

Suffolk University

## Digital Collections @ Suffolk

---

Suffolk University Business School Alumni  
Magazine

Suffolk University Publications

---

1999

### Sawyer School of Management alumni magazine, 1999

Sawyer Business School

Follow this and additional works at: <https://dc.suffolk.edu/sbs-mag>

---

#### Recommended Citation

Sawyer Business School, "Sawyer School of Management alumni magazine, 1999" (1999). *Suffolk University Business School Alumni Magazine*. 1.  
<https://dc.suffolk.edu/sbs-mag/1>

This Magazine is brought to you for free and open access by the Suffolk University Publications at Digital Collections @ Suffolk. It has been accepted for inclusion in Suffolk University Business School Alumni Magazine by an authorized administrator of Digital Collections @ Suffolk. For more information, please contact [dct@suffolk.edu](mailto:dct@suffolk.edu).

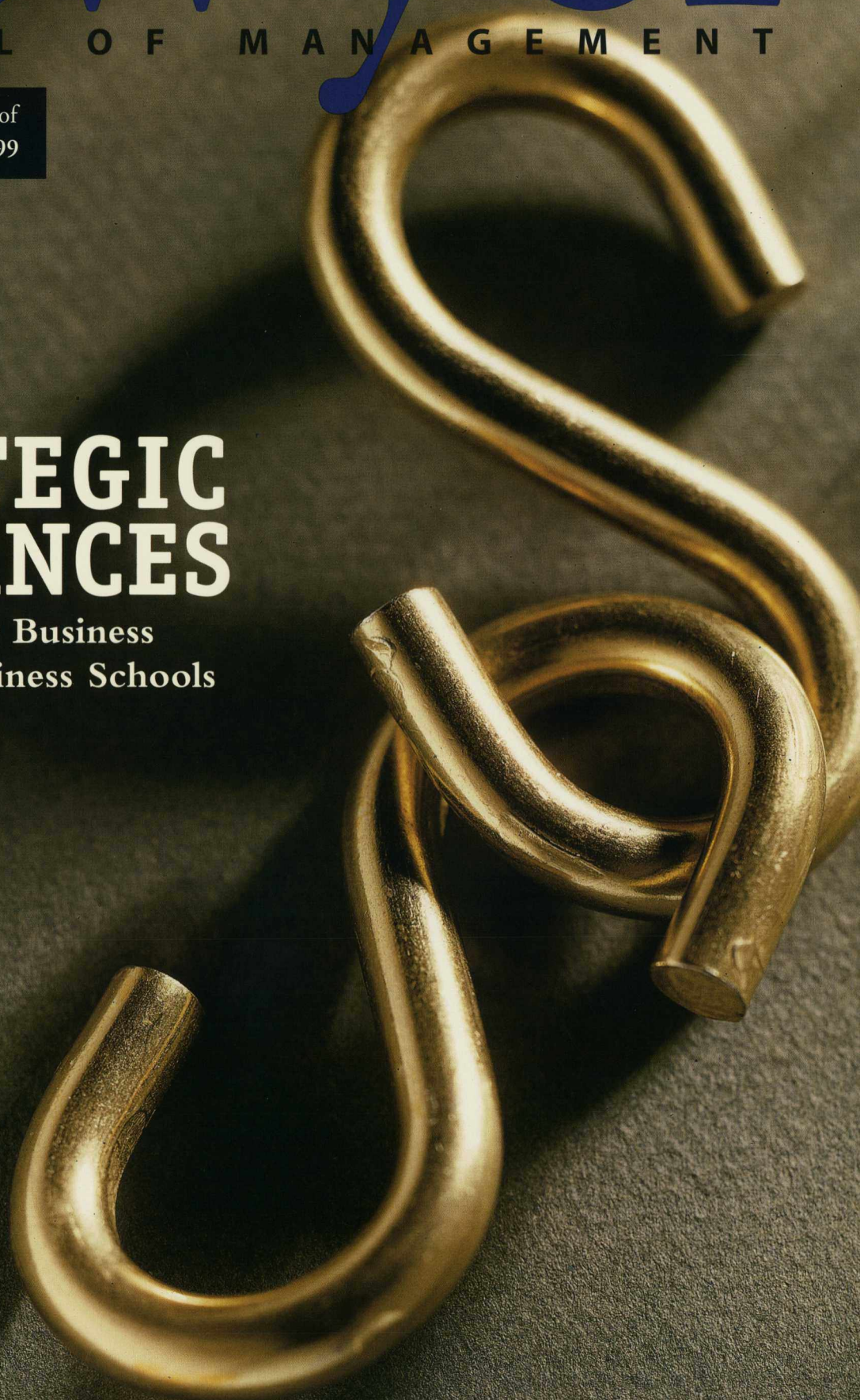
# sawyer

S C H O O L   O F   M A N A G E M E N T

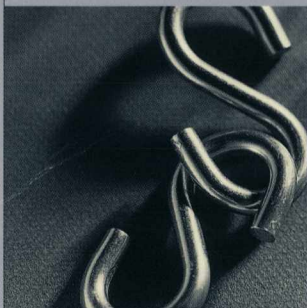
The Management Magazine of  
*SUFFOLK UNIVERSITY*, 1999

## STRATEGIC ALLIANCES

What's Good for Business  
is Good for Business Schools



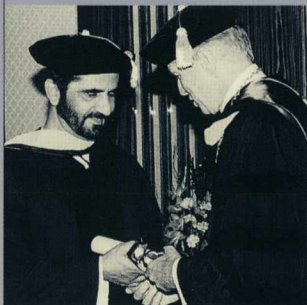




## Strategic Alliances:

What's Good for Business is  
Good for Business Schools

page 6



## Suffolk Awards Honorary Degree to Prince of Dubai

page 12



## Exec MBA Students Plan European Product Launch

page 5

### 2 **Benchmark**

Vital Statistics and the state of the Sawyer School

### 10 **Career Connection**

Practical advice for the working professional, from  
trainee to middle manager to CEO

### 11 **On the Fast Track**

The future of management—meet Suffolk's students

### 14 **Industry Leader**

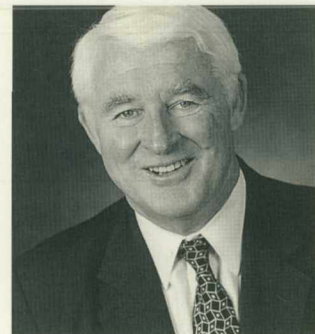
Meet our outstanding alumni up close and personal

### 16 **Faculty Perspectives**

Sawyer School faculty members share their insight  
and expertise

### 20 **Ask the Expert**

Answers to today's pressing management questions



**By the new millennium**, the Sawyer School of Management will have expanded by 60 percent. This expansion represents the new space we inherited as a result of the Law School's move to its new home—David J. Sargent Hall—in May. As the Sawyer School continues to grow in terms of new programs and student enrollments, managing space has been a constant challenge. We hope to employ funds from the Sawyer family gift and other capital funds we have raised through your generosity over the past five years of our capital campaign to provide a better learning environment for our students and our faculty. Thank you.

Physical expansion is not the only change at the Sawyer School. We now offer 21 degree programs and eight undergraduate majors, including the newly approved undergraduate major in entrepreneurship which begins fall 1999. We offer 16 graduate degree programs including an array of joint degree programs, such as JD/MBA, JD/MPA, JD/MSF and JD/BSBA. The trustees also have approved the establishment of the Visionaries Institute of Suffolk University, through which we will offer a Master of Science in Philanthropy and Media. The program will begin in September at the Braintree headquarters of Visionaries, Inc., and Emotion Pictures, our partners in this unique venture.

The Sawyer School of Management completed its tenth full-length course via videoconferencing to Cape Cod Community College in Barnstable, Massachusetts, where Suffolk now runs MPA, MBA and BSBA programs for Cape Cod citizens, who until now did not have access to a four-year college. These students fully interact with professors in Boston, asking questions and participating in discussions as if present in the classroom.

And finally, one more exciting change—the inaugural issue of the Sawyer School of Management alumni magazine. I invite you to read through these pages and review firsthand the growth of the Sawyer School of Management, meet our new faculty, explore the campus and rediscover our commitment to excellence. Please send us your comments on this inaugural issue and let us know what you might like to see in the future. And remember, your alma mater is only as strong as the support of its graduates. We look forward to your continued involvement.

Cordially,

A handwritten signature in blue ink that reads "John F. Brennan". The signature is fluid and cursive, with the first name "John" being particularly prominent.

John F. Brennan  
Dean



## Vital Statistics

### Sawyer School Current Enrollment

Undergraduate	1,085
Graduate and professional	1,059
<b>Total</b>	<b>2,144</b>

### Sawyer School Alumni

13,782 (includes approximately 620 dual degree holders)



### Profile: Fall 1998 Sawyer School Freshmen

Female	43%
Male	57%
From Massachusetts	60%
International students	25%
From out of state	13%
Receiving financial aid	64%
Age range	17-25
Average age	18

### Profile: 1997 BSBA Graduates

Employed 87%

#### Major Hiring Employers

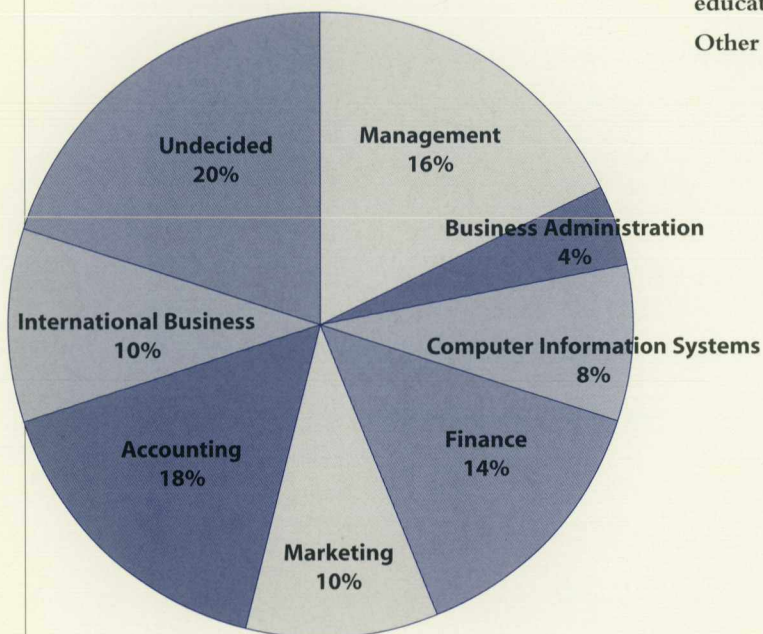
Arthur Andersen	Investor Bank & Trust
BankBoston	John Hancock
Bear Stearns & Co.	Financial Services
Bell Atlantic	Liberty Mutual Insurance
Boston Company	Massport
PricewaterhouseCoopers	Pioneer Group
Deloitte & Touche	Putnam Investments
EMC Corporation	State Street Bank & Trust
Ernst & Young	Thomson Financial
Fidelity Investments	Tucker Anthony

Seeking employment 3%

Pursuing further education full time 7%

Other 3%

### BSBA Breakdown by Major 1998



## Profile: 1997 SSOM Master's Graduates

Degree	Employed	Salary Range
<b>MBA</b>	99%	\$52k-125k
<b>MSA</b>	86%	\$26k-60k
<b>MSF</b>	92%	\$36k-54k
<b>MPA</b>	96%	\$26k-125k
<b>MHA</b>	100%	\$45k-90k

### Degree Programs

**BSBA** Bachelor of Science in Business Administration

**BSBA/MBA** Bachelor of Science in Business Administration/Master in Business Administration

**BSBA/JD** Bachelor of Science in Business Administration/Juris Doctor

**MBA** Master in Business Administration

**Executive MBA** Executive Master in Business Administration

**Accelerated MBA for Attorneys**

**Accelerated MBA for Music Management**

**JD/MPA** Juris Doctor/Master in Public Administration

**JD/MSF** Juris Doctor/Master of Science in Finance

**MBA/Health** Master in Business Administration in Health

**MBA/GDPA** Master in Business Administration/Graduate Diploma in Professional Accounting

**MHA** Master in Health Administration

**MPA** Master in Public Administration

**MPA/MSHC** Master in Public Administration/Master of Science in Mental Health Counseling

**MPA/MSJC** Master in Public Administration/Master of Science in Criminal Justice

**MSF** Master of Science in Finance

**MSFSB** Master of Science in Financial Services and Banking

**MSA** Master of Science in Accounting

**MST** Master of Science in Taxation

**MSES** Master of Science in Entrepreneurial Studies

### Non-Degree/Certificate Programs

**ACP** Accounting Certificate Program

**GDPA** Graduate Diploma in Professional Accounting

**ACT** Advanced Certificate in Taxation

**APC** Advanced Professional Certificate

**CASPA** Certificate of Advanced Study in Public Administration

**CPASF** Certificate Program for Advanced Study in Finance

### New!

**BSBA/MSA** Bachelor of Science in Business Administration/Master of Science in Accounting

**BSBA/MST** Bachelor of Science in Business Administration/Master of Science in Taxation

**CEBS** Certified Employee Benefits Specialist

Suffolk is the only Boston-area university to offer this program. Jointly administered by the International Foundation of Employee Benefits Programs and the Wharton School, the program leads to the professional designation Certified Employee Benefits Specialist.

**MSPM** Master of Science in Philanthropy and Media

**Online MBA** Complete an MBA degree online.

For more information visit the Web site:

[www.suffolkemba.org](http://www.suffolkemba.org)



### Off-Site Locations

The MBA is offered in North Andover, Massachusetts, at Merrimack College; and the BSBA, MBA and MPA are offered at Cape Cod Community College in Barnstable, Massachusetts.



### President Clinton's Drug Czar Speaks at Suffolk University

The Sawyer School's MPA Association sponsored a lecture by General Barry R. McCaffrey, director of the Office of National Drug Control Policy in April 1999 at the C. Walsh Theatre.

As the country's "drug czar," McCaffrey is a member of President Clinton's cabinet and is the principal administrator and national spokesperson on illicit drug use and related issues. McCaffrey told MPA students and community leaders that drug abuse is on the rise, especially among middle schoolers and professionals. He estimated that 20 million Americans are compulsive drug (and alcohol) users. McCaffrey supports prevention and community-based education, especially among children, in fighting the war against drugs.

The organizing committee included public management department Chair Terry F. Buss and MPA Association members John Avery, MPA '99, president; Toni Walford, MPA '99, vice president; Catherine Marra, MPA '99, vice president/Health; David Bancroft, MPA '99, secretary; Elise Gettings, MPA '00, treasurer; Jack Austin, MPA '99; David Becker, MPA '99; Cheryl Johnson 'MPA '99; and Rick Walford, MPA '99. ●

### New Alumni Director

Eric Zack was named director of alumni affairs for the Sawyer School. He joined the University in April 1999.

Zack was most recently assistant director of regional alumni clubs at the University of Massachusetts at Amherst. Prior to that he was western regions coordinator for the alumni office of the University of Michigan, where he earned a bachelor's degree in communication.

Zack looks forward to meeting graduates of the Sawyer School and welcomes your comments and suggestions about alumni programs. His office is located on the seventh floor of 20 Beacon Street, where he can be reached at (617) 573-8522 or ezack@admin.suffolk.edu. ●



### Students Win World Series of Advertising

Sawyer School marketing undergraduates beat out student groups from more than 110 colleges and universities to take first place in the District One College World Series of Advertising.

The competition, sponsored by the American Advertising Federation, requires students to develop a communications plan for the launch of a new product—in this case a new car from Toyota scheduled to hit the market in September. Teams planned the advertising, public relations and sales promotion strategies and were encouraged to use "non-traditional" advertising methods such as the Internet to determine how best to reach the target audience.

In April 1999, a panel of judges, including representatives from Toyota, awarded the Suffolk team first place. The competition included Emerson College, Eastern Connecticut State University, the University of Bridgeport, the University of Hartford, Salem State University, Quinnipiac College and Johnson & Wales University. The University of Hartford has held the title for the past four years.

The Suffolk team headed to Washington, DC, in June to compete in the finals against 14 other district winners from across the country. ●



(L-R) Joshua Burke, BSBA '99; Kristine Smith, BSBA '99; Brian Currier, BSBA '00; Professor John Newton; Heather Cormier, BSBA '00, Professor Joseph Vaccaro; Jim Bell, BSBA '99; Lisa Shoudt, BSBA '99.

### Professors Make the Grade

The Sawyer School has one of the highest faculty-PhD ratios in the country. Of its more than 60 full-time faculty members, 93% hold PhD or terminal degrees. Our professors continue to increase their research performance and reputation. Faculty articles in refereed journals increased by 71% last year, an increase of 24 articles over the prior year. Two faculty members received research grants of \$40,000 to \$50,000 for further study related to their ongoing scholarly activity. ●



## Exec MBA Students Plan European Product Launch

SOMETIMES THE STARS ARE RIGHTLY ALIGNED to present an opportunity that benefits many. Such an opportunity occurred last fall, bringing together the Sawyer School of Management, its students and alumni, an emerging Massachusetts medical technology company and, ultimately, the needs of the chronically ill.

Four Executive MBA students, under the direction of Adjunct Professor of Marketing Michael Barretti, EMBA '82, undertook a consulting project with AMEX-traded CardioTech International (CTI) of Woburn to develop a marketing plan for the company's initial product launch in Europe.

CTI develops specialty biomaterials and manufactures small-bore vascular grafts, or synthetic blood vessels. Vascular grafts are used to replace, bypass, or provide a new lining for damaged or severely diseased arteries. CTI's chairman and CEO is Michael Szycher, PhD, EMBA '97. Barretti is a member of CTI's Board of Directors.

On this project, the object of everyone's attention was the Vasculink, a vascular access graft that is used in the treatment of end-stage renal disease. The proprietary technology it embodies represents the first breakthrough in vascular graft implants in 25 years. Usually implanted in the forearm, it provides an artificial needle puncture site for patients undergoing frequent hemodialysis treatment, mitigating discomfort and preempting other unwanted side effects usually associated with this type of treatment.

The marketing team, students Tom Abreu, Lynne Frodyma, Brian Howland and Frank Magliochetti, drew upon the bonds fostered by the EMBA program and Barretti's guidance to keep them focused and on track. In 10 weeks of intensive work—including a visit to the company's UK manufacturing facility—the team conducted and validated market research, met with physicians involved in clinical trials of the product, assessed the competitive environment, developed a detailed launch plan, and created a long-term strategy for the Vasculink in Europe.

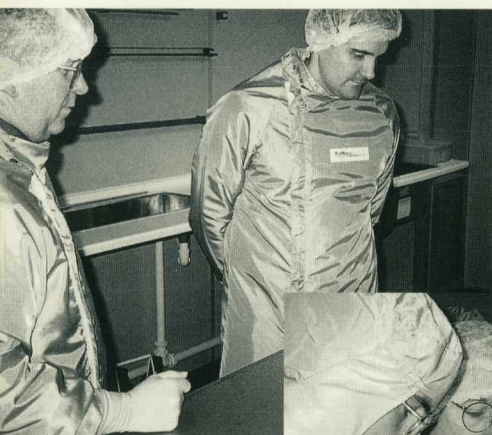
From the students' perspective, the project represented a significant opportunity to apply their educational and personal experiences to a contemporary business problem outside the classroom. It also presented an opportunity, indirectly at least, for the group to help make other people's lives a little more tolerable as they battle serious kidney disease.

"There is not a case study or lecture that can compare to a real-time project in which you are challenged to deliver a timely solution that will help so many different constituencies," said Frodyma.

At the conclusion of the project, the team faced the task of presenting the final plan to CTI's board in an hour-long session that tested their skills as effective communicators. The board voted to accept their plan and authorized substantial funding. The plan is now being implemented.

For CTI, a pragmatic, workable plan was crucial to its overall long-term strategy. This initial product would be used as a platform from which to enter other world markets and to launch other products and technology in the company's pipeline. "Working with Suffolk allowed us to achieve in record time a marketing plan for the launch of our flagship product," said Szycher. "As an entrepreneurial company, without the help of the executive program students, we would have been forced to hire expensive marketing talent, which would have increased the cost and time necessary to achieve as sophisticated a plan as we received."

For Suffolk, the project was no doubt a win-win opportunity. According to Peter Nowak, director of executive programs, "It continued the Sawyer School's vital, long-standing relationship with the business community; it gave us another important chance to reach out and connect with our alumni in a helpful way; and it provided the opportunity to showcase the executive program—all of which we can point to with justifiable pride." ●



Suffolk student Tom Abreu (right) observes the manufacturing process at CardioTech in England.


Suffolk student's Brian Howland (center) and Lynne Frodyma (right) observe the Clean Room Technician preparing vascular access graft at CardioTech's UK manufacturing facility.





# Strategic Alliances

What's Good for Business is Good for Business Schools



More than 20,000 corporate alliances have been forged worldwide since 1997. More and more companies are realizing that the way to stay competitive is by forming partnerships. Facing a rapidly changing business environment and challenges brought on by globalization and technological innovations, companies need alliances to survive. By sharing expertise, capabilities, financial risks, resources and technology, partnering companies enhance their strategic positions. Even big corporations that historically avoided alliances are now seeking partnerships and affiliations. Motorola and competitor Toshiba, GM and Toyota, Disney and Microsoft, Hallmark Cards and Nestle are just a few examples of major partnerships formed recently. And they are not alone.

What's good for business is de rigueur for a business school molding the corporate leaders of a new century. The Sawyer School of Management, partnering with the corporate and academic communities here and abroad, is building a vital network for its students and alumni. In the changing landscape of management education, schools that take advantage of strategic alliances, partnerships and globalization are sure to come out on top. "Strategic alliances have become critically important to the business world and what's good for business is good for business schools," said Dean John F. Brennan.

## **Broader Market, Better Product**

Due in part to alliances with foreign institutions, the Sawyer School has seen an internationalization of the faculty and a large influx of international students into the full-time MBA program over the past five years. "The Sawyer School is doing well by doing good," said Professor Warren Briggs of the Computer Information Systems (CIS) Department. "We have a product to sell as do Gillette and Coca-Cola. We have to go overseas to sell it if that's where the market is."

"While we're doing that, our product itself can be enhanced. Coca-Cola doesn't taste any better because they sell it in Thailand, but our students do benefit by sitting in class with a Thai student. 'How is it in Thailand? What's the latest on the economy?'"



Academic partnerships have proven invaluable to Sawyer School students studying international business. MBA students travel regularly to Milan for week-long seminars at the Bocconi Institute, Italy's premiere business school; the business school at University College, Dublin, Ireland; the University of Aix-en-Marseilles, France; and Catholic University in Buenos Aires, Argentina. In all cases, these foreign business explorations are made in conjunction with an international university.

Students engage in intensive pre- and post-trip academic activities. They do background reading in economic business history, case studies and commentary. They also prepare written reports on what they've learned about business culture, business strategy and business change management in another part of the world. Those visiting Europe learn about the challenges and opportunities posed by changes brought about by the European Union.

"We get first-hand conversations going with experts dealing with issues similar to those of American companies, but from a different perspective," said Associate Dean Richard Torrisi, who leads the annual study group to Provence, France. Students visit companies, meet with business people and take part in traditional lectures from the host faculty. "They have the opportunity to experience things on site that you could never do from a classroom in Boston," said Torrisi.

For a trip to Buenos Aires last September, Executive MBA students arranged more than half of the activities themselves. "If your group is planning the Wednesday morning field trip, you'd better make it good," said Briggs who led the students. "These students, when challenged by an employer to find out what's going on in South Africa, will have no problem getting on the Internet and the phone and being ready to launch a product there in two months."

The Stilwell School of International Studies in Chongqing, China, offers an in-depth international experience for Suffolk students. Staying for five to six weeks, students work on individual projects that benefit their sponsors. Students this past fall helped a family-owned hotel in Chongqing develop standards to meet international market expectations. On an earlier trip, students researched trading



## A Partnership for Youth

**B**oston is the second largest financial center in the United States and the fourth largest in the world. With an unemployment rate below four percent and an increasing demand for skilled workers, companies today are often faced with the problem of how to find and keep good employees.

Suffolk University and Jobs for Youth have teamed up to offer solutions with the "Work to School" program, which allows Jobs for Youth graduates to transfer course work earned in their Financial Services Training program into a Sawyer School bachelor's degree in business program. "Although our alliance may seem unique to others, it is business as usual for the Sawyer School," said Dean John F. Brennan. "Our partnership with Jobs for Youth fits with Suffolk's founding mission of providing access to higher education."

The Sawyer School has a long-standing association with Jobs for Youth. Accounting Professor Laurie Pant initiated the academic articulation agreement between Suffolk and Jobs for Youth. She and accounting instructor Lewis Shaw serve on the Board of Directors for the Financial Services Program and Shaw advises Jobs for Youth students. Under Shaw's leadership, members of the Suffolk chapter of the National Accounting Honors Society, Beta Alpha Psi, also tutor Jobs for Youth students.

Jobs for Youth is Boston's largest workforce development training center for adolescents and adults. It offers adult literacy and GED preparation, workplace literacy, entry-level job readiness and placement, computer training and industry based training skills. Jobs for Youth trainees come from all city neighborhoods and range in age from 16 to over 40. Since its founding 21 years ago, Jobs for Youth has trained more than 15,000 workers. ●



**"These students, when challenged by an employer to find out what's going on in South Africa, will have no problem getting on the Internet and the phone and being ready to launch a product there in two months."**

opportunities for Perdue: the chicken feet on their plates at breakfast were a sure sign that Perdue would have a market for chicken parts that are not eaten in the United States.

"The students' work emulates a consulting project," said Briggs, who prepares the students for their work in China. "Their project reports are intended to be more than something for the course; they become an important part of the student's portfolio, not only when seeking their first job, but for subsequent jobs as well. It's something they have pride in."

Students around the world place a high value on an American business education, and the Sawyer School is tapping that market. The Stilwell School is part of Suffolk's network of "2 plus 2" programs, through which students may complete two years of courses at their home institution and eventually earn a bachelor's degree from Suffolk.

Suffolk is embarking on a similar alliance in the West African nation of Senegal, where it has established a campus on the grounds of Ecole Nationale d'Economie Applique (ENEA) near Cheikh Anta Diop University in Dakar. Students who successfully complete two years of study in Dakar will be able to complete their degrees at Suffolk's Beacon Hill campus.

In June the Sawyer School hosted a foreign business school—a first for Suffolk. Approximately 50 British business students and professors from the University College in Suffolk, England, visited Suffolk in Boston to learn about American corporate strategy from the management faculty.

### Beyond Global

While he's a supporter of the Sawyer School's international alliances, Briggs scoffs at "that trite expression: globalization." The days when companies once had a vice president for international business or an export department are passing rapidly, he said. "Gillette doesn't have an international

operation; the whole thing is international. They never used to have a Massachusetts or New Hampshire or New York department either."

Briggs sees Suffolk moving in the same direction as it makes remote sites in Madrid, China and Senegal as integral a part of its academic life as campuses on Cape Cod and in the Merrimack Valley. These off-site MBA programs have taken off in a way nobody had foreseen. "We have more students than expected, of a higher quality than expected, and the students already are referring new prospects to the programs," said Torrissi. "One of the reasons for the success is that it's a win-win, with good institutional commitment and honesty."

### Corporate Connections

Along with its educational and international partnerships, Suffolk has actively pursued strategic alliances with organizations and corporations in its own backyard. "Nearly every professor can tell of a relationship formed in the business community," said Torrissi. "And business people make sure they have a seat at the table to tell the faculty what tomorrow's workers need to know."

A key area in which corporations and public agencies become intimately involved with the Sawyer School is through the corporate advisory boards used by many departments within the business school.

"Members of these advisory boards offer feedback on what companies are looking for in terms of skills and hiring interns and graduates," said Torrissi. Among those working with corporate advisory councils are the accounting, marketing, computer information systems and management departments.

Torrissi works closely with the MBA Advisory Council, with 16 members representing as many companies. "We want to hear what skill sets people have to present to get



a good job and make a positive contribution once they're in that job," said Torrisi. "Whenever we make a curriculum change, we discuss it with them."

MBA Advisory Council member Beth Hurley, MBA '82, vice president of human resources at John Hancock Funds, has had input into two curriculum revisions since she began sitting on the council. While she appreciates the Sawyer School's responsiveness to changes in industry, she said two curriculum revisions seem about right for that time frame.

"Any more would be a knee-jerk reaction. You can't have everyone studying the Year 2000 problem," said Hurley, who noted that, while industry may change rapidly, curriculum adjustment is an evolving process.

Advisory council sessions also involve discussion about public relations, as Torrisi put it: "how we can spread the word about how good we are." One way corporate advisers help get the word out is by hosting information sessions at their firms about the Sawyer School's programs. Advisory council members also serve as corporate speakers, bringing their expertise to classrooms and student organizations. "It's really a network that gives us a direct link to the corporate world," said Torrisi.

Scott Bragdon, EMBA '81, vice president of human resources for the State Street Corporation, serves on the MBA Advisory Council and sees the benefit to both partners in the alliance.

"I find it important in multiple directions. It's important for the school to secure input on what's happening on the business front—in my case the financial front," said Bragdon. "It gives the school, deans and professors a sounding board to bounce off ideas. And as one involved in hiring, it gives me lots of contacts and an understanding of what's being taught."

Bragdon said management schools must maintain their business relationships if they want to have programs that are relevant. "Suffolk does that in several ways through external programs and public speaking programs that not only teach people, but show that the business school knows what the hot topics are."

*continued on page 22*



## A Visionary Collaboration

**T**he Master of Science in Philanthropy and Media (MSPM) is the result of a collaboration between the Sawyer School's Department of Public Management and The Visionaries Institute, Inc., the documentary film company that produces the acclaimed public television series, *The Visionaries*. Created and produced by Bill Mosher, BS '76, and narrated by Academy Award nominee Sam Waterston, *The Visionaries* profiles non-profit organizations helping others throughout the world. The series has just begun its sixth season, and is viewed on more than 150 public television stations nationwide.

The MSPM program integrates theory and practice of non-profit management with production and use of the media for information, education and promotional purposes. According to Mosher, MSPM students will learn, "through a tough academic curriculum and a life-altering experience component, how to manage a nonprofit organization as well as produce media products that have the potential to change lives in a positive way."

According to a recent Johns Hopkins University study, the non-profit sector grew by 23 percent in the last five years. Presently there are more than 1.3 million non-profit organizations in the US—750,000 of which came into existence in the past decade. Non-profits employ 15 million full-time workers and represent 20 percent of the country's service economy.

The MSPM degree program will be launched in September 1999. Contact the Office of Graduate Admission at (617) 573-8302 or email the Visionaries Institute at [institute@visionaries.org](mailto:institute@visionaries.org), for more information. ●



## Career Self-Assessment:

# The Examined Work Life

10

**I**S YOUR WORK LIFE BEGINNING TO RESEMBLE a scene from a Dilbert cartoon? You're not alone. We all reach a point in our jobs or careers when we decide we want something new. Maybe it's simply time for a change and a new challenge. Whatever the motivation, soon we are frantically surfing the Internet and writing cover letters. We rush to create some job-hunting activity, only to find ourselves spinning our wheels. The job interviews we get remind us of episodes of *Seinfeld*. Or worse yet, we get no response at all from employers.

In the eagerness to get busy with a job search, a critical step is often overlooked: taking time for self-assessment. While an attitude of "Just Do It!" may inspire you to action, your actions will be most effective once you've clarified your interests, skills, goals and values. Start by creating a picture of what you want in your next position.

### Take a Test

If you need help beginning to identify or define career possibilities, Suffolk's Office of Career Services and Cooperative Education offers several tests that can provide guidance.

A new and valuable tool is called Career Leader, a series of three brief self-assessment tests taken via the Internet to determine your unique pattern of business-relevant interests, values and abilities. This tool offers specific recommendations of business careers and cultures to explore. Career Leader was created by James Waldroop and Timothy Butler, directors of MBA Career Development at Harvard Business School. They spent

12 years studying the career paths of more than 650 business professionals in a wide variety of functions, industries and organizational cultures. Waldroop and Butler emphasize the importance of identifying your interests and then finding work that allows you to express them.

The first Career Leader test identifies your relative interests in eight business core functions and offers information about career paths that match your interest patterns. The second test helps you prioritize values such as financial gain, lifestyle, security, power and influence, autonomy and security. Knowing your priorities is critical to evaluating job offers. A third test allows you to evaluate your strengths and weaknesses in skill areas such as problem solving, interpersonal effectiveness and taking initiative. Career Leader then provides in-depth profiles of 23 different business careers, detailing the typical interests, rewards and abilities critical for success in each. The program also features information about your entrepreneurial attributes.

Additional self-assessment instruments available through the Office of Career Services include the Campbell Interest and Skills Inventory (CISS) and the Myers-Briggs Type Indicator (MBTI). The CISS addresses non-business as well as business interests and careers. It demonstrates how similar your profile is to the profiles of professionals in a variety of fields. The MBTI provides insight into aspects of your personality preferences such as where you like to focus your attention, the way you like to process information, how you make decisions and the amount of structure you prefer. The test

*continued on page 22*

## Making her Mark

# Lisa Nzama

## BSBA '00



### ADAPTING TO A FOREIGN COUNTRY AND A NEW

university is often difficult for students, but not for junior Lisa Nzama. Far from her native home of South Africa, Nzama's role model and inspiration is her mother, who told her: "In life, you don't get what you deserve, you get what you negotiate." It's this advice that has helped this self-assured young woman make the most of her new life in Boston.

Nzama moved to Boston from South Africa in 1995 when her mother was accepted into the educational media and technology program at Boston University. While her mother enrolled in BU, Nzama chose to attend Suffolk, where she's made her mark as a superior student.

### AS A GRIFFIN FELLOW, NZAMA EARNED A

prestigious title designated to 25 of the most highly motivated and academically promising students at Suffolk. Griffin Fellows take part in honors programs and receive an annual scholarship of \$500. An accounting major and economics minor, Nzama is the president of the Boston chapter of the National Association of Black Accountants, works with the Volunteer Income Tax Assistance (VITA) program assisting elderly and low-income people with their tax questions, is a member of Beta Alpha Psi, and is a tutor to students at the Ballotti Learning Center. Last summer she did an internship with the big five accounting firm KPMG, and this summer she was on Wall Street.

Last semester, after studying alternative dispute resolution in a Griffin Fellow course, she landed a job with John Hancock Financial Services working in the alternative dispute resolution department three days a week and doing case management work on the weekends. "I don't

do well with a lot of free time," she explained. It's hard to imagine she has a moment of it.

Topping off her abilities, Nzama speaks five languages—Sotho, Zulu, Afrikaans, Xhosa and English. Because Nzama's father is an engineer and his job required the family to relocate frequently, Nzama moved 13 times within South Africa before coming to Boston. Because different parts of South Africa have different languages, she had to learn them all.

### WHILE LIVING IN SOUTH AFRICA, NZAMA

experienced its historic transition from Apartheid. She said it was most interesting to see what the media said about the change. She felt the coverage wasn't wholly accurate. Nzama says a majority of the country went to segregated schools and that it wasn't just a black and white issue. "Absolutely everyone was separated—Asians, Indians, blacks and whites. It was a class system," she said. Now the schools are much more multi-racial. The people of her country just want to move forward and not be in the spotlight of media coverage. Nzama said that the citizens of South Africa would rather be known for their "rich and diverse new culture rather than our divided and racist past."

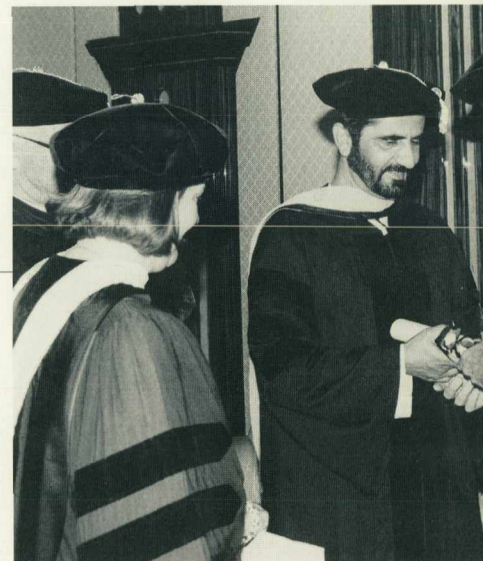
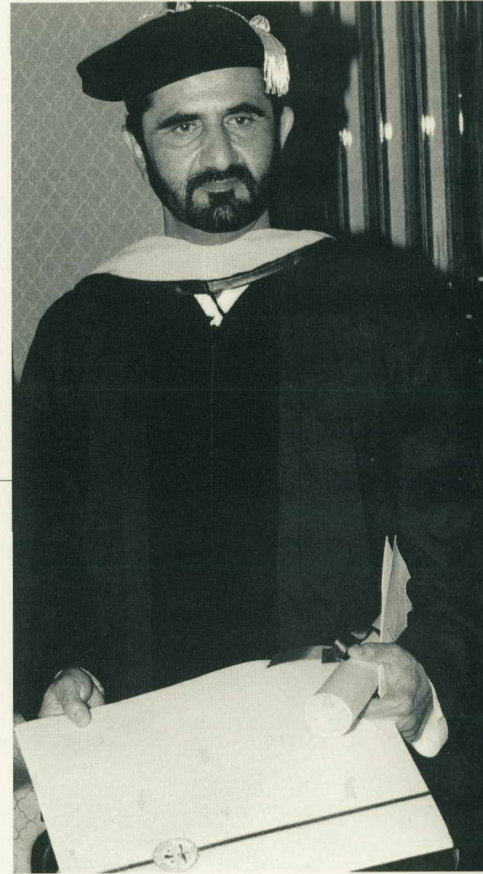
After graduation, Nzama plans to pursue an MBA or a master's in economics. She already knows where she wants to work—the International Monetary Fund, where she'd like to design policies that would empower underprivileged communities and underdeveloped countries. So far, following her mother's advice has worked for Nzama. Clearly, this go-getter believes in and strives toward making things happen for herself. ●



## Suffolk Awards Honorary Degree to Prince of Dubai

**I**N OCTOBER 1998, THE UNIVERSITY RECOGNIZED Crown Prince H.H. Sheikh Mohammed Bin Al Maktoum of Dubai, United Arab Emirates (UAE), with an honorary degree, the Doctor of Commercial Science. This marks the first time a United States university has awarded an honorary degree to a high-ranking official in Dubai. It was also the first time Suffolk University awarded the prestigious degree outside of Boston.

Maktoum was chosen unanimously by the University Board of Trustees because of his exemplary efforts in shaping the growth and development of his country. Vice President Marguerite J. Dennis said of Maktoum: "He continues to serve his country and the peoples of his community with sincerity and devotion." Dennis said Maktoum has become an international figure because of his progressive ideas and effectiveness in helping to build a modern, successful state in the UAE. Upon receiving the degree, Maktoum said, "It is the people who deserve appreciation and honor for their loyalty and faith in the country."





**T**HE DEGREE WAS AWARDED IN DUBAI, AND those in attendance from the University included Vice President Dennis; Dean John F. Brennan; Professor of Management Abdelmagid M. Mazen; and Suffolk Trustee General Joseph P. Hoar (USMC, Ret.), LLD '93 (Hon.), who convened the ceremony. Hoar and Maktoum worked together during the Gulf War and had not seen each other in seven years.

The ceremony made front-page news in numerous local and regional newspapers in the Gulf region. Dubai is the second largest emirate in the UAE, a federation consisting of seven emirates (similar to states), located on the Arabian Gulf.

Suffolk has seen marked growth in international enrollment in recent years. Students from the Gulf region are part of this international surge, with 29 students from the UAE currently enrolled at the University. ●







Dell's Financial Wizard

# Dalton Kaye

BSBA '84

14

<b>Current position</b>	Vice President International Finance, Dell Computer
<b>Lives in</b>	Austin, Texas
<b>Born in</b>	Needham, Massachusetts
<b>Grew up in</b>	Hanson, Massachusetts
<b>First Job</b>	Paperboy, <i>Brockton Enterprise</i> , age 10
<b>At Suffolk</b>	Finance Major, Finance Club President, Golf Team
<b>Last book read</b>	<i>The Innovator's Dilemma</i> by Clayton Christensen
<b>Computer</b>	Dell Latitude® laptop with 266 MHz and Intel® processor

**AT 37, DALTON KAYE IS A VICE PRESIDENT OF** one of this decade's most successful companies. From the time he joined Dell Computer's finance operation in 1989 to today, the company's total worldwide revenues went from \$250 million to more than \$18 billion. Yes, that's billion, with a B. His secret? He doesn't take no for an answer.

"I hate the word no. I wish it wasn't in our vocabulary," he said. "You can always get to yes—it's just at what cost? Are we willing to do what it takes?"

Kaye is always willing to do what it takes. Although he appears calm and laid back, don't let his cool exterior fool you. He is driven to achieve. His motto: "Never underestimate the power of the sheer force of will—with it few things in life are truly unachievable."

In his college years, Kaye's willfulness was a blessing and a curse. When his parents offered to foot the bill for his education, he wouldn't allow it. He recalls, "For some crazy reason, I was determined to pay my own way."

**His motto: "Never underestimate  
the power of the sheer force of will—  
with it few things in life are truly  
unachievable."**

Working part-time as a financial analyst at GTE Sylvania, he squeezed in classes when he could. After he graduated in the top of his class, his career in international finance followed a similar track. It took off and just kept accelerating.

In 1983, Kaye entered a management development program in Dallas, Texas, with Electronic Data Systems (EDS). Over five years, he held several treasury management positions, including a two-year assignment in Europe. He was in his early 20s.

#### **FROM EDS, KAYE WAS RECRUITED BY COMMODORE**

Computer in Philadelphia as assistant treasurer, where he focused on negotiating and financing worldwide acquisitions. Calling him a frequent flyer would be an understatement—he spent 70 percent of his time traveling. One of his assignments, a plant closing in Taiwan, required him to live there for three months.

All of this proved valuable training ground for Kaye. When Dell Computers came looking for a high tech international finance expert, he was ready.

Dell had just entered the international market a year before and needed someone to shape its operation there from the ground up. Kaye was a perfect fit. He began as treasury manager and in 1993 was named vice president/treasurer. His work took him around the globe and back. He and his wife and children lived in London for two and a half years when Kaye was vice president of finance for Europe, the Middle East and Africa. Today, Dell's revenues in Europe alone are \$4 billion.

Dell was founded in 1984 by Michael Dell, who sold computers from his dorm room at the University of Texas at Austin. He turned 35 in February. Today, his company is the world's number one direct seller of PCs and the number two manufacturer in the United States. Dell employs 24,000 people worldwide and has plants in the United States, Ireland and Malaysia. Revenues for the last four quarters total \$18.2 billion.

#### **KAYE ATTRIBUTES DELL'S UNPRECEDENTED GROWTH**

to its direct model. "There are no middlemen between us and our customer," he said. "This allows for high operating efficiency and high customer satisfaction. It's our core business model, executing to our commitments and customer requirements."

Although he is reluctant to take credit personally for Dell's success, Kaye admits that finance managers like himself play a more critical role in corporations today than they did 10 years ago. "Corporate treasuries went from being managers of the checkbook to managing the total balance sheet of the company," he said. "Finance has more influence in the core business practices as well as in the strategic investment of the company. We're not just the scorekeepers anymore, we're actively involved in the game."

Kaye says his education at Suffolk served him well in his career, but he warns today's students not to rely too heavily on technology. "PCs and spreadsheets have caused people to be lazy," he said. "When I was at Suffolk, you had to book time on the department PC. You could only get two hours at a time, so you had to think through what you wanted to run before you got there." Sounds like strange advice coming from a Dell vice president, but Kaye isn't your average high tech executive.

"The ultimate value of the computer is that things can be done rapidly, but speed can't replace critical thinking," he said. "In our generation, we've come from no computer literacy in our parents 25 years ago to what seems like 90 percent literacy in our children. Just imagine what will occur over the next 20 years as our children begin to influence business."

#### **"Finance has more influence in the core**

**business practices as well as in the**

**strategic investment of the company.**

**We're not just the scorekeepers anymore,**

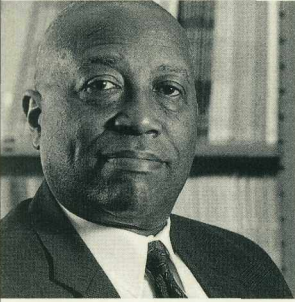
**we're actively involved in the game."**

mused Kaye. "They're prepared to use technology in every aspect of their lives. They'll never burn toast again because they'll demand toasters with semiconductors inside that measure the moisture level of the bread."

Kaye has seen too much of the world to be impressed by computer gadgets. He's learned to put more stock in reason, persuasion and the "sheer force of will." While tomorrow's CFOs might be found playing Tomb Raiders® on their PCs, you won't find Kaye glued to a monitor in his spare time. His idea of fun is decidedly low tech.

"I'm not a big computer game player," he said. "I still like to play chess against another human being." For Kaye, that's real chess, with a board and little pieces you move with your hand. ●





## What Makes a Successful Small Business Entrepreneur?

by Professors Clarence Cooper and Mawdudur Rahman

Thousands of businesses are launched every year and three out of four eventually fail. What makes one entrepreneur succeed where others fail? Do they share common characteristics or experience?

**A** 1997 research project we conducted with Cambridge Business Development Center (CBDC) and Cambridge Cable Television (CCTV) allowed us to examine these issues. And as a result, we developed some tips for prospective small business entrepreneurs.

Cambridge Business Development Center (CBDC) is a non-profit organization founded in 1992 and funded by the city of Cambridge, local banking institutions and foundations. CBDC's programs of networking, technical assistance and training focus on high growth potential companies (mostly high tech) and traditional small businesses. More than 150 entrepreneurs (50 percent minorities or women) have participated in CBDC programs. The Sawyer School of Management began its partnership with CBDC in 1993 with a series of workshops given by the Accounting Department. Professors Mawdudur Rahman, Morris McInnes and James Angelini were the principal instructors. The workshops have continued since 1994 under the general title of Computer Aided Business Training (CABT).

Funded by a grant from the Massachusetts Office of Business Development, we were asked by CBDC to evaluate the impact of their programs on participating

entrepreneurs—especially those with traditional small businesses. To accomplish this, we sent evaluation questionnaires to a sample of entrepreneurs assisted by CBDC and conducted follow-up interviews. The clients had attended CBDC training and/or received some technical assistance between 1994 and 1997. In addition to the questionnaire analysis, we interviewed 10 of the respondents.

### Entrepreneur Profile

The interviewees were nine small business entrepreneurs plus a tenth respondent from a private non-profit social service agency. A brief profile of the nine entrepreneurs and their businesses (names have been changed to preserve privacy) follows:

Winnie Ferreira had operated a Cambridge-based hair-dressing business located in Harvard Square since 1993. Her business strengths were relevant experience, full-time commitment to the salon and a location in a heavy foot traffic area. Although her business was marginally profitable, Winnie lacked the charisma and connections to attract and retain other good hairdressers. At the time of the interview, she was planning to sell the business and start again in a minority neighborhood in Boston.



Jean Paris is a partner in an Afrocentric book and collectibles store in Boston. The business has operated at numerous different locations over several years. Jean and her two female partners have other full-time jobs. They are bright and well educated, and have successfully promoted their store. However, they do not share a commitment to working full time to grow the business. They are operating in a small market niche that may be oversaturated. This is a part-time marginal business that is more of a hobby and community service than a viable venture with growth potential.

After operating a fish shop in Jamaica from 1971-81, Betty Brooks ran a Cambridge-based Jamaican restaurant from 1993-1994. She managed it successfully for one year, but her lack of savvy in legal and real estate issues proved to be a fatal flaw. Betty lost her lease. She plans to restart the restaurant in a new location if she can raise \$40,000 in capital.

Since 1989 Jane Barry operated a bookstore emphasizing black children's literature and multi-cultural themes. From 1993-1996 the store was located near Harvard Square in Cambridge. Jane is astute, with a strong

**For the owners of the "unsuccessful" businesses, the most significant barrier was the ability to take it to the next level, and, in the main, this meant raising sufficient capital.**

network to support her business. However, her efforts to expand failed because she lacked a long-term strategic plan. Jane simply could not compete with the lower prices of the large bookstores that entered the market niche she pioneered and developed. She is presently operating out of her home and consulting.

Matt Jones is a partner in a real estate business. He has good interpersonal skills, business experience and a determination to expand and be successful. Although he filed for bankruptcy in 1993, at the time of the interview, his business was profitable and increasing in revenue.

Over the years, Annette Fox has moved in and out of the custom clothing design business. She has no com-

prehensive plan and her commitment to the business is sporadic and unfocused. Hers is likely to remain a marginal, part-time operation.

Tom Eboya runs a travel agency that he established in 1993. He is well educated, intelligent and knows the business. At the time of the interview, he had been increasing revenues each year. However, he is limited to the sub-retail market. Tom needs to raise \$50,000 to become a member of the Airline Reporting Corporation, which would enable him to move the business to the next level.

Mary Adler is an independent therapeutic counselor in Harvard Square. A licensed clinical social worker, she started her practice in 1978 and has been full time since 1982. She does not have a long-term strategic plan and by her own admission is "not a business person." Presently she is largely practicing on her own and needs associates and connections with large health care institutions to grow the business.

Harry Small is a Massachusetts Commission for the Blind supported vendor who has worked at various locations since 1977. Harry has an entrepreneurial spirit (i.e., has attempted other types of businesses). He is economically self-sufficient, but prospects of real growth for the business are limited.

### **What We Found**

Of those we interviewed, eight are minority group members and six are females. In 1997, eight of the entrepreneurs had been operating a business prior to 1990, but four had either closed or significantly scaled back the operation. We found that only two of the businesses appeared to be viable and have real prospects for growth. Four of the businesses could be considered to have experienced some success for more than a few years.

What enabled the owners of the "successful" business to fare better than the rest? Our research showed that they shared common characteristics: college education, full-time commitment to the business, knowledge in the area of their business, and general business know-how. For the owners of the "unsuccessful" businesses, the most significant barrier was the ability to take it to the next level, and, in the main, this meant raising sufficient capital.

*continued on page 24*



18

## A Father of Invention

**Edward C. Jarvis, EMBA '83**

Meet Suffolk's first Clinical Professor  
of Entrepreneurial Studies

Professor Jarvis walks into his class, Problems in General Management, and says: "I'm thinking of buying a company. What should I do?" The room is silent.

**T**he students, seniors majoring in management and entrepreneurial studies, look flustered. They start firing questions at Jarvis. What is the organizational structure? Who is the competition? What product does the company sell? After an hour, someone asks: How much should we pay? Until then, no one has asked a single financial question. According to Jarvis, this is what's wrong with management education today.

In most business schools, students focus on one area of business. They learn the pieces, but not how they integrate. "I have a different perspective," said Jarvis. "I present an understanding to the students of how the parts really fit together." Jarvis believes there has been a disconnect between universities and what employers need from business school graduates. He wants the Sawyer School of Management's program in entrepreneurial studies to be different. As Suffolk's first clinical professor, he's on a mission to make it so.

"We're asking the question: What skill sets, competencies and outcomes do we want graduates to have? What do we want them to be?" Jarvis said. "I've worked in large corporations. The skill sets I used in turning

around a bankrupt company are very similar to those needed to start a new enterprise." Jarvis says successful entrepreneurs know how to create temporary organizations. They pull together the right outside sources to get the job done. But students are uncomfortable with this concept. They think they have to be experts in everything before launching a new venture.

### **TO SHOW THEM THEY'RE WRONG, JARVIS CREATED**

student consulting teams. He sends them out, wearing suits and ties, to real companies, to solve real problems. "I want to introduce them to actual problems and issues in different corporations and integrate them into the curriculum," he said. "The future of business education is some combination of the traditional learning experience modified to include application beyond the case study."

Jarvis' method appears to be working. Students say they learn more in five weeks with him than they did in six years of college. How does he do it? He simply taps his own life experiences.

Right out of college, Jarvis had a clear-cut career plan—be corporate vice president of a NYSE company by 35. By 36 he had reached his goal, at the Towle



Manufacturing Company. From there, he became CEO/CFO of Demakes Enterprises, a food-distribution firm in Lynn, Massachusetts. But in 1994, Jarvis' clear-cut path took an unexpected turn.

During a high school basketball game, Jarvis' son, Ryan, lost sight in his right eye when another player poked him so hard that it severed the optic nerve. With his family's support, Ryan was determined not to let his injury end his athletic career. With a plastic visor attached to his helmet to protect his good eye, he went on to play football at Bates College. But he kept dropping the ball. Father and son were frustrated. One night after a game, Jarvis slipped on the shield and realized it distorted everything. He decided he could design a better product. It became his obsession.

**JARVIS QUIT HIS JOB AND DEVOTED ALL HIS** attention to the project. "My son had an injury and I wanted to protect him. The appropriate product didn't exist, so failure was not an option." After months of research and consultation with optical experts who designed shields for NASA, Jarvis came up with an optically correct shield. His passion for the product immediately impressed investors. Armed only with a sketch on a napkin, Jarvis convinced the first venture capitalist he met with to give him \$1.5 million. He called his new company OneXcel.

The shield was a huge success from the moment it hit the market. Coaches associations endorsed it. Ray Borque of the Boston Bruins, Jaromir Jager of the Pittsburgh Penguins and Barry Sanders of the Detroit Lions began wearing it. And deals with college football programs such as Florida and Notre Dame and football helmet supplier Riddell pushed first-year sales to just under \$5 million.

In a textbook case of entrepreneurial success, Jarvis sold OneXcel to Oakley, Inc., in 1997 in a lucrative deal. Still success is all in how you define it. When reflecting on OneXcel, Jarvis doesn't brag about profit margins and deals; he talks about his son. Ryan, now a junior tailback at Bates, is playing better than ever.

At the beginning of each semester, Jarvis gives his students a piece of paper with a slogan on it. He requires them to post it over their beds. It reads: A temporary setback is not permanent defeat. Jarvis says he learned it from his son. ●

## And They're Off...

### Grants Help Student Entrepreneurs Launch Businesses

A child safety device, a medical information Web site and a referral Web site for pet owners—these are the beginnings of viable businesses for four student entrepreneurs at Suffolk. Thanks to \$4,600 grants they received from the Sawyer School, these students now have the start-up funding they need to get their ventures off the ground.

The first award went to MBA student Sameer Alibhai and undergraduate Carl Pean, Jr., to further develop off-the-shelf radio technology into an effective child safety device. The wrist monitor, worn by the child's caretaker, signals an alarm if the child, wearing a separate unit, moves more than a pre-set distance away. The wrist monitor shows distance and direction to the child.

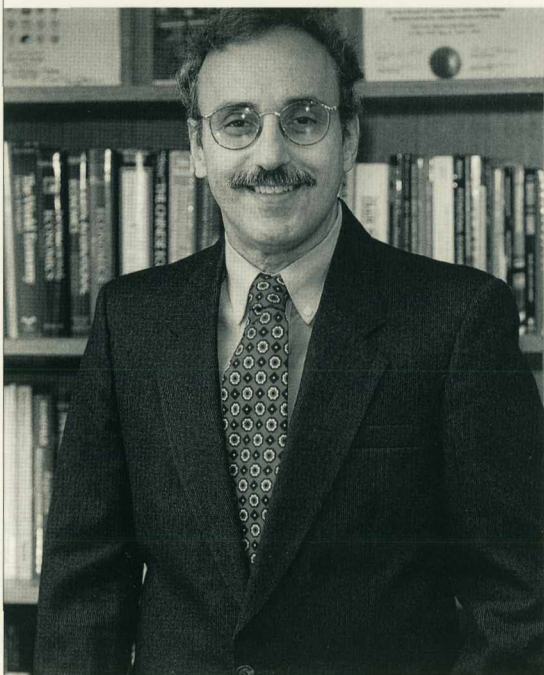
Executive MBA students Peter Bianco and Charles Eaton won the second award to create an informational medical Web site. The site will provide procedure-specific information for patients before surgery and information on recovery, physical therapy, if applicable, and patient monitoring by the physician via "chat" capabilities after surgery.

The third grant went to MBA student Daniel Meyler to launch an informational and referral Web site for pet owners. It includes general information on a variety of pet-specific issues and a referral to a local veterinarian if a visit is required.

Traditionally, seed capital comes from family, friends and savings, but not everyone has these resources, say the co-directors of the Sawyer School's Entrepreneurial Studies Program, Bob DeFillippi and Chuck Shelley. "One of the biggest hurdles a fledgling entrepreneur faces is, Where do I get the money to start a business? Many of our students have good ideas but don't have the resources to get to the point where they can reasonably compete for venture capital. These grants will allow them to do that." In its second full year, the Entrepreneurial Studies Program offers a Master of Science degree and is developing an undergraduate major. "We hope to see the number and size of these grants increase over the next few years," said DeFillippi and Shelley. "We hate to see anyone with drive, motivation and a creative solution to a market problem unable to bring his dream to fruition."

The student awards are funded by a \$25,000 grant from the Coleman Foundation, which was founded in 1951 by Mr. and Mrs. J. D. Stetson Coleman, owners of Fanny Mae Candies. ●





## The Euro

### What Does it Mean for Smaller US Companies?

Q & A with Associate Dean C. Richard Torrissi

Eleven European countries are now using the euro in financial markets and transactions. They are Austria, Belgium, Finland, France, Germany, Ireland, Italy, Luxembourg, the Netherlands, Portugal and Spain. What does this mean for smaller US exporters? *Sawyer Magazine* asked Associate Dean Richard Torrissi, who teaches international business.

#### What challenges and opportunities does the euro conversion pose to small and medium size US companies?

**A:** A well-established reputation for product design, quality and innovation has always been important, but it's going to be even more important in a euro environment. Prior to the euro, if you wanted to compete for markets in Spain, for example, you had the same competitive position as other European suppliers once you entered the market. Whether you were pricing in dollars, pounds, marks or lire, you had different exchange rates and pricing structures. Now, with everyone pricing in euro, the consumer will know immediately and clearly the pricing differences. So, if you want to be competitive, you're either stuck with downward pressure on your prices because of enhanced competition, or, if you want to retain profit margins, you have to convince the consumer that your product's quality, design and reputation are the best.

#### Q: Is this a marketing challenge or a production issue?

**A:** Some of it is marketing and pricing to be competitive, but efficiency is the key. Unless you have a clear quality edge in the marketplace and you really are a market leader, which many smaller businesses are not, I would argue that you have to use a platform of greater efficiency and greater productivity. Your goal is to be competitively euro-priced and still have a reasonable profit margin.

Despite the fact that the euro will force tougher European competition on smaller US exporters, the cost of doing business in Europe is going to fall. Because everything is going to be denominated in euros, and because the governments of the European Community are working to harmonize taxes, freight requirements, advertising laws and regulations, US exporters won't have to be adjusting the way they do business in 15 different ways anymore. It's going to be uniform. In addition, internal barriers to trade, such as customs



regulations and taxes, are pretty much disappearing. That should mean that US companies can be more efficient and lower the cost of supplying the European market. That's a big plus.

**Q: What can smaller US exporters do now to compete in Europe in the future?**

**A:** Down the road, as European firms become more efficient and learn what the euro market means, I think smaller US companies are going to feel a lot of pressure on their market share and profit margin. Pretty soon the same thing that's happening in the United States will happen in Europe—a lot of M&A activity and consolidation. Smaller European companies will be swallowed up. Larger firms will take over the market. This again will force tougher competition.

One of the things smaller US businesses need to be thinking about now is strategic alliances and networks with European-based firms. As the saying goes: If you can't beat your enemy, join them. Think about partnerships and joint ventures so you can be part of the game in Europe. You'll have better information and more skills on site to deal with growing competition.

If I were a US company and I didn't want to lose my European market to competitors or sell my ownership to some giant, I would see the euro as way to take advantage of reducing cost. Then I would start looking for alliances, because down the road, after the European consolidations, I'm not going to have the cost advantage of a larger European-based company. The important thing will be choosing a partner that I'm compatible with in terms of objectives, mission and performance criteria.

**Q: What about the cost of conversion?**

**A:** There are obviously going to be some conversion costs and training expenses. Your financial statement, billing and pricing are going to have to be converted. You will have to do things as basic as translate all your financial documents into euro terms. And you will have to buy new soft-

ware that puts your spreadsheets into euros. So, yes, there are some costs. Do I think they are really high costs? No. But like anything else in a small business, you are going to have to meet these additional costs for the future of your business.

**Q: How do I get my company to start thinking Euro?**

**A:** The first thing you have to do is stop thinking in terms of the Italian market, the French market, the Spanish market. In all your strategy and planning, start thinking in terms of the European market. Get out of the mind set that says, "We know French, we've been selling to France for 20 years, we know the French consumers; we're going to be golden." No. You're not golden. You can't be an American company just doing business in France anymore. You have to change your focus to take into account competition and customers from all over Europe.

The bottom line is this: If I were a small US exporter, I would be concerned and I would pay a lot of attention, but overall I would see this as a real opportunity. Keep product quality high, become more efficient and find good European partners, and you'll gain access to and grow sales in the European market. ●

continued from page 9

## **Strategic Alliances: What's Good for Business is Good for Business Schools**

The alliances formed through the advisory councils strengthen the efforts of Suffolk's career services, placement and internships efforts. Through the MBA internship program, the Sawyer School has developed strong relationships with about 25 Boston-area firms.

Professor Clarence Cooper of the public management department, teaches a management internship course for second-year MBA students looking to get corporate experience. He has had more than 85 students perform internships in a host of companies—including the Federal Reserve Bank, Gillette, Hewlett-Packard, Fidelity, John Hancock and Blue Cross-Blue Shield—since he began teaching the course in 1994.

"These internships make the school more visible in the business community and build experience and contacts for the students," said Cooper. "It's an important selling point in recruiting students."

Many of Coopers' students have graduated and joined the firms for which they interned; some even became supervisors of current interns.

### **Community Partnerships**

Another way Sawyer School students and faculty partner with business is by offering their expertise to entrepreneurs who may not have had access to a formal business education.

Working through the Initiative for a Competitive Inner City, which organizes teams of students from various schools to do service projects for entrepreneurs, four Suffolk MBA students last year developed a strategic analysis and plan for Staffing Solutions, a temporary agency.

Small businesses benefit from a partnership formed with Middlesex Community College last year to support the efforts of its Lowell Business Institute. The Institute works with Lowell-area entrepreneurs—primarily immigrants with limited English-language skills and little training who need assistance putting together business plans. Sawyer School faculty and graduate students in entrepreneurial studies are working with their Middlesex Community College colleagues at the institute to help entrepreneurs realize their ambitions, said Professor of Management Alberto Zanzi.

### **Business as Usual**

In today's world of mega mergers and acquisitions, strategic alliances represent a new spirit in business development, a spirit of sharing. Companies, organizations and schools are choosing to collaborate rather than compete, and in the process they grow stronger. Torrissi is a firm believer in partnerships, but only if they meet three essential criteria: There must be a win-win arrangement for all parties; the partners must be objective and share common goals; there must be a clear understanding of the responsibilities of each partner.

Suffolk's partnerships have passed Torrissi's test with flying colors. Students, faculty, alumni and the corporate community have benefited from relationships formed in Boston and around the world. Call it developing global partnerships, fostering affiliations or simply sharing, there is ample evidence that working together works. Strategic alliances are here to stay, and at the Sawyer School of Management, it's business as usual. ●

continued from page 10

## **Career Self-Assessment: The Examined Work Life**

also gives feedback about the strengths and weaknesses of different personality types and their implications for the workplace.

### **Read a Book**

For more than 20 years, job hunters and career changers have gained clarity from a series of exercises in the well-known Richard Bolles book *What Color is Your Parachute?* Through analyzing accomplishments in your life, Bolles enables you to identify skills you enjoy using that can be transferred to your next job. He also helps you to consider the physical setting and emotional climate you'd like to work in, the kinds of outcomes you want your work to create, and your salary needs.

For those who prefer a creative, right-brain approach to career self-assessment, you can tap into information through writing, drawing and visualization. Author Barbara Sher offers a variety of creative exercises in her book, *I Could Do Anything If I Only Knew What It Was*. Sher asks you to write about your ideal job or, if you prefer, your "job from hell" to help identify elements of your "job from heaven."



### Ask Yourself

Evaluating your experiences in previous jobs can clarify what you want in your next position. Counselors in Suffolk's Office of Career Services encourage students and alumni to ask themselves: What did you like/dislike in terms of the work, the organization, your boss and co-workers? and What element would you keep/change? If you're unsure of your career interests, try clipping help wanted ads from the newspaper that you find appealing, even if you're not qualified. What do these ads tell you about your interests? You might also identify people who you think have interesting jobs and speak with them about their background and current work. Another source of insight comes from noticing how you use your free time: What do you read? What sections of the newspaper do you go to first? What do your hobbies tell you about your interests and skills? Another approach that is gaining popularity is to write a life purpose or personal mission statement and then explore careers that would enable you to reflect your mission.

Having spent some time on the crucial process of self-assessment, you may find yourself with some answers as well as new questions. You are then ready to explore options that will help you clarify your direction. The Career Services Resource Library at Suffolk offers books and publications on a variety of career fields. You can take your research one step further by making contact with the Alumni Career Advisory Network, made up of more than 700 alumni who have volunteered to provide you with information about their careers and employers. The career services staff is available for individual appointments to assist you at any step along the way.

Whether you spend a few days taking tests, or a month writing in your journal, your efforts will sharpen your focus so you can take effective action towards achieving your career goals. While the self-assessment process can be both daunting and exciting, the Socratic command to "know thyself" will lay a solid foundation for furthering your career. ●

### RESOURCES

#### Suffolk Career Services

(617) 573-8480  
mrapp@admin.suffolk.edu

#### Books

*What Color is Your Parachute?* Richard Bolles

*I Could Do Anything If I Only Knew What it Was*  
Barbara Sher

### Publications

*Work in the Hub*, Boston Herald on Mondays,  
by Paul Tanklefsky, Suffolk's Director of Career  
Services and Cooperative Education

*The National Business Employment Weekly*

*The Boston Business Journal*

*Fast Company Magazine*

### Self Assessment Instruments

(available through Suffolk Career Services)

Career Leader (careerdiscovery.com)

The Campbell Interest and Skills Survey

The Myers-Briggs Type Indicator

### Internet Sites

careers.wsj.com

(The Wall Street Journal Careers Section)

stats.bls.gov.oco

(The Bureau of Labor Statistics Occupational  
Outlook Handbook)

townonline.com/working

(Career information from the Community  
Newspaper Company)

### Career Centers

Operation Able

119 Beach St., Boston

(617) 542-4180

Career assistance for people over age 45

Boston Career Link

281 Huntington Ave., Boston

(617) 536-1888

The WorkPlace

101 Federal Street, Boston

(617) 737-0093

Additional locations in Cambridge, Woburn,  
Roxbury, Holyoke and Springfield.

### Career Workshops

Boston Center for Adult Education

(www.bcae.org)

Cambridge Center for Adult Education

(www.ccae.org)

continued from page 17

## **What Makes a Successful Small Business Entrepreneur?**

In further analysis, we focused on identifying the factors that most contributed to entrepreneurs' success. These were: Entrepreneurial Skill (relevant skills, education, experience), Management (accounting and bookkeeping, mission, financing/access to capital, organization), Market (location, advertisement, community response, competition) and Product (not relevant for the study group).

The most important overall factor for the entrepreneurs was not unsurprisingly the Entrepreneurial factor, especially sub factors relevant skills, education and experience. The next most important factor was the Market factor, especially location and advertisement. Also important was the Management factor, especially

**The most important overall factor for the entrepreneurs was not unsurprisingly the Entrepreneurial factor, especially sub factors relevant skills, education and experience.**

sub factor accounting and bookkeeping. The most striking finding was that accounting and bookkeeping skills or access to this expertise was critical to these entrepreneurs. Location of the business also was very important.

### **Lessons Learned**

There are lessons to be learned from the experiences of the entrepreneurs we interviewed. For those contemplating launching a new venture, take into account the following tips. They may help you get your business off on the right foot.

**Adviser/Mentor** Prior to starting a business and during the early stages of operation, seek an experienced advisor or mentor. One entrepreneur we interviewed received poor legal and real estate advice at the outset of the business and this resulted in the closing of what apparently could have been a successful venture.

**Financing** A 1998 study by the Organization for New Equity (ONE) found that access to capital remains a serious problem for an estimated 3.7 million minority firms nationwide. The entrepreneur needs sufficient capital to make the business viable. One of the successful businesses in our study was constrained by lack of the amount of capital necessary to move the business to a level that would have made it competitive.

**Planning** Failing to plan is planning to fail. Developing a business plan forces an entrepreneur to think through not only the start-up but the next phases of the operation. More than one of the business owners in our study experienced problems by not anticipating capital requirements or additional expenses that developed later in the life cycle of the business.

**Accounting/Bookkeeping** A good record-keeping system is essential to the planning and control of the business. More than one of the entrepreneurs we interviewed learned late in the game that acquisition and mastery of a computer-based accounting system is essential to reducing costly and time-consuming paper work. ●



**Visit the Sawyer School on the Web at:**  
[www.sawyer.suffolk.edu](http://www.sawyer.suffolk.edu)

**Please send your change of address to:**  
Office of Alumni Relations  
Suffolk University  
8 Ashburton Place  
Boston, MA 02108-2770  
**phone** (617) 573-8457  
**fax** (617) 573-8711  
**email** [alumni@admin.suffolk.edu](mailto:alumni@admin.suffolk.edu)

**Please send letters to the editor to:**  
Sawyer Magazine  
Suffolk University  
8 Ashburton Place  
Boston, MA 02108-2770  
**phone** (617) 573-8098  
**fax** (617) 723-1632

#### **Sawyer Magazine**

David J. Sargent  
*President*

John F. Brennan  
*Dean*

C. Richard Torrisi  
*Associate Dean*

Susan C. Atherton  
*Associate Dean*

#### **Executive Editor**

Midge Wilcke

#### **Editor for Public Affairs**

Rosemarie Sansone

#### **Managing Co-Editors**

Tracey Palmer

Nancy Profera

#### **Editor for the Sawyer School of Management**

Theresa Malioneck

#### **Copy Editor**

Nancy Kelleher

#### **Contributors**

Michael Barretti

Michele Rapp

#### **Art Direction/Design**

Gretchen Shields McClure

#### **Photography**

Greig Cranna

John Gillooly

Paula Lerner

Richard Pasley

William Walcott  
for Creative Services/UMS

#### **Cover Photograph**

Dan Nourie

**Sawyer** magazine is published once a year by the Sawyer School of Management. It is produced by Creative Services/University Media Services and distributed free of charge to alumni, students, friends, parents, faculty and staff. The views expressed in this magazine do not necessarily reflect the opinions of the editors or the official policies of the University.





Suffolk University's Sawyer School of Management is accredited by the AACSB-The International Association for Management Education and the National Association of Schools of Public Affairs and Administration (NASPAA).



*SUFFOLK UNIVERSITY*

Office of Development  
8 Ashburton Place  
Boston, MA 02108

Non-Profit Organization  
U.S. Postage  
PAID  
Boston, MA  
Permit No. 55195

Valerie Laney  
UMS