto Island Clubhouse & tennis courts) with
generous host Mark Groulx (MBA'85J). Christmas
parties – held at select venues, from the French
consulate's residence to the historic properties of
Old Montreal – also draw excellent attendance.
The INSEAD tradition of 'random dinner-cocktail
parties', hosted by alumni in their own homes, is
also a vibrant part of the social fabric.

High-Profile Business Networking & Education

The INSEAD NAA Canada partners with other top international MBA programmes to host business networking and educational events. One such event, held at MaRS Discovery District in Toronto, featured 'lessons learned' with venture capitalist and INSEAD alumnus Loudon Owen (MBA'88J). His firm, i4i, won the largest patent infringement verdict ever affirmed on appeal – US\$290M, against Microsoft.

















INSEAD Alumni Fund (IAF) Gala

The Canadian director of the IAF hosts an annual gala and fundraising dinner, with venues alternating between Toronto and Montreal. Created by Blake Goldring (MBA'82) during his time as IAF Chairman, the initiative has garnered significant Canadian corporate and individual donations over the course of the first 17 events. The 18th gala – held in conjunction with the INSEAD Americas Forum in Montreal on the 27th of April, 2017 – featured Canada's Finance Minister Bill Morneau (MBA'90J) as keynote speaker.

INSEAD Americas Forums

The Canada NAA has also been active in the planning and execution of major events, bringing together alumni from around the world. In June 2013, the INSEAD Americas Forum in Toronto, Ontario focused on 'Business as a Force for Good', with former Canadian Prime Minister Brian Mulroney, and award-winning author Don Tapscott as keynote speakers.

Montreal, Quebec has been chosen to host the April 2017 forum, with the theme of 'Innovation & Entrepreneurship'. Keynote speakers included Charles-Edouard Boucee, CEO of Roland Berger; Peter Cuneo, Executive Chairman of the Iconix Brand Group; and Paul Desmarais III (MBA'10J), Vice President of Power Financial Corporation.





Canada turns 150 this year. For the first third of its life, it looked to its sovereign ruler to drive its economic progress: Great Britain was Canada's main trading and investment partner at a time when the colony's largest outputs were timber, grain, and fish. Great Britain was Canada's main trading and investment partner at a time when the colony's largest outputs were timber, grain and fish. During the Great Depression of the 1920s, Canada and the United States each experimented with various trade tariffs on the other, with mixed success. (Though it didn't appear in official statistics, Canada's bootlegging of liquor to its southern neighbours was probably one the more enterprising and lucrative initiatives at the time.)

During the Second World War, economic partnership between Canada and America reached a new level; between 1940 and 1943, deep coordination in the production of war materials more than doubled the value of Canadian exports, from \$443M to \$1.1B.¹ From 1900 until the end of WWII, Great Britain's investment into Canada dropped from 85% to 17%, while the United States' contribution vaulted from 14% to 77%.² Post-war, America developed a heightened interest in Canada's impressive oil reserves – third only to Venezuela's and Saudi Arabia's³ – contributing to enormous growth of Canada's energy sector. Following the introduction of an auto pact, trade between the countries accelerated rapidly through the 1960s and 1970s.

Today, the United States is Canada's biggest trading partner, importing \$295B of Canadian goods and services⁴, while Canada is the United States' second biggest trading partner after China, importing \$280B.⁵ Canada's economy is primarily services and dominated by real estate, manufacturing and commodities such as mining and oil and gas.⁶



Today, the world is changing at a dizzying pace. Rapid advancement in technology is connecting people and markets at unprecedented levels. Flows of information, people, goods, services, capital and ideas are moving faster, reaching farther and being interrupted and rerouted constantly. The benefits of globalisation are many. Artisans and makers from Summerside to Lagos are honing their craft and scaling their businesses by selling online around the world. Anyone with a set of door keys can be a hotelier via AirBnB. Doctors around the world are using new technologies to treat remote patients, share information and collaborate on new treatments and cures. However, with this disruption comes fear. There are people whose livelihoods are threatened by globalisation, and people who feel alarmed by the frenetic social and economic change. Scores of previously successful businesses around the world are facing overnight extinction.

Fear of change (including of losing jobs to robots and foreign workers) helps explain the current waves of nationalism and protectionist policies – with Brexit and the election of Donald Trump being the most prominent harbingers of this trend.

Yet as the rest of the world is closing off, Canada continues to open up. While Europe struggled with an influx of refugees fleeing the humanitarian crisis in Syria, and the American President attempted to ban Syrians and other foreign nationals from entering the US, Canada resettled over 40,000 Syrian nationals in just over a year. Indeed, Canada targets to grow its population 1% per year through immigration (over three times the American rate.) Can this openness give Canada an advantage in the global economy? When coupled with its many inherent strengths, all

signs point to yes. Canada is in a unique position to participate further in the value created and captured across global business flows.

First, Canada has rock solid fundamentals. Its stable and transparent political and legal environments have earned it a reputation for excellent governance. While sometimes questioned by the international community, Canada's conservative fiscal policy was essential in protecting Canadian financial institutions from the subprime credit crisis in 2008 (and landed Mark Carney the job of running Britain's national bank). In addition to strong rule of law and a lack of corruption, Canada's policies are decidedly pro-business – including competitive corporate tax rates, a below-average tax burden on labour, and a long history of investment in research and innovation. 10

People – the lifeblood of any business – are Canada's second main strength. The population is skilled, entrepreneurial, and multi-ethnic, and the labour force is among the best educated in the developed world, thanks to a strong education system (Canadian students perform 7th overall in OECD tests, joining Finland and Estonia as the only non-Asian countries in the top ten¹¹). In 1971, under Prime Minister Pierre Trudeau, Canada was the first country in the world to adopt an official policy of multiculturalism. This policy affirming the dignity and value of all citizens, regardless of racial or ethnic origins, language or religion – was reinforced in the Canadian Multiculturalism Act in 1988. As a result of these policies, Canada is one of the most diverse counties in the world, and its business capital, Toronto, is the most diverse city on the planet, with 51% of Torontonians born abroad and representing 230 different nationalities. 12 Canada's openness to the rest of the world, as well as its long-standing commitment

to multiculturalism, have created a multi-ethnic, multilingual workforce – a tremendous asset, and the backbone of its economy.

As a young country built up by immigrants, Canadians have entrepreneurship in their blood: Canada's entrepreneurial activity is second only to the US among its G7 peers.¹³

Finally, Canada has excellent access to global markets. Its geographic advantages include ports on the Atlantic and Pacific, as well as a shared transport infrastructure with the US, along the Great Lakes. From a trade policy perspective, Canada has even more of an edge. With the comprehensive Free Trade Agreement signed by Canada and the US in 1987, Canada has preferential access to the largest market in the world. With the Canada-European Union Comprehensive Economic and Trade Agreement (CETA) going into effect, Canadian businesses now have similar access to the E.U.

Despite these formidable strengths, Canada still faces its own challenges. For a trading nation, Canada has become somewhat insular – focused largely on selling east to west across its own territory, and south into America. Young Canadians are travelling less, and Canada's business networks around the world have stagnated. As a historically conservative country with a reputation for radical modesty, Canada has a tendency to preserve the status quo, and has become in some ways 'too comfortable.'

Nonetheless, as the world's 10th largest economy, Canada has the distinct potential to push beyond its comfort zone and be a key global player. The country has tremendous 'soft power', as evidenced by the proportion of Canadians dominating the music charts and the Stanley Cup playoffs. With its strong governance, its diverse, educated and entrepreneurial labour force, and its preferred access to global markets, Canada could become the global trading hub envisioned by Canada's Advisory Council on Economic Growth (led by McKinsey Global Managing Director, Dominic Barton). 14 Thanks to an exceptional quality of life - which extends beyond its inclusiveness and high quality education system to include an enviable healthcare system, low pollution and its ranking as one of the safest countries in the world¹⁵ - Canada can also expand its labour force by continuing to attract foreign talent. Skilled immigration will drive business development – from disruptive technology start-ups to industry behemoths in natural resources and energy.

For Canada to evolve as a nation into a 'Singapore of the North', it needs only initiative, innovation, and ambition. Canadian youths must travel more extensively, and build their networks globally. Canadian marketers must harness their international perspectives to create brands that catch the world's attention. Canada must look beyond the Americas for growth, and tap its multicultural population to drive overseas business. Canadian companies – from coast to coast – must emulate the model of its banks and pension funds, by actively pursuing global opportunities.

All these factors explain why Canadians who attend INSEAD achieve disproportionately high success. As they cultivate business skills in the classroom,

they develop their global mindset via exposure to the dynamic INSEAD community. Ten months later, the doors of the world are fully open. While some graduates pursue careers around the world, others come home to Canada – and they are no longer satisfied with business as usual. They have the connections, the perspectives and the skills to build international businesses, coupled with the drive to achieve. Tapping into Canada's natural strengths, these INSEAD alumni will continue to reshape the world. They will play key roles in unlocking Canada's huge potential as a global leader in business, and beyond.

Peter Guy (MBA'06J) is an expert in early-stage technology and enterprise software-as-a-service, specifically in product management, customer development, customer success and sales. Originally from Halifax, Nova Scotia, Peter served on the INSEAD Canada Executive Committee from 2006 until 2011. Though currently based in Brooklyn, he stays close to what is happening in his homeland north of the border.

References can be found at the end of the book.

INSEAD's Global Community

This satellite map accurately reflects INSEAD as the most diverse, international business school in the world.

The dots represent clusters of more than 54,000 alumni across 170 countries who transcend boundaries, nationalities, languages, and cultures to do business in new and exciting ways, every day. With 48 National Alumni Associations, INSEAD has both an unparalleled global reach and a strong local voice.

With integrated campuses in Europe, Asia and the Middle East; and alliances with top institutions spanning the globe, each individual student at INSEAD benefits not only from a cutting-edge business education, but also from intense cultural exchanges beyond the classroom.

A key driver of INSEAD's excellence – our faculty – also come from every corner of the world. International thought leaders in their fields, they are widely recognised for their groundbreaking research, innovative teaching methods, and award-winning business cases.





Alumni Reflections

At INSEAD, diversity goes far beyond the number of nationalities per class. It's a genuine, continuous and spontaneous series of encounters. With 159 nationalities represented, our alumni are citizens of the world.

In the words of one graduate, INSEAD students 'experience the world as it ought to be', and become dedicated to extending that experience through their subsequent life and career choices – in their own countries, as well as internationally.

This aspect of the INSEAD culture is an invaluable asset for today's leaders, who must think and act both locally and globally, in an increasingly hyper-connected world.

The following featured alumni are representative of the INSEAD mindset and qualities – demonstrating authenticity, originality, and passion for making a global impact at a local level.

Andy Burgess

MBA'91D Managing Director Russell Square Partners

Andy Burgess is Managing Director of Russell Square Partners, a Toronto private equity firm that invests in small, growing Canadian companies. Prior to this role, he co-founded Somerset Entertainment — a producer and distributor of specialty music — and served as CEO from 1994 to 2010. During that time, the company grew from a private label to a public, diversified music company with over 200 employees, selling to 20 countries. Andy is also Vice-Chair of the Daily Bread Food Bank, and sits on the boards of Pluck Tea, Slater Asset Management, Hamburg Honda and Camp Oochigeas. He and his wife Beth have 3 children. In 2005, they created the Andy Burgess Scholarship Fund for Social Entrepreneurship at INSEAD.



What were you doing just before you decided to pursue an MBA? Where were you?

After graduating from Princeton, I was working at McKinsey in New York, but I had to return to Toronto to look after family estate matters. During that time, I also joined an entrepreneur to work on his five existing businesses.

When you think back on your year at INSEAD, what immediately comes to mind?

The energy and warmth of my classmates. In contrast with Princeton (where freshman year could be intimidating), INSEAD was immediately inclusive and friendly. During week two, I ran into a fellow rugby player, and was out nine days for surgery. The reaction of my fellow students was wonderful – although the hospital was a 45-minute drive away, they constantly brought food, came to visit, and helped me with Statistics homework!

How did INSEAD prepare you for an international career?

My first post-INSEAD venture was Somerset Entertainment, and 90% of sales were outside of Canada. INSEAD heightened my sensitivity to the needs and differences of other cultures and markets. Later, whether selling in the UK, setting prices in Brazil, or negotiating in the Netherlands, the INSEAD experience was invaluable.

Which class or professor influenced you the most?

The class 'Managing a Growing Business'. One night I was so captivated by a specific case – and identified so closely with the founder – that I suddenly knew: this is what I should be doing!

What was the greatest thing you gained from INSEAD?

INSEAD was transformational in that it helped me understand my professional aspirations. It taught me what truly stimulated me (growing a business!), and acquiring that knowledge was crucial to my subsequent career decisions.

INSEAD finds the perfect balance. Students are determined to learn, without being too competitive — they are there for the right reasons.

A consistent theme for alumni is that they feel as though they left INSEAD with a set of values. How would you describe those values?

Respect for other cultures and different approaches. Also, a greater appreciation for experiencing life in many dimensions: arts and culture, sport and travel, politics and community service. In the INSEAD perspective, work and business are not an end in themselves, but a means to a better life and world.

Any final word?

INSEAD finds the perfect balance. Students are determined to learn, without being too competitive or focused on grades. They are there for the right reasons. As a result of this healthy learning environment, we as INSEAD students – and alumni – do not take ourselves too seriously and we always have fun!

Alan MacIntosh

MBA'87D Co-founder and Partner Real Ventures

Since the mid-90s, Alan MacIntosh has been building, operating and investing in entrepreneur-led technology businesses. Prior to this, he worked in oilfield exploration, product management, and mobile communications. Alan co-founded GSM Capital, the first global wireless venture fund, with investments that included Paypal. As a founding partner in Acta Wireless, he chaired OZ Communications (acquired by Nokia) and co-founded WaveMetrix, Millennial Media (acquired by Verizon AOL) as well as Real Ventures, Canada's leading seed fund. President of the OSMO Foundation, he serves as a Trustee of the McCord Museum, a Board Member of Montréal's Quartier de l'Innovation (QI), and a founding sponsor of the Mobile Giving Foundation. He also holds a BSc (Hons) in Offshore Engineering from Heriot-Watt University.



What were you doing before INSEAD?

Working as a field engineer for Schlumberger. I'd had work experiences from Togo to Syracuse to the Gulf of Mexico to the North Sea, but I wanted to open up new professional avenues (beyond engineering). The idea was to expand my areas of competence, including business, finance, etc., and to get a truly international perspective. The one-year programme was also very attractive.

When you think back on INSEAD, what immediately comes to mind?

Compared to lectures at my university in Scotland, the interaction was on a totally different level. Professors appreciate the vast knowledge in every INSEAD classroom and encourage participation. Meanwhile, the workload was daunting; prioritising was actually an essential part of the lesson!

Is there anything that stood out from your study group?

We had an incredible mix, including Swedish, Japanese, German, American and Spanish.

Overcoming language and cultural barriers

– and discovering the power of diversity –
was an 'eye-opening', challenging and joyful

experience. I learned to be a better listener... to hear not just words, but also cultural cues. Later on, when doing business around the world, this was really helpful.

What was the greatest thing you gained from the INSEAD MBA?

A holistic appreciation of the different factors involved in building, managing and sustaining good business. Rather than a very narrow or 'siloed' view, you learn to see the whole value chain. I also ended up studying subjects I had not planned on – including innovation and technology – which directly influenced my career. INSEAD was incredibly stimulating, beyond all expectations.

What class or professor influenced you the most?

Professor Manfred Kets de Vries (Organisational Behaviour). He exposed us to human psychology and how it impacts every organisation. It made me more useful in so many areas – able to ask the right kind of questions, and to distil and synthesise insights.

Many alumni say that INSEAD was 'transformational', would you say the same? Definitely. The extracurricular activities—from rugby

Overcoming language and cultural barriers – and discovering the power of diversity – was 'eye-opening', challenging and joyful.

matches to national weeks-were as important as the academics; not to mention the lifelong friendships. I'm going back this year for my 30-year reunion!

How has the global INSEAD network been important to you?

Wherever you end up, you get a fantastic network of like-minded people with shared experiences. It's a fast track to broaden your social and professional connections. Alumni in any country will take your cold call, as will I – we are all proud to be part of the INSEAD community.

Angelique Mannella

MBA'08D Associate Vice Principal, Innovation McGill University

Angelique Mannella is McGill's first Associate Vice-Principal of Innovation and Partnerships. In this role, she has a mandate to promote and expand McGill's innovation agenda by creating new partnership and entrepreneurship opportunities for McGill students and researchers. Her team works to create a bridge between research and application, by providing opportunities for students and researchers to orient their work toward engaging with social or market challenges outside the academy. Angelique serves as an Entrepreneur-in-Residence with the Digital Entrepreneurship Program at the World Bank Group in Washington D.C. She is a professional engineer, and also has degrees from McGill University (BEng) and the London School of Economics (MSc).



What is the greatest thing you gained from your time at INSEAD?

My career before INSEAD was quite technical, narrow and focused – deterministic, in a way. Colleagues probably could not imagine I would become an entrepreneur or work in social enterprise. But the INSEAD spirit is about seizing opportunity, pushing yourself out of your 'comfort zone', trying new things, and meeting new people. This spontaneous environment was key in inspiring me to later set up my own company!

How did INSEAD prepare you for an international career?

Working with classmates from around the world, you discover that there are very different ways of interpreting any situation, and you learn not to make assumptions. That was essential after INSEAD, when I worked in Singapore and Finland, and later, as I launched my business in a new market.

Which classes influenced you the most?

The entrepreneurship classes – even though at the time, I was not planning to go down that path! Years later, I still have vivid memories of

the cases we studied about other INSEAD alumni businesses, and of the persistence they required. That knowledge bank has been immensely helpful during challenging times.

Many alumni say that INSEAD was 'transformational', would you say the same?

Absolutely. It changed my perspective on my place in the world: where I could go and what I could do. INSEAD pushes you to seek out different types of opportunities – it gives you confidence and clarity.

The INSEAD spirit is about seizing opportunity, pushing yourself out of your 'comfort zone'.

For you, what is the best way to stay connected to INSEAD?

Through my local Alumni Association events and by staying connected with classmates. I make an effort to meet them for dinner whenever I am in their cities.

How has INSEAD's global alumni network been important to you?

INSEAD is a vast international network that will help you navigate any business situation. Any time I need contacts or insights related to a certain company, industry, market or location, I look first to INSEAD alumni, and I am always ready to help INSEAD alums coming to Canada!

In your opinion, what sets INSEAD apart from other top business schools?

There is no dominant culture, so everyone is experiencing something new together. That creates an incredible environment to form connections and set up future collaborations.

What advice would you give to current INSEAD students?

Seize every opportunity, forget about sleeping (you can do that later!), and challenge the way you see yourself and your future.

Alexandra von Schroeter

MBA'87J

Partner, Head of Strategic Business and Portfolio Manager

Cumberland Private Wealth Management

Alexandra von Schroeter, CFA, IDP-C, is an experienced executive, strategic business leader and owner with a demonstrated track record in the investment management and banking industries over the past 30 years. Since joining in 1999, she has been integral in Cumberland's growth as a leading independent wealth management firm in Canada. Alexandra also has a director's certification from INSEAD, the CFA designation, and a Bachelor of Commerce from Queen's University, among other credentials. She is a director of Cumberland Partners Limited, INSEAD Alumni Fund, Canadian Foundation for INSEAD, and The Orchard at Craigleith Condo Corp, as well as an activator of SheEO. She has one son, Henry, and a love of the arts, exotic travel, sports, and lifelong learning, especially through INSEAD.



What was the greatest thing you gained from your INSEAD MBA?

INSEAD helped me confirm who I am as a person. Although I value my Canadian citizenship, I realised that I aspired to be a citizen of the world with an open outlook. INSEAD also instilled in me the spirit of entrepreneurship, and a passion for dynamic learning.

How has INSEAD influenced your career?

The INSEAD MBA was a catalyst that helped me enter my preferred field and propelled me into another professional category. I tripled my salary and started on the path towards stimulating new career challenges. Lifelong learning is also important at INSEAD – via articles, online courses, and on-campus programmes. Recently, I completed the International Directors Programme, which has enhanced my skills and helps me leverage them at this stage of my career.

Has INSEAD remained an important part of your personal and professional life?

Definitely! I've talked to at least three INSEADrelated people today already, and I've been back to campus for the alumni and volunteer meetings every May for the past 15 years. On the professional side, the INSEAD network is very powerful – a number of alumni are clients.

that helped me enter my preferred field, and propelled me into another professional category.

For you, what's the best way to stay connected to INSEAD?

By volunteering. For example, I'm a Global Director of the INSEAD Alumni Fund; and I help with the fundraising events like Canada's 18th annual Alumni Fund Dinner with (INSEAD graduate) Bill Morneau, Canada's Minister of Finance. I also stay close with classmates and friends by reaching out personally and frequenting Alumni Association events. Finally, I attend INSEAD forums around the world when travelling for work or leisure – this lets me combine learning with business with social.

What do you consider the INSEAD's values?

The Salamander – the emblem chosen by the original INSEAD class of 1959 – represents valour and perseverance. INSEAD's original founders and visionaries (some of whom are still involved!) had no funding and no government or institutional support. Their only option was to 'walk the talk' if they wanted the school to flourish. Starting with those first bold graduates, alumni have felt compelled to go out into the world and exhibit the INSEAD's values.

What sets INSEAD apart from other top business schools?

The fact that there is no dominant nationality, and no university or country backing the school. We, the global alumni, are the 'owners'. Every day and over time, we are instrumental in shaping the INSEAD brand.

One piece of advice to current INSEAD students?

Be confident in yourself, blaze your own trail... and surround yourself with the INSEAD community!

Brad Johns

MBA'91J General Partner Yaletown Partners

Brad Johns is a General Partner with Yaletown Partners, a venture capital firm investing in emerging-growth technology companies in Canada. He has over 25 years of experience in private capital, product management, engineering, manufacturing, and business development. Prior to Yaletown, Brad held executive roles at Moneta Energy Services, Moneta Capital, and Launchworks, as well as at two technology startups, and spent a decade with Nortel. He also has a Bachelor of Science in Mechanical Engineering from Queen's University, and a Masters in Systems and Robotics Engineering from McMaster University. A director of the Venture Capital Association of Alberta, Brad has chaired the A100, a non-profit helping Alberta's next generation of tech start-ups. He and his wife Carolyn have two children.



What were you doing before your MBA, and what drew you to INSEAD?

Following a Masters in System Engineering, I worked in Holland with Philips, and then joined Nortel. I wanted to move into the business world; and as I had already done six years of university, I definitely preferred a one-year MBA. The overall quality and the truly international angle drew me to INSEAD. My brother-in-law had also studied there, and I actually sat in on one of the lectures.

When you think back on your year at INSEAD, what experience comes to mind?

Our first child had just been born, and looking back, it seems that we took on multiple challenges simultaneously. But the dynamic group of fellow students included other young families in similar positions. We supported each other and all came out with great experiences. My wife also enjoyed it immensely!

How did INSEAD affect your career?

The multicultural environment helped me understand the nuances of doing business with people from around the world. INSEAD

also gave a boost to my career advancement and redirection, and sped up my move to management.

The multicultural environment helped me understand the nuances of doing business with people from around the world.

What was the greatest thing you gained from INSEAD?

First, coming from a technical and engineering background, INSEAD gave me essential business knowledge – a foundation that has helped me throughout my career. Secondly, business relationships. I was an angel investor on the board of a classmate's company, and I still speak to him every month. Even more importantly, the common thread of the intense INSEAD experience creates friendships that stand the test of time.

Which classes or professors influenced you the most?

Even today, I have to review financial statements and reports at a high level. Professor David Young

(Accounting) offered important insights into deciphering these reports and getting a real understanding of how a business is running. Professor Pekka Hietala (Finance) gave us the tools to be creative in deal structuring – this is essential when working in venture capital.

How would you describe the values that INSEAD left you with?

Respect for other perspectives. That respect allows you to work effectively with colleagues from a variety of backgrounds, cultures and industries. It keeps you open-minded.

What do you think sets INSEAD apart from other top business schools?

The high calibre and international student body. This talent pool creates a stimulating environment, and attracts the best professors... and the virtuous cycle builds on itself!

Brett Miller

MBA'93J CEO Jones Lang LaSalle (JLL) Canada

Brett Miller is the CEO of JLL Canada. Since his arrival in 2012, he has led JLL to become Canada's fastest growing commercial real estate firm – increasing revenues by 800%, raising headcount from 300 to over 1200, and significantly expanding JLL's geographic footprint and scope of services. Brett has more than 25 years of international experience in real estate and entrepreneurship. Prior to joining JLL, he held roles as Executive Vice President and Regional Managing Director for CBRE; General Manager of News Commercial Ventures for News Corporation Limited in London; and Founder and Managing Director of Nestor Services in Paris. He also holds a Bachelor of Commerce from McGill University.



What drew you to INSEAD?

Its extremely international, one-year MBA programme, and its position on the leading edge of entrepreneurial studies.

How did INSEAD affect your career path?

My path was unconventional. I considered going back into real estate or joining the corporate world, but I'd also written a well-received business plan in the Business Ventures course. As a result (while I eventually returned to international real estate, in executive roles), I launched my business right out of INSEAD It was a logistics/delivery business for dry cleaning, which became the largest in Paris.

How did INSEAD prepare you for an international career?

INSEAD gives you the confidence to go out into the world, as well as essential decision making tools – including a global perspective and an understanding of business nuances and drivers across markets. I regularly call upon INSEAD peers, who are now in senior roles around the world, for their views and insights. Twenty years later, I am getting more value than ever from INSEAD!

Which classes or professors influenced you the most?

Professor Dan Muzyka, head of the entrepreneurship programme at the time, helped me craft my business. Professors W. Chan Kim and Renée Mauborgne, the creators of INSEAD's 'Blue Ocean Strategy', influenced my thinking about business opportunities.

For you, what's the best way to stay connected to INSEAD?

Giving back and 'paying it forward' via engagement – for example, through the INSEAD Alumni Fund, as a donor and volunteer. As stated during a recent alumni weekend: 'INSEAD is a product that you consume and become'. The extensive alumni network is as significant as the MBA itself.

How would you describe INSEAD's values?

Humility and respect. INSEAD has such a mix of cultures that you learn not to make assumptions about another person or society. There's no 'right' or 'wrong' way to see things – it's all about perspective. There is also a global vision, embraced by Dean Mihov, of business as an agent for change in society.

Twenty years later, I am getting more value than ever from INSEAD!

How has INSEAD's global alumni network been important to you?

At the personal level, many of my closest friends in Canada – and around the world – are from INSEAD. Over time, these bonds have only become stronger. I was also fortunate to work for a fellow alumnus and the shared experience facilitated our rapport. Now, whenever I travel globally, I use the network to meet clients and contacts. INSEAD is an investment that keeps on giving – and far more so for alumni that stay engaged.

Evelyn Huang

MBA'03J Investment Director, Global Equities Black Creek

Evelyn Huang joined Black Creek Investment Management in 2010 as Director of Global Equities. Prior to this, she spent five years with Invesco Trimark as an Investment Analyst and Portfolio Manager for Global Equities. Evelyn held positions of increasing responsibility during her eight years working in international project finance, brokerage and commercial leasing at Seaspan Shipbrokers Ltd. and CQ Marine Shipping Co. Ltd. She led numerous key business initiatives in strategic development and commercial operation for these fast-growing organisations. Evelyn also holds a degree from Sichuan International Studies University in China, as well as the CFA designation, and the Certificate of International Trade and Business.



What were you doing before your MBA, and what drew you to INSEAD?

After studying mechanical engineering, I was working in the freight, shipping and trading business; and I had been living in Shanghai, Germany and Vancouver. I wanted to learn French, and had a taste for Europe's rich history, architecture, food and culture.

Many alumni say that INSEAD gave them the opportunity for a career change – an industry switch, or a change from local to global. Was this the case for you?

After INSEAD, I switched industry – from shipping to investing – and I actually went from 'global' to more 'local'. But in my mind the two are inseparable. As the saying goes: 'Think globally, act locally.'

What comes to mind first when you think back on your year at INSEAD?

Coming from China (quite homogeneous) and from shipping (very standardised), the interactions with the very heterogeneous INSEAD student body opened my mind to different cultures and ways of thinking. It felt like opening a door to a new dimension.

What was the greatest thing you gained from your INSEAD MBA?

First: a solid foundation for future learning – a broad range of basics upon which to build further knowledge and expertise. Second: the influence of the very multicultural environment.

INSEAD felt like opening a door to a new dimension.

How did INSEAD prepare you for an international career?

My study groups included all kinds of characters, from outspoken to reserved. It was frustrating at first, but it forced us to find a way to communicate and collaborate. I learned never to assume, but rather to listen first, to understand the context, and not to let one's own bias get in the way.

Many alumni say INSEAD was 'transformational' or 'the best year of my life'. Would you say the same?

Definitely. My year at INSEAD changed my career, my location, and my life. INSEAD opened many doors; it gave me a push toward the road less taken.

How has INSEAD's global alumni network been important to you?

Very important. I actually got my job via my local Alumni Association! When travelling internationally, the INSEAD community also allows you to connect with local alumni and get an insider experience, as opposed to being stuck in hotels with fellow foreigners.

In your opinion, what makes INSEAD unique among top business schools?

The culture of openness – of helping and learning from one another. INSEAD becomes part of you, and you become part of the INSEAD community. We, as alumni, recognise this as a huge privilege, and it compels us to give back.

Florence Hamilton

MBA'85J CEO Holiday Whistler Accommodations

CEO of Holiday Whistler Accommodations, Florence Hamilton spent the last 13 years transforming a small local venture into a business with international appeal and reach, combining her passion for the outdoors with an uncompromising belief in excellent personal service. After purchasing a small Canadian real estate start-up, Florence developed it into a successful property marketing/management company, growing the firm to 100+ properties and increasing revenues six-fold, before selling to foreign investors. She began her career in heavy construction in Brazil, followed by positions at Johnson Wax, JP Morgan, Mars Confectionary, and in several start-ups. Born in British Columbia to Dutch parents, Florence has worked and lived across four continents. She is married to another INSEAD alumnus, with two children.



What were you doing before your MBA, and what drew you to INSEAD?

I was in Brazil working for Johnson Wax, but I had ambitions to become CEO of an international organisation! INSEAD appealed to me because it was different from other MBAs. It was extremely multicultural (I'm Dutch-Canadian and grew up in Brazil), and most students had at least five years of work experience. That was very important to me.

Many alumni say that INSEAD helped them transition from local to global. Was this the case for you?

Definitely. I wanted to able to move countries and functions as I wished, rather than following a career dictated by one company. In addition, my local management environment was entirely male. I needed more of a voice and wanted to be able to write my own ticket.INSEAD made that possible.

What immediately comes to mind when you think of your time at INSEAD?

You are immersed in an intense experience with incredibly bright people, all of whom have succeeded in their sectors. This – along

with guidance from brilliant professors – fills you with the confidence to go out and conquer whatever lies ahead.

How has INSEAD's alumni network been important to you?

INSEAD is very much a part of my life. My kids laugh and say, 'Oh Mom, you graduated over 30 years ago, but you live INSEAD to this day!' I've worked and partnered with INSEAD alumni throughout my career. I've kept lifelong friendships. Alumni are the godparents of my children and have received them for summer exchanges. When I travel, I pick up the phone and alumni living in that country – even if I don't know them personally – are incredibly welcoming. The INSEAD network opens doors around the world.

For you, what's the best way to stay connected to the alumni community?

By volunteering – something I have always done. Whether you co-chair a reunion or participate in your local Alumni Association, you build on existing bonds and create new ones. Mentoring the younger generations is also extremely rewarding.

Be true to yourself, believe in your offering, and be passionate!

What are the most important values you picked up at INSEAD?

Be true to yourself, believe in your offering, and be passionate! Those values will allow you to forge ahead, and bring others with you.

What sets INSEAD apart from other top business schools?

I chose INSEAD 30 years ago for its international focus and its unique vibrancy. Today, people around the world seek out the INSEAD experience for the same reasons.

Joanna Griffiths

MBA'12J Founder and CEO Knix Wear

Joanna Griffiths is the founder, CEO and inventor of Knix Wear, one of the fastest growing companies in Canada – and globally – in the intimate apparel space. She has been featured in *Forbes, Fast Company, Entrepreneur Magazine, Dragon's Den,* and hundreds of other media. Launched in 2013, Knix Wear has become an industry leader, with a growing product line sold online and in over 500 retail locations. At INSEAD, she won the Business Venture Competition and the Women's Award for Entrepreneurship – securing the initial start-up capital. Griffiths sits on the advisory board for MasterCard's Youth Entrepreneurship Strategy, and has a passion for mentoring other female entrepreneurs. She lives in Toronto with her husband Dave.



What were you doing before your MBA, and what drew you to INSEAD?

I was working in media and entertainment, mostly in Toronto. I wanted an MBA – and a career beyond North American borders – which drew me to INSEAD, the most global business school in the world.

How did INSEAD affect your career path? Did it take you from 'local' to global'?

INSEAD totally changed my career direction. My original goal was to run a major entertainment company; but instead, I became an entrepreneur! While Knixwear is based in Toronto, we manufacture in Asia and have sold to over 50 countries.

What INSEAD experience immediately comes to mind?

Winning the Annual Business Venture Competition (BVC). I had some pushback from family about risking it all to start my own business. Winning the BVC was exactly the external validation they – and I – needed. When we were announced as winners, the entire audience of professors and classmates shouted out the Knixwear tagline – which they

knew by heart. This echoed the huge amount of support they had given me.

Which class or professor influenced you the most?

Professor Patrick Turner (Entrepreneurship) was a phenomenal mentor. He was very involved in his students' projects and gave us essential encouragement and confidence.

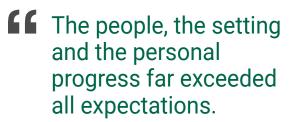
Many alumni say that INSEAD was 'transformational'. Would you say the same?

Definitely. It's an opportunity to surround yourself with smart, ambitious people who want to better the world – like a swell in the ocean that lifts up the entire group. It was also a huge amount of fun- — from unforgettable conversations at chateau picnics to weekends on private islands. The people, the setting and the personal progress far exceeded all expectations.

How is INSEAD's global alumni network important to you, and how do you stay connected?

Professionally, classmates and alumni around

the world have been immensely helpful – from giving advice to helping with crowdsourcing to checking on my manufacturing partner (saving me a 16-hour trip). I also travel extensively, and take the opportunity to connect with alumni. In the early days I slept on alumni couches in Seoul, Hong Kong, London, Paris, New York, San Francisco. INSEAD is my own personal Airbnb! When at home, I enjoy attending Canada Alumni Association events. Finally, reading about my classmates' accomplishments is always motivational.



How would you describe INSEAD's values?
I like to say that 'life begins at the edge of your comfort zone' – and that's something that I truly started to appreciate while at INSEAD.

Martin de Gooyer

MBA '02J Senior Vice President, Channels and Corporate Development Bell Mobility

As Senior Vice President of Channels and Corporate Development, Martin de Gooyer oversees retail distribution for Bell Mobility and Virgin Mobile. Prior to this role, he was SVP of Pricing, Roaming and Strategic Initiatives and led consumer and business pricing strategy, as well as wireless spectrum acquisitions. Martin has worked at Bell for 10 years in both wireless and corporate strategy roles. His prior work experience includes 10 years at Bain & Company, spanning across North America, Australia and Japan on assignments in the telecom, private equity and airlines practices. He also worked at Delano Technology for several years during the late 1990s. Martin also holds a Bachelor of Commerce from Queen's University.



What were you doing before you decided to pursue an MBA?

I was working at a tech company during the heydays of the dot-com boom, in Toronto, Canada.

What drew you to INSEAD?

It was the right time in my career to augment my work experiences and my undergraduate degree with deeper business education and an enhanced, broader perspective. INSEAD was the best possible choice of business school to provide me with these things – combined with a great life experience.

When you think back on your year at INSEAD, what immediately comes to mind?

The incredible diversity of backgrounds in a single study group. Bringing together a British lawyer, an Italian Consultant, a Chinese Diplomat, an Indian Engineer and a Canadian Consultant sounds like the opening line of a joke, but the learning was immense – from writing like a barrister to solving complex financial math like an engineer! Our lively debates challenged us to see multiple angles of any situation.

What did you gain from your INSEAD MBA?

INSEAD was the greatest gift I ever gave myself – a year full of unparalleled experiences, ranging from expanding my business knowledge; to appreciating the joys of the French countryside; to making lifelong friends. This one year brought me more than 10 years of work experience.

gift I ever gave myself. this one year brought me more than 10 years of work experience.

Which class or professor influenced you the most?

Negotiation class with Professor Ingemar Dierickx fundamentally changed my perspective on achieving objectives, in both my professional and personal life. Beyond a wide range of negotiation and auction theory, it provided an opportunity to put all this learning into practice via simulation. These skills come into play daily in my career. (Thank you Ingemar!)

For you, what's the best way to stay connected to INSEAD?

I continue the INSEAD experience by participating actively in our Alumni Association. Every event offers me a small dose of what I got at INSEAD – a chance to meet fascinating new people. The shared INSEAD background offers an instant bond that lets you dive quickly into deep, interesting conversations.

What would be your advice to a current MBA student at INSEAD?

Stretch yourself – by engaging in activities that you won't get a chance to do when you're back in the work world; by getting to know people that you might not be friends with back home; by taking courses that aren't the most attractive at first glance – these experiences will teach you the most valuable lessons.

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