ALUMNI AND STUDENTS FIND RECIPES OF SUCCESS
It is truly awesome to think about the business of food – of feeding the world. In this issue of Shareholder, we look at several aspects of the food industry and how our John Cook School of Business students, alumni, and faculty are involved.

One theme you will notice throughout these stories is the application of business skills and knowledge in the success of the enterprises profiled. The other is the impact of a Saint Louis University education that incorporates the Jesuit traditions of educating women and men with a commitment to serving others.

Through the eyes of our students and the community, we consider the economic side of the food industry by exploring a complex case regarding ethical considerations involving the introduction of growth hormone into the food chain. Through the eyes of our students, we explore the service side of the food industry by highlighting the meaningful impact of a university program that provides food for those unable to do so for themselves. Through the eyes of two of our alumni, you can feel the excitement of the entrepreneurial side of the food industry by following the development of their businesses that provide economic stability for their families. And you can even learn the ins and outs of the opportunity side of the food industry as it pertains to the business lunch, and using that setting to close business deals or even to secure employment opportunities within the community.

As spring is upon us, it is difficult not to be reminded of the food industry cycle. Seeds are planted, and with proper care they germinate, sprout, thrive, and later, produce. This can serve as an analogy for the interesting stories you are about to read. Whether “germinating” or beginning one’s career as a food server, “sprouting” or beginning a new business adventure, “maturing” and attempting to enhance production output, or “producing” as in closing a business deal, one can see how these Cook stories progress through an evolutionary process. And don’t forget the ultimate stage, the ability and desire to give back and to serve others. The story of student involvement in Campus Kitchens is truly heartwarming — a perfect way to say goodbye to winter as the weather begins to warm up.

Ellen Harshman, Ph.D., J.D.
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Sir David Tweedie Is Guest Lecturer in Accounting Series

The second annual Vasquez-Wuller Lecture Series in Accounting will take place from 2:30–5:30 p.m. on Thursday, April 12, in the Anheuser Busch Auditorium in John and Lucy Cook Hall.

This year’s guest lecturer is Sir David Tweedie, a global leader in the accounting profession and chairman of the International Accounting Standards Board (IASB) from 2001-2011.

Knighted in 1994 for his services to the accountancy profession, Tweedie was educated at Edinburgh University and qualified as a Scottish Chartered Accountant. In 1987, his firm merged with Peat Marwick Mitchell & Co., and he became national technical partner of KPMG Peat Marwick McLintock. In 1990, he was appointed the first full-time chairman of the newly created Accounting Standards Board, the committee charged with the responsibility for producing the UK’s accounting standards.

He has been a visiting professor of accounting in the Management School at Edinburgh University and has been awarded honorary degrees by eight British universities.

In 2012, Tweedie became president of the Institute of Chartered Accountants of Scotland (ICAS), the world’s oldest professional organization for accountants.

UMBFINANCIAL CFO MICHAEL HAGEDORN TO SPEAK AT DEAN’S BREAKFAST


THIS EVENT WILL TAKE PLACE FROM 7:30–9 A.M. ON TUESDAY, APRIL 3.

Hagedorn joined UMB as executive vice president and chief financial officer in 2005. He was recently recognized by the Kansas City Business Journal as a CFO of the Year honoree. At UMB, Mike is a member of the executive committee, the asset and liability committee, the advisory board and the fund services board.

Hagedorn graduated with honors and distinction from Iowa State University with a bachelor’s degree in business administration. He completed the executive leadership program at Harvard Business School, the executive leadership program at the University of Pennsylvania’s Wharton School, and the executive education program at the University of Michigan’s Ross School of Business. Hagedorn is participating in the G100’s Next Generation Leadership Program.

Dress for Success Fashion Show

Student models walked the runway for a recent fashion show, but this was no evening gown competition. More than 200 people attended the sixth annual Dress For Success Fashion Show and Employer Panel sponsored by the Valerie A. Davison Career Resources Center.

The event, which took place in the Shanahan Atrium on Feb. 15, featured student models walking a 50-foot-long runway as they displayed business casual and professional fashions from Brooks Brothers, ScholarShop, and Target. After the show, eight business professionals offered their insights and answered questions about internships, interviews and job placement.

TO REGISTER FOR ALL EVENTS, VISIT OUR WEBSITE AT: BUSINESS.SLU.EDU
Introducing the New Sports Business Academy

Sports business is a $422 billion industry. Is it a field for someone you know? High school students can explore the dynamic field of sports business by attending the John Cook School of Business Sports Business Academy, which will take place July 11–14.

Through participating in the 2012 Sports Business Academy, high school juniors and seniors can find out more about this exciting career path by:

- Learning sports from a business perspective
- Attending field trips to area sports organizations
- Getting a behind-the-scenes look at sports operations
- Completing a team project, judged by our sports panel
- Celebrating at an awards ceremony, to which families are invited

Tuition is $300 per student and includes instruction, several field trips, one night of housing in a residence hall, meals and access to the Simon Recreation Center. Need-based financial aid is available.

May 15  Deadline for registration and financial aid submissions
June 1    Students notified of acceptance
June 15   Final non-refundable payment is due
July 11-14 Academy dates
July 13   Attendees stay overnight on campus
July 14   Team presentations and awards

Space is limited, so register early. To find out more about the Sports Business Academy, visit sportsacademy.slu.edu or contact Linda Paglusch at 314-977-3872 or lpagluscl@slu.edu.

AWARDS

JOHN COOK SCHOOL OF BUSINESS
2012 EXCELLENCE AWARDS

The recipients of the John Cook School of Business 2012 Excellence Awards have been announced. These awards recognize alumni, faculty and corporate partners who have excelled in their fields as well as in the community.

A ceremony to honor recipients will take place on Saturday, May 5, in the Shanahan Atrium in John and Lucy Cook Hall. Alumni and friends are invited to congratulate and celebrate with the recipients.

Cocktails will be served at 6:30 p.m., with dinner and the awards program to follow at 7:15 p.m. The cost is $60 per person.

To register, visit billikenalumni.slu.edu/excellenceawards2012.
Singh Authors Book on Global E-Business

A new global e-business book written by a John Cook School of Business faculty member is now available.


The acceleration of globalization and the growth of emerging economies present significant opportunities for business expansion. This book is a comprehensive, non-technical guide to leveraging website localization strategies for global e-commerce success.

Singh is an associate professor of international business at Saint Louis University’s John Cook School of Business. He also serves as director of alternative delivery programs, the program lead for the executive certificate in web globalization management, and is a Scholar Member of the Center for Sustainability. Singh has extensively researched and taught in the area of global e-commerce and has published more than 40 papers in peer-reviewed academic journals. He is co-author of The Culturally Customized Web Site (2005) and Proliferation of the Internet Economy (2009).

Sports Business Symposium: “Marketing the Rings”

It is difficult to think about the business of sports without thinking of the Olympics. But that wasn’t always the case. Today’s Olympics are a far cry from the original games of the modern Olympiad, which began in Greece in 1896.

The advent of television and corporate sponsorship has taken the Olympics to another level. Marketing the Olympics has become big business. Learn from expert panelists how this international sporting event has evolved into a global commercial giant.

Moderator Bill McDermott (A&S ’70), former Billiken soccer player and national soccer broadcaster, and three expert panelists will discuss the power and influence that brands have attained by affiliating with the Olympics.

This free event will take place at 5:30 p.m. on Thursday, April 19, but registration is required.

For more information, visit business.slu.edu.
Saint Louis University’s nationally ranked Center for Entrepreneurship is a cross-community resource for entrepreneurs and private business owners. It offers a variety of youth, student and community/alumni programs.

THE CENTER FOR ENTREPRENEURSHIP’S UPCOMING PROGRAMS INCLUDE:

INSTITUTE FOR PRIVATE BUSINESS (IPB)
The Institute for Private Business helps power the future of the St. Louis region by combining Saint Louis University’s nationally ranked entrepreneurial business program with a confidential peer environment and outside industry expertise for owners of family and other private businesses as well as key executives to resolve critical issues and shape the future growth of their businesses.

ALLSUP SUMMER ENTREPRENEURSHIP ACADEMY
This program offers high school students an opportunity to learn entrepreneurial concepts and principles, including how to start their own business. This four-and-a-half day program is designed to spark an interest in entrepreneurship while students develop a business concept and compete for cash prizes.

The Allsup Summer Entrepreneurship Academy is scheduled for the week of July 23-27.

DIPLOMATE
The Entrepreneurship Diplomate is a non-credit certificate for students and alumni. The purpose of the Diplomate is to promote entrepreneurial mindsets, skills and connections to help make participants better entrepreneurs in organizations of their own, when working for others or when involved in the community. The Diplomate involves workshops, speakers and competitions designed to help participants develop an understanding and appreciation for entrepreneurial business.

The Diplomate meets every Thursday evening from 5-5:50 p.m. in Cook Hall, Room 236.

BILLIKEN ANGEL NETWORK
The Billiken Angel Network (BAN) is a group of investors that identifies and invests funds and provides expertise to businesses that can make an economic and social difference in the St. Louis region. The Billiken Angel Network focuses on growing businesses with SLU DNA: firms owned by current or former SLU students, current or retires DLU faculty and staff, or firms using intellectual property licensed from SLU. These efforts are accomplished through a $1 million sidecar co-investment fund from Saint Louis University’s endowment.

BAN member meetings occur quarterly. Look for detail soon about an upcoming BAN business plan completion.

HALL OF FAME INDUCTION
Since 2007, the Center for Entrepreneurship’s Smurfit-Stone Entrepreneurial Alumni Hall of Fame induction ceremony has celebrated SLU alumni who live their entrepreneurial dreams and make a difference in the community. The Hall of Fame recognizes and celebrates graduates of Saint Louis University who have contributed to society and the economy through entrepreneurial leadership in corporate and independent ventures, as well as in public, civic and social organizations. In every case, the Center for Entrepreneurship seeks role models who incorporate the motto, “Do Good. Do Well.”

The fifth class of the Smurfit-Stone Entrepreneurial Alumni Hall of Fame inductees will be honored at an event that will feature the newest class of Hall of Fame members, as well as students, alumni and community members who are the Hall of Famers of the future: the “future owners.”

The Smurfit-Stone Entrepreneurial Alumni Hall of Fame induction ceremony is scheduled for 6-8:30 p.m. on Tuesday, May 15.

GATEWAY ENTREPRENEURSHIP RESEARCH CONFERENCE
Since its start in 1987, Saint Louis University’s Gateway Series for Entrepreneurship Research has promoted advances in scholarship for entrepreneurship and related disciplines.

The topic for the 2012 Gateway Conference is “Technology Commercialization: Have We Learned Anything?” Kathleen Allen, a professor of clinical entrepreneurship at the USC Marshall School of Business will deliver the keynote address.

The Gateway Entrepreneurship Research Conference is scheduled for April 20-22.

For details about these and many more programs at the Center for Entrepreneurship website: slu.edu/ssce.xml.
Most everyone likes to eat or drink, right? And if we have a good culinary experience, naturally, we try to replicate it. Combine that with the “American Dream” of being one’s own boss, and a well-rounded John Cook School of Business degree, and you have the recipe for pursuing your own purveyor opportunity. Although it may seem easy to open and successfully run an independent dining or drinking establishment, statistics don’t lie.

Despite advances in technology, the restaurant business remains one of the most difficult, yet fundamentally simple, businesses to operate. If you Google “percentages of restaurants that fail” you will find a countless number of articles and research papers that consistently show that nearly 60 percent of new restaurants fail within the first three years, and nearly 25 percent of them fail in the first year alone.

Undercapitalization is a critical factor. But oftentimes, failure can be traced to something simpler — a lack of understanding of the specific culinary market. That’s right, a market study will help would-be food service industry entrepreneurs become better positioned for success. This should come as no surprise to Cook School graduates. With a curriculum that focuses on the practical elements of “real-world business”, Cook students and alumni are quite familiar with the term “market study” from their classroom discussions.

Here are the stories of two Cook School alumni and how they have defied the “failure” odds in two distinct food service operations: a mobile ice cream business and a vineyard and winery.
Next time you hear the sounds of an ice cream truck, you might have Chris Long to thank for the frozen treats it carries.

Long manages two companies that make sure ice cream treats are easy to find.

“At Frozen Distribution, we focus on servicing the convenience store channel, small format grocery, schools, universities and colleges, and amusement-related accounts, such as swimming pools and parks,” Long said. “We primarily distribute products into the St. Louis and Kansas City market for Wells Blue Bunny and also provide distribution for M&M Mars, which includes popular brands like Snickers, Twix and Milky Way, plus Unilever items, under the brands Good Humor, Klondike, Popsicle, Breyers, and Ben & Jerry’s.”

“If you see a blue Wells Blue Bunny slide top freezer in your local convenience store it’s probably ours. We also service a large fleet of ice cream vending machines through the St. Louis area,” he continued. “In fact, the ice cream machines at SLU are owned by Frozen Distribution.”

But then the fun begins with Frosty Treats Inc., which focuses on the mobile vending class of trade. “We sell bulk quantities of ice cream novelties to individuals who operate ice cream vending trucks,” Long said. “You know, kids refer to it as ‘the ice cream man,’ who drives through neighborhoods in a large van, ringing a bell, primarily in the summer months. You’ve seen those vans. They are covered with decals of ice cream novelties and popsicles. We have 18 locations throughout the Midwest, South and Southeast.”

Seeking a solid business education to further the family business started by his father, Carl, Long earned an accounting and finance degree from the Cook School in 2002. “My educational focus at SLU was on obtaining a wide range of business skills which could be utilized to help manage and grow our business,” he said.

Long recalled fondly his classroom experiences at the Cook School. “I was blessed to have a whole host of great professors at SLU,” he said. “Ananth Seetharaman for tax, Mike Alderson for derivatives, Jack Strauss for macroeconomics and John Keithley for financial accounting II all stand out in my mind. What made these teachers the most memorable was their passion for their respective subjects and the way you could tell they had a sincere interest in ensuring the material was being taught at the highest level.”

“My SLU education has played a significant role in my businesses experiences,” he continued. “Beyond the specific classes, I developed critical thinking and analyzing skills while at SLU. Those skills are the foundation for my daily work and something that I fall back on all the time, and as such, they are by far the most important things I have taken away from my SLU education. SLU prepared me well for the real world.”

“In the foodservice industry you learn quickly that you are serving a diverse group of customers, all with their own unique wants and concerns. Each customer is focused on a unique concept to stay competitive. No two customers are alike, and they all want their uniqueness to be understood, respected, and catered to,” Long said.
BOB AND LOU ANN NOLAN.

NOBOLEIS TASTING ROOM.

OUTDOOR EVENT TENT AT NOBOLEIS WINERY.

METALS FROM STATE OF MISSOURI GOVERNOR’S CUP.

NOBOLEIS WINE PROCESSING PLANT.

VINEYARDS.
BOB NOLAN (’64)
OWNER, NOBOLEIS VINEYARDS, AUGUSTA, MO.

Just like a fine wine that takes many years to mature, it took some time for Bob Nolan to realize his dream of owning a winery.

In 2004, acting upon a long-dormant interest in viticulture and oenology, Bob Nolan, and his wife Lou Ann, began a search for suitable vineyard property in the Missouri wine country near Augusta.

Upon closing on 74 acres of beautiful rolling hills in 2005, the Nolans immediately planted seven acres of vineyard consisting of three varieties of grapes. The following year, another three acres were planted and one additional variety was added.

“Our first commercial harvest was in 2008, with the grapes sold to other wineries,” Nolan said. “The following year, in 2009, we built a state-of-the-art boutique winery, and that fall, we harvested our grapes as well as purchased grapes and produced the first wines for Noboleis Vineyards.”

Thanks to the popularity of their wines, in 2010 the company built an addition to the winery building to house a retail tasting room and café for visitors. “Upon opening for business in October, we were immediately busy with the many wine-loving patrons from nearby St. Louis and the surrounding area,” Nolan said.

People took notice of the wines, and so did those who judge wines. “Our wines won many awards in statewide and even national wine competitions, including several gold medals, a best of class, and two nominations at the prestigious Jefferson Cup Invitational Competition in November 2011,” Nolan said.

Based upon that success, Bob and Lou Ann’s current focus is on expanding their marketing efforts for both retail sales as well as self-distribution to wine shops and restaurants in St. Louis and throughout Missouri. During the next two years, they plan to add another building to house an expanded tasting room, restaurant and event space.

After earning his SLU degree, Nolan spent five years in public accounting, and along with fellow SLU grad Walter Goerss (’64), he started a small CPA practice, where they were early innovators of the computerization of income tax preparation. Many years later, Nolan and another SLU grad, Jim Andrews (’64), founded and ran what became SCS/Compute Inc., which evolved into a publicly traded tax software company serving 10,000 accounting firms in every state in the union.

Nolan also had prior food service industry experience, which led him into the winery business. “In 1980 Jim Andrews and I opened a full service Mexican Restaurant called R. J. Garcia’s Foods of Mexico in St. Peters, Mo. It was a 200-seat restaurant and one of the first featuring Mexican cuisine in St. Charles County. In the late 1980s we also owned two hotels, both featuring full service restaurant operations,” he said.

The lessons learned at SLU also prepared Nolan for his vineyard venture, whether it was the professor who influenced him the most — Dr. Charles Wuller, who taught accounting — or the SLU approach to a well-rounded education. “The number one impact was the Jesuit approach of educating the whole person for the benefit of society,” Nolan said. “That was instrumental in my desire to always develop businesses that were (and are) customer focused and customer centric in their approach.”
FOOD FOR THOUGHT:
THE LESSONS OF POSILAC

Lessons learned from Monsanto Company’s commercialization of one of the first applications of genetic engineering in food production.

From the Ford Model T to the iPhone, the oldest stories of capitalism involve the introduction of new products.

“The automobile, radio, TV, copy machine, personal computers — at one time these all were new products,” said James E. Fisher, Ph.D., associate professor and chairman of the Marketing Department at the John Cook School of Business.

Most new products fail. Though it’s not quite hunting for a needle in the haystack, it’s close. Yet companies keep looking because new products are such a critical part of increasing sales and improving earnings.

When they do succeed, a revolutionary new product like the iPhone can create new markets — an entire ecosystem of manufacturers, suppliers and retailers — and generate immense new revenue streams.

“Innovation is the lubricant for the gears of capital,” Fisher said.

Product launches are much studied in business schools. One of the most intriguing new food product launches of the past two decades occurred in Saint Louis University’s backyard — at Monsanto’s campus in St. Louis County.
In 1993, the U.S. Food and Drug Administration approved the manufacture and sale of bovine somatotropin (BST) to stimulate the milk production of dairy cows. This approval enabled St. Louis-based Monsanto to commercialize its genetically engineered BST, which it had been testing since 1982 and researching long before that. By the time the company launched the new product under the name Posilac, in early 1994, it had invested several hundred million dollars in its development.

“When Monsanto cracked that nut and figured out how to synthesize bovine growth hormone, they had visions of a $1 billion dollar product,” Fisher said.

BST is a growth hormone produced in a cow’s pituitary gland that increases its milk production. Drawing from research initiated by Russian scientists in the 1930s, Monsanto used genetic engineering to produce BST in large, pure quantities. Its research showed that dairy farmers could boost their milk yield by up to 20 percent — and thus increase their sales and profits — by injecting doses of the hormone into cows.

As one of the world’s first genetically modified food products, Posilac drew international attention — and controversy.

“This was a fascinating food story,” Fisher said. “It related to the impact of new biotechnology — genetically modified organisms — on the safety and purity of our food chain.”

At the center of the story was milk, a product that carries wholesome, even maternal, associations for many people.

“When you combine milk, nutrition and nature, the result is a lightning rod for controversy and public debate,” Fisher said.

Pointing to potential health and economic hazards of the genetically engineered bovine growth hormone — and to the fact that the long-term effect of Posilac and other genetically engineered products was still unknown — opponents to Monsanto’s BST product tried to convince the FDA to reverse its approval. These same groups pressured retailers and dairy processors not to accept milk from cows treated with BST, which greatly curtailed farmers’ use of the product.

Monsanto responded by emphasizing that Posilac was one of the world’s most comprehensively studied animal drugs, and that the FDA and many other regulatory and scientific bodies supported its effectiveness and safety.

During the next 15 years, the impact of Monsanto’s effort to gain the acceptance of this product among dairy farmers and consumers went beyond the company’s agricultural product business to affect dairy farming, food labeling practices and the future of genetically engineered food products.

For Fisher, who joined SLU’s faculty in 1985 and has focused his career as a business school professor on marketing and ethics, the process provided fertile ground for business education.

“It was extremely interesting to follow Monsanto from 1993, when the FDA approved the product, to 2008, when they sold it,” Fisher said. “We watched Monsanto seek to understand what Posilac meant to them and, ultimately, determine that it did not fit its business direction as a leading-edge biotech company. An opportunity to follow a long product arc like this so closely is rare.”

John Cook School of Business students studied the business and ethical considerations involved in the Posilac launch and engaged with Monsanto throughout the process. A class of MBA students even devoted a semester-long integrated module course to creating ideas for how Monsanto could improve the marketing of its Posilac product.

Monsanto sold Posilac directly to farmers as a non-prescription animal supplement, bypassing middlemen such as feed stores and distributors. Yet, for Monsanto, being forced to invent new sales and distribution networks added to the product’s complexity.

“Some of the direct marketing techniques Monsanto used to sell, distribute and then handle product waste were cutting edge,” Fisher said. “They were among the first companies to use FedEx as a key part of their product distribution network.”

At one point, John Cook School of Business students visited Monsanto’s campus and talked to Walter P. Hobgood, a vice president in the animal sciences division of the company’s agricultural group, who was helping to lead the effort of delivering BST to the market while preserving the product’s reputation among dairy farmers and consumers.

“Monsanto’s people have always been very good to us at the John Cook School of Business,” Fisher said. “They are true friends of education.”

Fisher recently published a case study on Posilac in the Journal of Business Ethics Education. He plans to continue teaching the Posilac case in his marketing and business ethics courses.

“It’s a great case because it shows the evolution of an interest-
ing new product from concept to finish,” he said.

The case raises issues related to new biotechnology-based methods of food production.

“It allows students to examine issues of social responsibility and business conduct through the eyes of consumers, special interest groups, legislators, regulators, as well as dairy producers, milk processors, food manufacturers and retailers,” Fisher said.

One of the issues raised by Posilac was fair product labeling practices. To gain a marketing advantage, some small dairy states and processors began adding labels positioning their milk as BST-free.

“If one milk carton has a BST-free label and another doesn’t, it’s understandable that a consumer would say, ‘I like natural food so I will buy this one that comes from an untreated cow,’” Fisher said.

Midwestern regional dairy processor Oberweis Dairy, for example, positions the company very strongly as a natural food provider with milk products that come from farmers who do not use any type of growth hormones. Its company website features a “No rBGH Hormones” statement and a farmers’ pledge noting that Oberweis will “Never use artificial growth hormones.”

“This is appealing to consumers looking for local, organic food products,” Fisher said. “A lot of dairy processors have demanded to dairy farmers that they stop using Posilac because the stores they sell milk to don’t want them to use it.”

The issue is not that simple, however. Trace levels of BST occur naturally in milk, regardless of whether a cow has been treated with Posilac, and so all milk contains this hormone. Research also shows that BST is biologically inactive for humans. Thus, FDA guidelines prohibited companies from claiming that their product was “BST-free.”

“Monsanto had to push back with legal action and require the dairy processors to label according to the guidelines provided by the FDA,” Fisher said. “So students can see that labeling practices can be accurate while still misleading to customers.”

Companies are constantly trying to understand consumers’ attitudes toward their products and then attempting to influence them where they can.

“Monsanto is an example of a company that takes a very sophisticated, patient approach to selling its products,” Fisher said. “They don’t push too hard. They realize that regulators, consumers and retailers ultimately will tell the tale about market acceptance.”

As Monsanto went through the process of researching, developing, producing and marketing Posilac, John Cook School of Business faculty and students were able to “walk right alongside and learn with them,” Fisher said. “Students were able to see the unique social and political agendas that impact a product’s sales.”

In the case of Posilac, the trend toward organic, natural and local foods was a powerful societal force that gained momentum and greatly reduced the demand for milk derived from BST-treated cows.

By 2008, though it was profitable, Posilac was not meeting Monsanto’s expectations or fitting into its new business focus on seeds and seed traits. As a result, they sold the dairy cow supplement to a division of Indianapolis-based Eli Lilly and Co.

One of the goals of a business education at SLU is to equip young men and women to become ethical, effective managers in business. Managers regularly make decisions under tremendous pressures of time and money, often with incomplete information. Presenting a thorough case study examining the new product development process of a multidimensional product like Posilac helps simulate that experience for students.

“Studying a case like Posilac sharpens analytic skills and pushes students out of any latent passivity by creating the organizational context for business decision-making,” Fisher said. “Are you going to introduce this new product? What are the potential problems you foresee? What are the relevant questions you need to ask? What would you do and why? Good cases help us simulate the chaos and uncertainty that come with being a manager and forces students to come up with and defend an answer.”

In the end, John Cook School of Business faculty “didn’t cast any villains or saints,” Fisher said. “We realized this was the brave new world of food production and that we needed to understand it. Monsanto was open and honest and, in the final analysis, they sold the product when it didn’t deliver the benefits they expected. It’s all grist for the academic mill.”
SENIOR ENTREPRENEURSHIP MAJOR LAUREN ZEIGLER (’12) AND JUNIOR FINANCE/MANAGEMENT MAJOR RUYING “SHERI” LIU (’13) CONFER ABOUT TASKS AND TEAMWORK AS THEY LEAD JOHN COOK SCHOOL OF BUSINESS VOLUNTEERS IN SLU’s CAMPUS KITCHEN.
At the beginning of James Peña’s freshman year at Saint Louis University, the John Cook School of Business finance and mathematics major needed to find a way to pass his spare time. He found his niche at Campus Kitchen, a hunger relief program that provides meals to community members in need.

“My course load was relatively light,” Peña said, “so I went to two or three cooking shifts per week — four to six hours — where I prepared a variety of meal components like fruit salads, roasted vegetable medleys and stir-fry meals.”

Peña’s involvement in the program steadily grew. Through his graduation in December 2011, he led the cooking shift every Monday afternoon and was an active member of the Campus Kitchen leadership team, where he helped with volunteer recruitment and organizational growth efforts.

“James is a wonderful, wonderful student leader,” said SLU Campus Kitchen Coordinator Jenny Bird. “He racked up a lot of hours and made a lot of meals while he was here.”

SLU piloted the nation’s first Campus Kitchen in 2001. Now, a total of 31 schools across the country participate in the program.

In the year-round program, students plan and cook meals using leftover food from dining halls and grocery stores. Then, much like Meals on Wheels, teams deliver meals to clients at home and at community agencies.

“It’s all recovered food,” Bird said. “We have two missions: one, feeding hungry people, and two, reducing waste. We also provide leadership training for students who are hopefully going to be the pillars of society a few years down the line.”
Regular volunteers who lead the program receive professional quality training in food sanitation, ensuring that meals are safely prepared and delivered to clients. The program, which prepares about 400 meals weekly, attracts about 50 volunteers each week.

Cook business students comprise a large portion of Campus Kitchen’s volunteer base. In addition, last semester, almost half the program’s shift leaders were Cook students.

Many of the business students who volunteer at Campus Kitchen are also involved in the business school’s Service Leadership Certificate program. Offered exclusively to undergraduate business students, the program enables students to explore how community service ties in with their business studies.

One of the Service Leadership Certificate Program’s three requirements is that students complete 300 hours of service. Students choose from a list of pre-approved sites or seek out other opportunities that fit their interests and meet the program’s requirements. Rob Boyle, Ph.D., the Service Leadership Certificate Program manager, says Campus Kitchen is always a popular choice.

“We consistently have students at Campus Kitchen,” Boyle said, noting that the program’s environment, mission and proximity to campus appeal to students. “They’re able to bring food to people in need and see that need fulfilled directly. I think that’s gratifying for students.”

Bird credited the Service Leadership Certificate Program with providing a number of reliable volunteers.

“Our strongest volunteers are our regulars,” she said. “As you can imagine, some of the skills needed to put out good food are professional skills. We love having new people in the kitchen, and we’re happy to have somebody who just comes one time, but there’s a real advantage to having regular volunteers.”

Steve Shin, a senior accounting major, initially found Campus Kitchen through the Service Leadership Certificate Program.

“Since I’ve completed my hours requirement for the program, I’m now volunteering independently,” Shin said, estimating that he has logged more than 100 hours at Campus Kitchen, mostly in cooking and packaging shifts.

Senior management and entrepreneurship major Liz Mayer, also a Service Leadership Certificate Program participant, volunteers at Campus Kitchen about once each week, organizing food donations and delivering food to Grand Towers. She says volunteering during college has helped her become a more well-rounded person and has taught her the importance of supporting the community.

“Many of the people that we help at Campus Kitchen are so incredibly friendly and warm,” Mayer said. “They love when students come by. They always ask me how my classes are going and tell me that they are praying for me.”

As a shift leader on the leadership team, junior entrepreneurship and finance major Ruiying Liu focuses on delivering meals to clients.

“The people I deliver meals to, at Grand View Apartments and Council Tower Apartments are very nice,” she said. “Most of them are very old or have a disability. They really need help with their daily food.”

Boyle explained that the Service Leadership Certificate Program participants’ volunteer projects feed directly back into students’ business education.
ABOUT THE SERVICE LEADERSHIP CERTIFICATE PROGRAM

The Service Leadership Certificate Program at the John Cook School of Business provides undergraduate business students the opportunity to develop leadership skills while serving the St. Louis community.

To earn the certificate, students must fulfill three requirements related to service hours, coursework and leadership workshops.

SERVICE HOURS

Students complete 300 hours of community service with local non-profit organizations. The variety of exciting programs available allows students to choose volunteer opportunities that fit their individual interests.

- Big Brothers Big Sisters of Eastern Missouri
- Cardinal Glennon Children’s Medical Center
- International Institute of Metropolitan St. Louis
- St. Louis Public Library
- St. Patrick Center

ACADEMIC COURSES

Students select five courses to supplement their service leadership experience. The classes included in the approved list cover a range of disciplines, from African American studies to public policy.

LEADERSHIP WORKSHOPS

Service Leadership students participate in at least 24 leadership workshops before completing the program.

Some examples of past program topics include:

- Team Leadership
- Personal Visioning
- Managing Change in the Workplace
- Social Change Leadership
- Stress Management

To learn more about the Service Leadership Certificate Program, contact Rob Boyle, Ph.D., at boylera@slu.edu.

“Something we encourage them to think about is how their experience engaging in service will translate to their role in the business world,” Boyle said. “We don’t just want them going out and doing service and being done at the end of the day. We want them to think about what they’ve done, how it benefits the people they’ve served and how it makes them a better student and businessperson.”

Liu says she has learned quite a bit from community service through the Service Leadership Certificate Program and Campus Kitchen and hopes to continue volunteering with the program until she graduates.

“As a shift leader, I learned how to be a good leader,” Liu said. “For example, I have the responsibility to deliver meals to people who are waiting for their meals, no matter what holiday it is or what kind of weather it is.”

Lauren Ziegler, a senior studying business administration and entrepreneurship, began as a Campus Kitchen intern her sophomore year before becoming a volunteer shift leader and eventually student president. She spreads out her Campus Kitchen volunteer time over three days each week – planning meals on Sundays, managing a shift on Mondays and leading the weekly leadership team meeting on Wednesdays.

“My favorite aspect of being involved with Campus Kitchen is helping provide education to students about hunger and poverty, as well as being able to spend some time away from studying to cook and meet new people,” Ziegler said.

Ziegler, who credits Campus Kitchen with teaching her about social responsibility and time management, hopes to carry the experience into life after SLU.

“I hope to open a Campus Kitchen in my hometown, Kansas City, and start my own social venture at some point that builds on what I have learned at Campus Kitchen,” Ziegler said.

Peña, who graduated in December, is now working as an actuarial analyst for State Farm Insurance in Bloomington, Ill., said Campus Kitchen and the Service Leadership Certificate Program “played a central role” in his SLU educational experience, providing him with leadership and management skills, as well as personal growth opportunities.

“My favorite thing about working at Campus Kitchen is how much it forced me to grow as an individual,” Peña said. “Most people know me as a highly reserved and soft-spoken guy, so it really took a lot for me to manage groups of volunteers for two hours every week. This made me develop teamwork and communication skills that I could not have acquired through classroom lectures alone.”

Bird said that when Campus Kitchen was first getting its footing, the organization targeted Jesuit schools because of their culture of service to others. SLU was a perfect match.

“That’s the Jesuit vibe, right?” Boyle said. “That’s why we’re here: to hold our ability to be men and women for others up to the light.”
“Let’s meet for lunch and talk business.” Sounds simple: food, talk and business. Simple, but perhaps the art of lunch etiquette when closing a deal, interviewing for a job, or talking through a performance review has been forgotten.

Business lunches are part meal, part meeting. Although they are generally informal, a list of unwritten rules still applies. The ingredients for a successful business meeting don’t have to be a mystery.

But, before even scheduling a business lunch, there are three things you need to consider:

1. **CHOOSE THE RIGHT RESTAURANT.** Make sure you are familiar with the menu and dietary restrictions of those you are lunching with. (You don’t want to end up at a seafood restaurant with someone who is allergic to seafood.) It is also important to pick a restaurant with quality service that will respect the timeframe you have available and the work you need to accomplish.

2. **SIT AT THE PERFECT TABLE.** What if you can’t talk openly about what you want? Seems like a no-brainer, but your table location can be a deal breaker. Imagine sitting at a popular restaurant and running into colleagues while you are on an interview. On the flip side, you don’t want to pick a quiet restaurant – you want to be able to talk at a normal level without feeling as though you need to whisper confidential information across the table.

3. **KNOW WHAT TO SAY WHEN.** Wait to start talking business until everyone has had a chance to look at the menu and order. Start with small talk and ease into the conversation. No one wants to sit down and be bombarded with business — remember, food and relationship building are part of the meeting as well.

Once you have those skills mastered, it’s time to set-up the lunch.
Schedule a time that is convenient for all parties involved. Make a reservation. Follow-up via email or phone the day before to confirm that everyone is still available and knows the time, location and purpose of the lunch. It is important that you are prepared, too. Are there documents you need to bring? Are there topics you need to familiarize yourself with or background on the people you are meeting with?

Finally, you have met the party you are dining with, are at the right restaurant, sitting at the perfect table, and are about to embark on the right conversation. Now what?

SEVEN THINGS THAT YOU KNOW, BUT PROBABLY FORGOT:

1. **NAPKINS ARE NOT JUST TABLE DECORATION.**
   As soon as everyone is seated, your napkin should go in your lap. When you are finished with your meal, napkins should be folded up and placed under your plate to the left – never tossed on top of the plate — no one wants to see a dirty napkin. If you leave the table during your meal, the napkin should be folded and placed on your chair – not on the table.

2. **SILVERWARE IS USED FROM THE OUTSIDE IN.**
   When in doubt, always go from the outside in with your silverware for each course, and then from the top down. Typically, your dessert fork and spoon are placed on at the top of your plate and are pulled down to the right and left after the main course is finished.

3. **PAY ATTENTION TO OTHERS.**
   It’s always a good rule of thumb to take note of what others at your table are ordering during a business lunch. You don’t have to order the same thing, per se, but it is important to be consistent and to be eating at the same time everyone else is. Think of that awkward lunch you had when only one person was eating while you stared at them.

4. **SILENCE YOUR PHONE.**
   All electronics should be kept under the table at all times. Better yet, they should be on vibrate and in your pocket or purse. It has become so common today for people to be texting or checking email while at lunch. Some call it multi-tasking — most call it inconsiderate. If you are expecting a call or an email, it is best to let your party know ahead of time that you may need to excuse yourself from the table. Take advantage of the face time you are getting during your business lunch — your text, email and voicemail will be there when you get back to the office.

5. **STAY FOCUSED.**
   Make sure you maintain eye contact and stay engaged in the conversation at hand. It is easy to become distracted — especially at a busy restaurant. In addition, make sure you keep the conversation going and focus on the purpose and the result. Remember — this is business.

6. **PAYING THE BILL.**
   If you are the one who did the inviting, you should pick up the bill — even if the person or people you are dining with are in a better financial position than you. If you are meeting someone for advice or to discuss a project, you should pick up the bill as well. In all other scenarios, it is appropriate to discuss it when plans are being made.

7. **FOLLOW-UP.**
   It is always appropriate to follow up a business lunch with a thank you. Handwritten thank you notes have gone out of style, which makes them the perfect way to have someone remember you — especially if it was an interview. You can also follow-up with an email and perhaps schedule a time to meet again, depending on the situation.

Remembering the simple manners your mother taught you combined with the skills you learned in business school should position you for success.

Next time you hear, “let’s meet for lunch and talk business,” you don’t have to hide under your desk. Keep it simple: food, talk and business.
THE JOHN COOK SCHOOL OF BUSINESS is recruiting new Alumni Board members. Candidates should have experience in leadership roles and embody the mission of the board in working with faculty, current and prospective business students, alumni and the community to enhance and promote the image of Saint Louis University and the John Cook School of Business.

Board members are expected to:
- Attend bi-monthly meetings and events supported by the board throughout the year.
- Serve on at least one subcommittee.
- Serve terms of three years or more.

If interested, please forward a copy of your résumé to Annelise Pivin, assistant director of alumni relations, at maloneya@slu.edu or call 314-977-2248.
There is a running joke in my family that once I started talking, I never stopped; my freshman year at Saint Louis University, I was finally able to put that talent to good use as a waitress. I began waitressing at a small pizzeria near campus, The Good Pie, and I still work for the owners at their new restaurant in Clayton, Half and Half. They were gracious enough to hire me with no prior experience and taught me everything I know about serving. Since talking has never been an issue for me, the transition into waitressing was rather easy. I chose to work in the food industry because waitressing was something I always wanted to try, and the proximity of the restaurant to SLU was one perk of the job I couldn’t turn down.

The past three years of waitressing have helped me more than I ever imagined; this past fall I interviewed with multiple accounting firms for a full time job since I will be graduating with my B.S.B.A. and Masters of Accounting in May. Every interviewer asked me about my experience in the food industry, and my answer was easy. Waitressing has allowed me to gain valuable experience in customer relations through constant interaction with new customers, and by requiring me to think and respond to situations quickly. I have also learned how to work on a team, and I have even gained a leadership role to train newcomers.

Going to work straight from class at the John Cook School of Business has definitely given me a different perspective on the true business of running a restaurant. Management classes taught me about dealing with customers and coworkers; economics taught me that people are going to be more generous tippers during the holiday season; and accounting classes have taught me the ins and outs of starting a business. I’ve also become really good at calculating 20% of any dollar amount.

Basically, waitressing has prepared me for a lifetime of client interaction, teamwork, and constantly evolving environments. I am thankful I got the chance to work as a waitress to hone these skills that are so valuable in the business world; as a bonus, I have had the opportunity to meet countless people through the years!
I give because ...

... SLU gave me the fundamentals to prepare me for the business world and to succeed in the investment field. We give back because other people should have a similar opportunity.

A charitable bequest offers a comfortable way to leave a meaningful legacy to the John Cook School of Business.

You can include a gift to JCSB:

- in a newly created will or trust
- in a codicil or amendment to an existing will or trust, or
- by naming it as beneficiary of a life insurance policy, retirement or other financial account.

For more information, contact the Office of Planned Giving at (314) 977-2357 or (800) 758-3678 or visit plannedgiving.slu.edu.