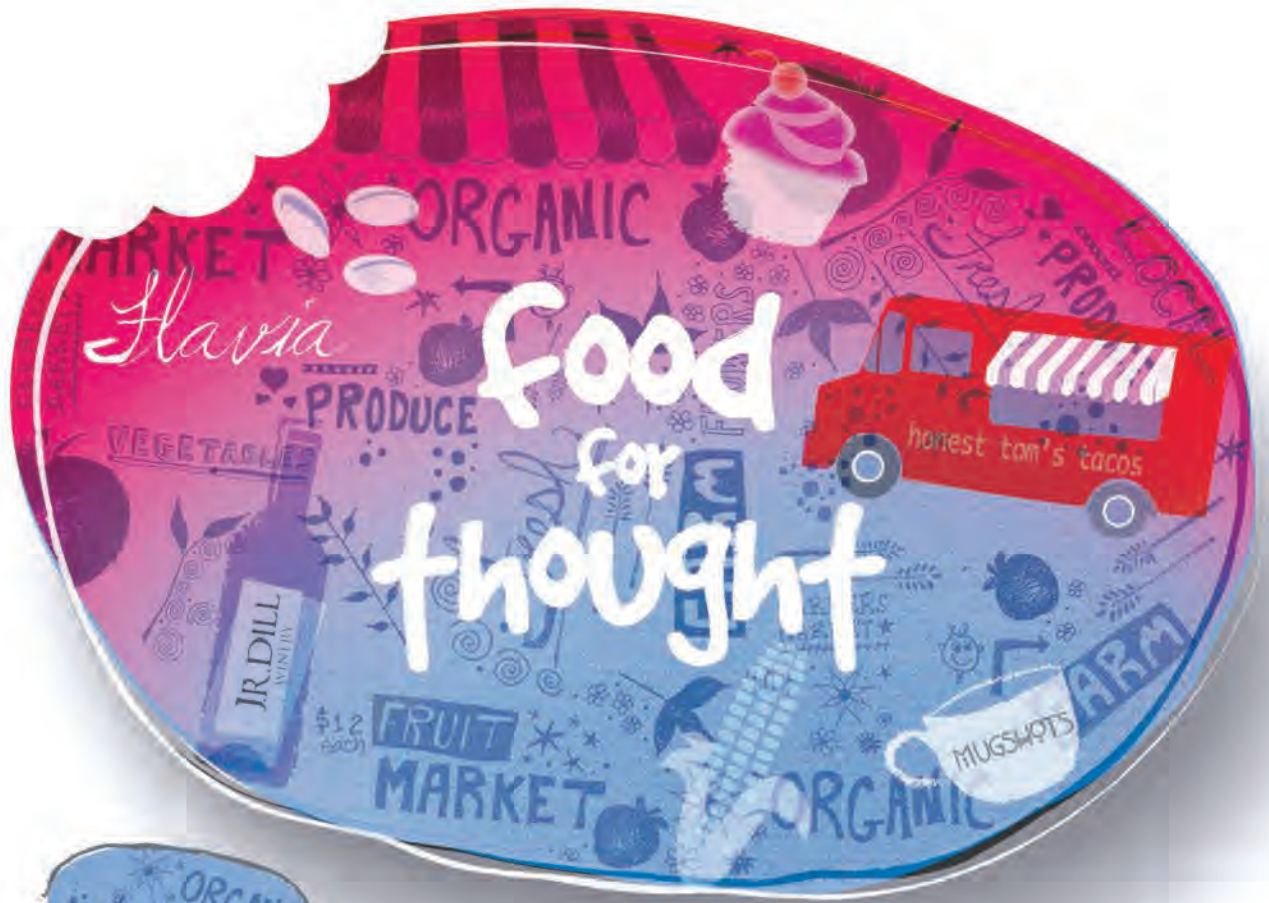


Market Street

Summer 2013

- + Curbside Cuisine
- When Life Gives You Grapes
- Water vs. Wooder
- The 'Julia Child' of Asian Fare





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It's
farmers'
market
season.



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MARKET STREET

Summer 2013, Vol. 2, Issue 4

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Cover illustration by Susan Rinaldi.

Readers, Digest

This issue of *Market Street* touches on a few of my favorite things: food, coffee, wine, music and a healthy political debate.

Let me start with tacos — more specifically, the guacamole that goes *on* the tacos. You haven't had *really good* guacamole unless you know Honest Tom, whose chicken tacos are so wholesome I feel guilt-free eating them for lunch. Plus, his taco shop on 44th near Spruce is a bit of a hike from LeBow, so I get a workout making the trip to fetch them.

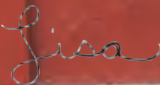
Mugshots Coffeehouse is my all-time favorite coffee shop; there was one in close proximity to my old house and another near my former job. Now that I know alumna Angela Vendetti is the owner, I'm going to make a point of going out of my way to visit more often. She has a very progressive vision for Mugshots, which is a certified B Corporation. That's pretty cool — or pretty hot, depending on how you order your cup of Joe. Another coffee connoisseur, Frank LaRusso of Mars Drinks, is responsible for more of the content in this issue than he realizes. He is *the pioneer* of single-serve, workplace coffee machines (we really depend on ours). Without this innovation, I'd be getting much less done come 3 o'clock each afternoon. So, thanks Frank!

I'm really digging another entrepreneurial alumnus: Jeff Dill. Not yet 30, Jeff got laid off from his job in the commercial mortgage sector in 2008 and didn't sweat it because he was already dreaming of opening his own winery. He says most customers tend to favor his Jabber Waulkie line of sweet wines; I prefer his dry riesling. It's *dill-icious*.

Good food and drink are best served with music and conversation, so I'd like to raise my glass in honor of three faculty members who contributed to this issue: Ed Nelling on his rock and roll past (and future?) and Sebastien Bradley and Irina Murtazashvili for debating the critical question of whether our government should subsidize corn production.

I hope I've whet your appetite. Feel free to devour this issue with a cup of coffee or a glass of wine!

Cheers,




We welcome your feedback!
MarketSt@lebow.drexel.edu

From Donuts to Drexel

When our magazine editors said they wanted to devote the summer issue of the magazine to the topic of food, my mind returned immediately to a youth camp on Eastern Long Island. I was a high school sophomore and about to get my first real taste of experiential learning.

My parents said I couldn't sit around all summer, which is how I found myself being interviewed for a position as a "KP," someone who waited tables in the mess hall and did maintenance between meals. The interview consisted of four questions: What is your name? Where do you live?

What church do you attend? (It was a Catholic camp.) Do you throw rocks?

My answer to the last question — and get my hands dirty? — sealed the deal, and I worked six days a week for the next eight weeks. Set the mess hall. Wait tables. Clean the mess hall. Mow the lawn. Clip the hedges. Pick up trash. Kill poison ivy. Clean the latrines. Salary: \$125; for the entire summer, paid at the end of the season. Glorious it was not.

I went back the next summer as an assistant cook. Salary: \$225! Now we're getting somewhere.

My days with Ed, our head cook and a retired Navy chef, started at 6:30 a.m. and ended about 7 p.m. More than 200 campers and staff relied on us for their sustenance, and we delivered a consistent menu that repeated every other week for the entire two months. Gourmet it was not, either. Pork chops. Meatloaf. Chicken. Hamburgers. Hot dogs. My most frequent assignments were to heat the vegetables, make the instant potatoes (tip: putting real melted butter on almost anything makes it taste better) and load the waiters' trays.

The most fun came on the mornings when we fried dough into donuts in two outsized vats of searing lard. (Tip: Frying almost anything in lard will make it taste good.) We cracked a lot of eggs that summer and mixed up vast quantities of "bug juice" for lunch each and every day. Ed was a master at using donated government surplus supplies.

Today, my obsession with The Food Network's "Diners, Drive-Ins and Dives" may have its origin in those Eastern Long Island summers. But the real value of those camp-kitchen days is the opportunity to learn these life lessons: Work is hard. Do your best. Help others and they will help you.

Work experience as education. A university could really go places with that concept.



Frank Linnehan, Ph.D.
Interim Dean



Head of the Class

Two dozen teams took LeBow's Classroom Architech challenge to improve courses using the instructional technology in our new building — where classes will be held beginning this September. Each team consisted of one student and two full-time professors; the top three teams split \$30,000 in prize money.



In second place: student Ryan Bertoldi (center), and faculty members Stephen Joyce (left) and Daniel Korschun, who will have students identify moments in entertainment that demonstrate business principles, and then discuss those clips in class.

First place was awarded to student David Hunt (center), and faculty members Daniel Dorn (left) and Ed Nelling. They will use interactive video conferencing to connect undergraduate managers of the \$1 million Dragon Fund with professional investors.

Third place went to Brooke Reavey (center), who recently earned her Ph.D. in marketing, and faculty members Larry Duke (left) and Trina Andras, who will use the new behavioral lab to teach negotiation strategies and focus-group management.

Photo by Tom Remeau/WPHL-TV



You Are What You Eat? Not Necessarily

There are two things we can definitely say about LeBow

MBA student Anthony “Wiz Kid” Wisniewski ’12: He’s no chicken, and he didn’t wing it.

Back in February (yes, we saved this tidbit for the food issue) “Wiz Kid” Wisniewski put his stomach to the test at Philadelphia’s annual Wing Bowl at the Wells Fargo Center, where he managed to force down 81 chicken wings in 14 minutes.

The world’s best Buffalo wings these were not: “The wings were tender, but they were flavorless, cold and slimy. I focused on swallowing more than chewing,” he says. Blue cheese? “I couldn’t waste precious time dipping them in any sauces.”

Wisniewski, who attended his first Wing Bowl with his co-op boss five years ago, clinched a spot in the competition by utilizing his marketing savvy — he impressed the radio personalities of WIP’s “Angelo Cataldi & The Morning Team” with the stunt of eating an entire one-and-a-half-pound cow’s tongue in five-and-a-half minutes.

After qualifying, he trained for two months, eating pound upon pound of healthy, high-fiber foods and drinking mass quantities of water to expand his stomach every day.

Immediately after consuming nearly six dozens wings during the first round of the competition, Wisniewski says, “I felt great. I still had room, and I was hoping I ate enough to advance to the top 10.” Unfortunately, he came up a little short.

“I knew I wasn’t going to be a serious threat to a majority of the eaters, but I gave it my all and performed better than most of them. It was a glorifying moment.”



Better Than Butter

We don’t know what’s cooler: wearing these colorful, classically styled sunglasses or the fact that 5 to 10 percent of every purchase is donated to charity. Either way, Michael Merryman, the entrepreneurial Drexel grad student who started the sunglasses manufacturing and e-commerce company Butter Shades a little over a year ago, is finding a great way to connect with his customers by letting them choose which charity will benefit from their purchase via Causetown.

Daniel Korschun, Ph.D., associate professor of marketing at LeBow, says Merryman’s decision to let customers decide where donations will go is a good one. “My research shows that the more people become involved in these sorts of decisions, the stronger the bond they form with the company. I’m impressed with how Merryman is using corporate social responsibility (CSR) to enhance the customer experience rather than as a way to motivate a quick sale. He is using it to keep the conversation going with his customers, and that’s always good business.”

Obviously, CSR is not the only factor that consumers consider when making a purchase, Korschun says. “But when quality and price are comparable, it can be a powerful tiebreaker.” Butter Shades are available for purchase at butter Shades.com.



Cakewalk

The Academic Bistro has a yummy new offering: custom cakes and cupcakes, available through the new Dragon Cakes program. Timothy Flohr, Drexel’s culinary operations manager and a LeBow MBA student concentrating in business analytics, oversees the business and logistics of Dragon Cakes. In addition to its three student bakers, Flohr employs two co-op students per year to run the management side. “I teach my co-ops how to run their own business and get into the entrepreneurial mindset,” he says. “My co-ops oversee the entire operations side of Dragon Cakes.”

The shop averages 20 confectionary orders per week. The biggest project Dragon Cakes has undertaken so far was to construct a cake in honor of David Cohen, executive vice president of Comcast Corp., shaped like the Comcast building. One of the student bakers personally wheeled it onstage to a surprised Cohen at an event last spring.

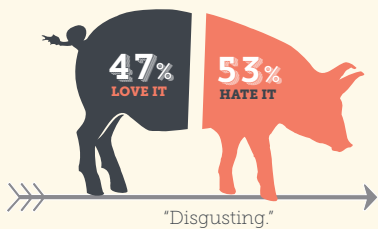
Dragon Cakes can be ordered online and delivered anywhere at Drexel or Penn — including the residence halls. To learn more, visit goodwin.drexel.edu/dragoncakes.

BUZZ WORDS

We asked our students and faculty about their Philadelphia tastebuds. **IN TRUE PHILLY FASHION, LET THE RIVALRIES COMMENCE.**

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"Best invention ever."
"Battleship gray is not the color that meat should be."



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"I even spelled it WOODer in my first spelling bee."
"Wur-der' for water ice. 'Waah-ter' for bottle of water."
"No matter how snobby and classy you look, I know we're the same when I hear you say wooder."

GROSSEST CONCOCTIONS:

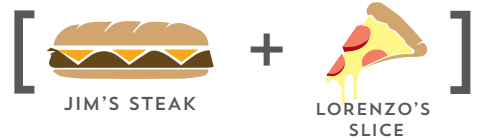


PHILLY TACO =

AKA: CARDIAC ARREST

"Mayo on cheesesteaks."
"Does Scrapple count?"
"Probably the Schmitter® from down the ballpark. It looks gross but it's pretty damn good."

ROLL 'EM TOGETHER



Recipe: "Go to the pizza place across from Jim's Steaks and get a large slice. Return to Jim's and get your cheesesteak... then wrap the pizza around the steak and chow down that baby."



WHERE DO YOU get yours?

"Wherever they give 'em out free."
"Federal Pretzel early in the morning when they are still warm. No better place."
"I typically buy from any old lunch truck, but there are some that charge 65 cents... what's with that?"
"Philly Pretzel Factory, where else?"

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PAT's

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JIM's

14%

TONY LUKE's

14% "I don't eat 'em."

Write Ins:

Dalessandro's
Steve's Prince of Steaks
John's Roast Pork
Vegan from Govinda's!



FAVORITE UNIVERSITY CITY FOOD TRUCK



"Magic Carpet. I usually get the falafel."
"Cucina Zapata!!! Captain Crunch crusted tilapia burrito with peanut sauce."
"Michael's, located at the end of Lunch Truck Row. I usually order a Jimmy's Sister."
"Insomnia Cookies!! When I have no willpower, I do the 3 for \$3 coconut macadamia nut variety. Don't judge me."

"SpOt Burger, Charlie Brown burger and fries."

"The crepe guy in front of the library."

"Pete's Little Lunch Truck for Buffalo chicken cheesesteak."



"WHERE ARE THE SHEETZ FREAKS FROM?"
"Upstate NY" • "York, Pa." • "Under a rock."



Should the U.S. Subsidize Corn Farming?

Yes.

Irina Murtazashvili, Ph.D.

Agricultural subsidies have a long history in the United States, dating from their origin in the late 1920s and early 1930s to ease the consequences of the Great Depression for small family farms, which accounted for about 21 percent of the labor force. Although

government intervention into the agricultural sector was supposed to be temporary when proposed, the government continues to provide agricultural subsidies, even with only slightly more than 2 percent of the labor force engaged in farming activities. The subsidies support a few select crops, mostly corn and soybeans.

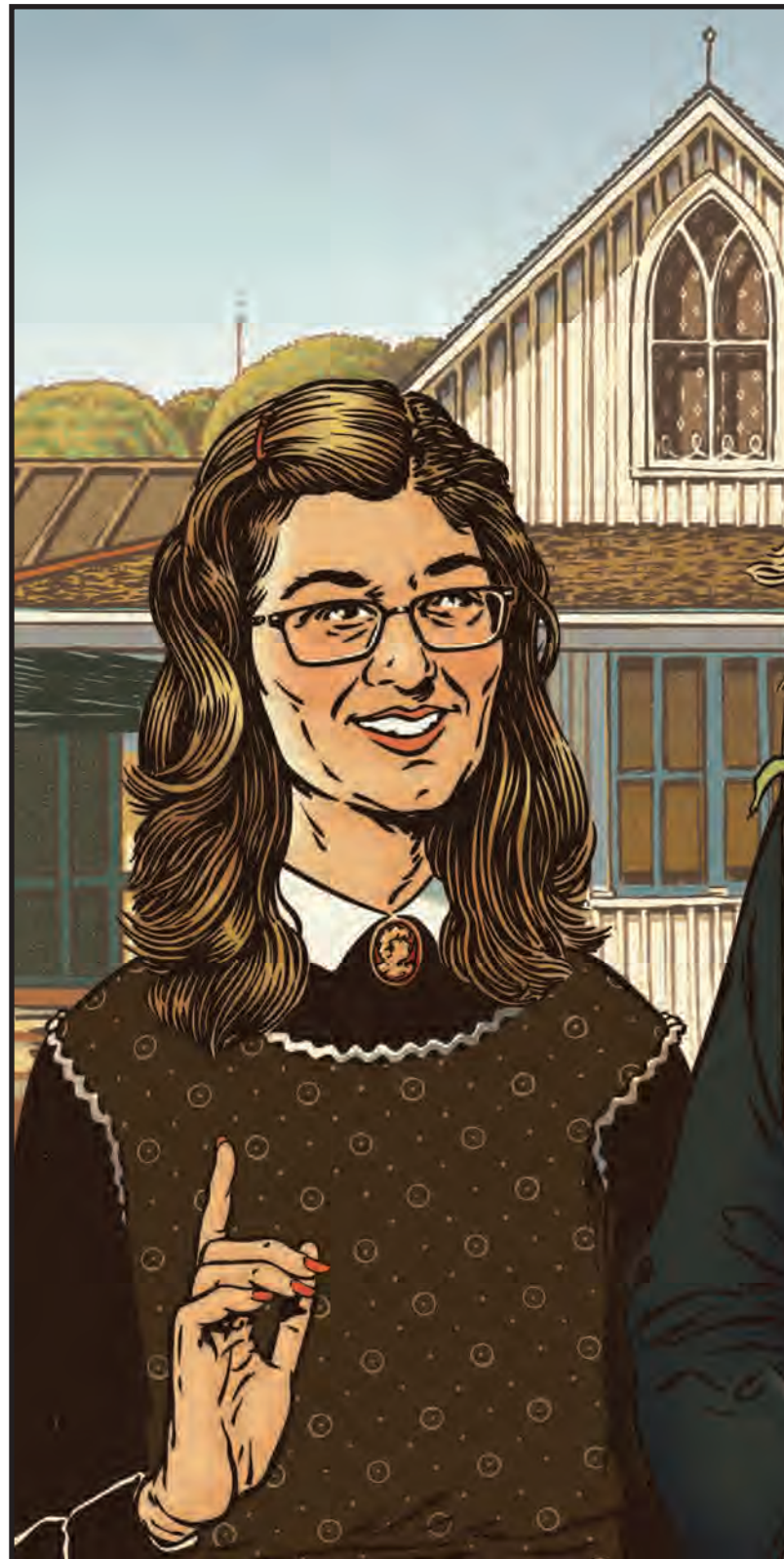
Several arguments are taken into account when defending the farm subsidies. First, modern farm policies protect a certain fraction of the population against poverty and instability, as originally intended. At the same time, the agricultural subsidies artificially decrease the cost of corn and soybeans, benefiting not only the producers of these crops but also consumers and those who use these crops in food production.

Inexpensive corn and soybeans, combined with U.S. trade policies, have made the United States one of the two largest corn exporters in the world over the last 40 years. Therefore, a second argument in defense of farm subsidies is that corn and soybeans are made available to developing countries at a lower cost. The United States is the world leader in providing food aid to other countries, and the largest portion of this aid usually comes in the form of a byproduct of U.S. corn and soybean production — a corn-soy blend. To a large extent, both United States foreign food aid and exports of corn and soybeans are possible due to these domestic agricultural subsidies.

The main argument for continuing agricultural government assistance is the independence of the domestic farm sector from unexpected fluctuations in domestic and worldwide agricultural production, as well as overall insurance of the nation's long-term ability to produce food. Subsidies keep the United States' food supply at a steady level by sheltering it from unpredictable weather and uncontrolled market forces. International events such as natural disasters and wars affect food supplies on the global market.

In order to receive subsidy payments, farms are required to comply with several conservation programs that are meant to reduce soil loss and protect air and water quality. Therefore, various types of U.S. government aid which target domestic farmers ensure homeland food security and conserve productive farmland for future use.

Irina Murtazashvili, Ph.D., is an assistant professor of economics at Drexel LeBow who is researching statistical tools that can be used for establishing significant driving forces of farm subsidies as well as studying the consequences of farm subsidies for other aspects of our lives. Despite the fact that she is defending corn subsidies, she doesn't actually eat corn that much.



No.

Sebastien Bradley, Ph.D. The United States spends nearly \$5 billion per year on direct payments to farmers, with corn production collecting twice as much in payments as the next most heavily subsidized crop. In addition, despite the recent termination of outright subsidies for corn-based ethanol, federal regulations requiring sharp increases in biofuels sales for automotive use amount to further indirect subsidization. By increasing the return to growing corn relative to other crops —

thereby inducing farmers to cultivate corn more intensively — these direct and indirect subsidies not only have profound implications for consumers and growers of corn, but also lead to wide ripple effects throughout world food and energy markets.

While there exist sound economic arguments for supporting U.S. agriculture in some manner, such as to ensure domestic food and energy security, or to preserve the agricultural landscape and heritage, the subsidization of corn in its current form produces skewed and undesirable outcomes. First, given a limited amount of available cropland, increased corn production must necessarily take place at the expense of production of other crops, thereby contributing to the relatively high cost and scarcity of fruits and vegetables while making products such as corn syrup relatively cheap and abundant in American diets, diets which are in turn associated with elevated risks of diabetes and heart disease. Furthermore, increased corn production must necessarily take place on less well-suited land and requires the more intensive application of chemical fertilizers and pesticides, with resulting negative repercussions on soil and water quality to the point that 55 percent of U.S. waterways are said to be unable to support healthy wildlife, largely because of agricultural runoff. Finally, driving overproduction of corn and diverting a substantial proportion to non-food (i.e. ethanol) uses has fostered higher food prices worldwide, higher prices which have sparked unrest in several regions of the globe in recent years, most notably during the Arab Spring uprisings. Hence, while diminishing the United States' dependence on foreign oil through increased ethanol usage, this has not necessarily distanced the U.S. from conflicts in oil-rich (and typically food-poor) countries.

Rather than artificially promoting these many negative health, environmental and geopolitical outcomes through corn subsidies, the United States would be wise to take a more balanced approach to providing assistance to farmers and encouraging reduced foreign oil consumption. For example, agricultural assistance payments ought to be decoupled from the production of particular products, allowing market forces to more clearly and directly incentivize production of crops whose costs and benefits to society are more nearly aligned. Likewise, a modest gasoline or carbon tax could go a great deal further in securing U.S. energy independence than the promotion of ethanol production while simultaneously reducing traffic congestion and air pollution and generating much-needed government revenues with which to pay for desirable government programs or reduce distortionary taxes elsewhere in the economy.

Sebastien Bradley, Ph.D., is also an assistant professor of economics. He is currently researching how taxpayers' cognitive abilities influence their responses to taxation in the housing and airline ticket markets as well as how international tax rules affect multinational corporations' investment and financing arrangements and their strategic reallocation of foreign earnings. He has grown and eaten his share of fresh corn and even indulges in making some terrific corn syrup-based pecan pies (though maple syrup might be even better), but he can't stand fruit juices blended with the stuff.



Good Riddance, ‘Boys’ Club’

Lisa Litzinger-Drayton

Women all over the country are eschewing their book clubs in favor of Lean In Circles — and ironically, it’s all because of a book.

Facebook COO Sheryl Sandberg’s acclaimed best-seller *Lean In* garnered tons of media during her book tour, which included a stop in Philadelphia that was hosted by the Chamber of Commerce and co-sponsored by Drexel LeBow. Inspired by the book, women as far away as India, Great Britain and Australia have begun to form groups to meet and discuss work–family balance, share their stories and encourage each other to lean in to their careers. A woman who started a circle in Minneapolis told the *Associated Press*: “It’s like Girl Scouts for adults.”

Jeffrey Greenhaus, Ph.D., a Drexel LeBow management professor who has been researching work–family issues for more than 30 years, says that these circles have the potential to make an impact. “I think that participation in a Lean In Circle could inspire some women to strive for leadership positions in the private or public sector.”

However, for some women, these discussions could have the opposite effect: As the result of an open and honest dialogue about life in the corporate sphere, other women may discover that roles in corporate leadership are not consistent with their values and interests, he says.

Greenhaus thinks that Lean In Circles will find the most success in embracing women with different kinds of goals — not

just those who aspire to become future corporate leaders. “Sandberg appreciates the fact that not all women aspire, or should aspire, to senior leadership positions in management. I think the real litmus test for their effectiveness is whether Lean In Circles encourage women to ‘lean in’ and actively strive for accomplishments in any area of life that is personally meaningful to them.”

Greenhaus says he believes that Sandberg uses the term “lean in” to advocate for women’s being assertive on behalf of their values and goals. “So, in a broad sense, assertiveness can help women achieve a variety of goals.”

For working women, recent research that Greenhaus conducted with colleague Jonathan Ziegert, Ph.D., demonstrates the importance of supportive environments both in the workplace and the home. “We found that having a supportive spouse in combination with a supportive boss was associated with employees experiencing the highest level of work–family balance.”

However, he cautions that closing the gap in advancement, earnings and other career outcomes will require buy-in on more fronts than just a partner and a boss. “It will not only require leaning in, taking risks and thinking big, but it will also require support from government policies. Sandberg clearly recognizes that we have to work on both fronts: women as individuals leaning in, and the social contexts — partners, employers and society — in which we all live.” M



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From Cursive to Coding

Imagine a middle school in 2013 without a computer lab. Unfortunately, it's more common than you might think.

Lisa Litzinger-Drayton

Until recently, the 5th through 8th grade students at KIPP West Philadelphia Independent Charter School at 59th and Baltimore did everything on paper. But thanks to the inspiration that James Johnson '11 took away from the Consulting for Nonprofits class he took during his senior year at LeBow, not only do they now have computers — they even have their own HTML coding club.

After graduating with his BSBA in supply chain and operations management, Johnson took a job as a buyer for a manufacturing company out in the suburbs that he found to be “a little less than fulfilling.” And so, in order to satisfy his desire to make a difference, he decided to establish his own nonprofit. Along with his friend Tony Perry, a recent Temple University graduate, Johnson co-founded Tech2Educate.

“I feel like the knowledge I gained at LeBow has put me in a position to do more to help other people, and I don't want it to go to waste,” Johnson says. “So I researched need, and I came up with the idea that donating technology to underfunded schools was the best way to make a difference.”

Tech2Educate's original intention was to benefit the School District of Philadelphia. However, upon further evaluation Johnson discovered that red tape was going to limit the program's potential impact. Independent charter schools are also in need of technology and have much more leeway as far as what types of donations they can accept and what terms they can agree to in accepting them, so he decided to focus on those.

Johnson and Perry assembled a board — which includes Lawrence Duke, associate clinical professor of marketing at LeBow — and started raising funds with the intent to donate 25 Google Chromebook laptops to KIPP West. For Tech2Educate's first project, Johnson says most of the funds came from initial board donations. He wound up with more than the \$6,225 needed to purchase the laptops, which he and Perry recently delivered to the school during an early morning faculty meeting.

“We are so grateful for these computers,” says Gregory Leap, the school's principal. “Exposing our students to careers in technology at a young age will allow them to make more informed choices when making decisions about college and their career paths.”

The computers will serve a number of purposes at KIPP West. During small-group instructional times they will allow students to build technological literacy through interactive math and reading


lessons. The school's HTML coding club will utilize lessons and activities available through a company called Codecademy, which provides lessons and exercises that teach web-building fundamentals such as HTML, JavaScript, Python and more.



“Innovation is one of our core values at KIPP West, and the donation from Tech2Educate affords our staff and students possibilities they wouldn’t otherwise have,” Leap says.

Johnson says KIPP West is such a great fit for Tech2Educate that he is focusing his next project on the school as well. This time he added crowd-sourced funding to the mix via Indiegogo, and is working to raise \$12,000 to purchase 30 iPads for the school. These will be used to teach math in innovative ways beginning next fall. Tech2Educate will actually measure the learning outcomes of the students using the iPads versus students learning the same math without iPads, and compare the results. In the future they plan to apply this testing model to other core subjects as well, in order to obtain concrete evidence that technology is positively impacting learning outcomes at KIPP.

Johnson, who currently works for National Analysts Worldwide, began LeBow’s MBA program last September and intends to become a dual master’s student; he also plans to earn Drexel’s M.S. in public policy. Everyone involved with Tech2Educate is a volunteer, so he stresses that 100 percent of every donation goes directly toward putting better technology in schools. Tech2Educate is also going to start pursuing grants.

Johnson’s dreams for Tech2Educate are big. Ten years from now, he says he hopes to expand the organization so that it is able to furnish charter schools in urban areas up and down the Mid-Atlantic corridor with better technology, so that more kids can gain the skills they need to succeed in college and in life. 

For more information on Tech2Educate or to make a donation, visit tech2educate.org.



Tech2Educate founders James Johnson (center) and Tony Perry (left) check out the new laptops with principal Gregory Leap.



Open for Business

Join the excitement for the official unveiling of **our new 12-story home** during the two-day opening celebration and dedication of Gerri C. LeBow Hall.

October 2nd and 3rd, 2013

Don't miss this historic moment for LeBow College. Drexel University President John A. Fry, College namesake Bennett S. LeBow and other dignitaries, alumni and friends will be in attendance.

lebow.drexel.edu/dedication



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Guilty as Charged: Men Seduced By Red Prices

Leda Kopach

Did you know that sport teams that wear red uniforms get better calls from referees than those that wear any other color? Or, that a man is more likely to ask a woman out on a date (and subsequently spend more money on her) if she is wearing red? *OK, we all knew that one.*

Simply said, there is something about the color red. No other color evokes as much attention or emotion as the fiery hue. It connotes anger, excitement, love, heat, passion. In fact, the color's effect on people and their decision-making process has been the subject of study for years.

Most recently, Rajneesh Suri, associate professor of marketing at LeBow, decided to research the ubiquitous use of red in retail store advertisements after noticing his own reactions to ads in the Sunday paper. The premise of the study was to determine if red affected decision-making about product quality, value and prices, and if the reactions were the same for both genders. Product prices were printed in either red or black to determine perceptions of the products and their pricing. So, do men and women see red the same way?

Not a chance, Suri says. Red seduces men. Men perceive greater savings in the products when prices are presented in red rather than in black regardless if it were true or not. Red prices make men feel more positively about the product and they perceive the retailer to be offering a better deal. Female consumers, on the other hand, are not duped. In fact, not only did they have better recall about the products' details and pricing, they were more skeptical about a product's quality when the price was advertised in red.

"In general, women are better shoppers and much more thorough when looking at ads," says Suri, who teaches consumer behavior to undergraduate and graduate students. "Through this study we determined that men are shallow processors of ads — they read much more superficially — while women dig much deeper into the

ads' messages. They are able to learn much more about the products and can be better consumers."

Suri's findings appear in the June issue of the *Journal of Retailing*.

Later in the study, after participants were given detailed information regarding the products in the ads, they were told that their decision was important and to pay special attention to the ads. This time, there was no effect on the red-priced items

for either gender. "We anticipated this outcome," Suri says. "We predicted that as the level of involvement increased for men, the effect of the red would diminish."

So there you have it: Men are shallow and easily seduced; women thoughtfully gather information before acting. Suri cautions, however, that his findings are relevant only in a retail-shopping environment.

Yeah, right. **M**





Night and Day Students Experience Challenges of Outsourcing

Lisa Litzinger-Drayton

LeBow students in an MIS outsourcing class learned firsthand that contracting out a project doesn't mean they can sit back, relax and wait for the finished product to come in. They discovered that hundreds of hours worth of communications via email, phone, text and videoconferencing were required for their projects to be created successfully.

The students took Samir Shah's Domestic and Global Information Systems Outsourcing class — which charged them with managing the production of IT projects outsourced to students at Pennsylvania State University's Mont Alto campus, located between Chambersburg and Gettysburg, and Ahmedabad University in Gujarat, India.

Shah's vision: Teach the students at all three sites how to overcome challenges such as time zone and cultural differences, and misunderstandings due to language or vernacular differences.

The LeBow students were divided into four teams of eight, and each team was joined by four IT students from either Ahmedabad or Mont Alto. Two teams were assigned the task of designing dashboards for the Office of Information Technology at the Pennsylvania Governor's Office; the other two, with the creation

of social media platforms for the consulting firm Grant Thornton. The LeBow students were responsible for consulting with their customers to understand their needs, successfully communicating the scope of the project and deadlines to the IT students, and managing the production and deadlines right through to the point of product delivery.

Some deadlines were missed due to circumstances that LeBow students didn't foresee or know to ask about. For example, it didn't occur to them to check with the students in India to make sure their academic calendar didn't conflict with the project timeline (one deadline was set for the middle of midterms there), and another team scheduled a deadline on a weekend, not realizing that the students in India didn't have access to their university facilities on Saturdays and Sundays.

Shah (pictured on opposite page, top right) says his students learned that subtle misunderstandings can have a big effect. A LeBow student directed the students in India to finish part of a project by a certain time the next day, but the students in India didn't understand the student was setting an actual deadline; they thought it was simply a suggested time to aim for.



LEBOW TEAMS' COMMUNICATIONS, BY THE NUMBERS:

200 emails to technical teams **57** emails to customers **8** phone calls to customers
14 video conferences with technical teams **60** text messages to technical teams

Technology-related hiccups, such as server crashes and issues with Skype, were also a common cause for missed deadlines. The 14-hour time difference between Philadelphia and Gujarat led LeBow students to schedule 7:30 a.m. meetings in Hagerty Library to Skype with their Indian teammates. The Drexel students who worked with counterparts in Mont Alto said that even when operating in the same time zone, setting up times when everyone could meet was challenging due to busy schedules.

“This class taught us the necessity of building trust-driven relationships, and then reinforcing this bond with regular communications that provide accurate progress descriptions,” says student Michael Krystofinski. “We learned to deal with real-world problems associated with setbacks in a project’s development.”


Student Sarah Mathew says the experience proved useful during a recent co-op interview, when she was asked what to do in a scenario where someone else missed a deadline. “After taking this class, I knew the right answer was ‘don’t panic.’” (And, yes, she did land that co-op.)

Shah says one main theme of his class is the importance of consistent communication. If his students said they were waiting to

receive 100 lines of code from students in Mont Alto or India, Shah would suggest they ask to see the work at 20 lines, instead of waiting until the IT students reach 100. That way, they can continually monitor progress and ensure everyone’s on the same page.

“The overall impact on the students was remarkable,” Shah says. “From the domestic and international dimension, to these incredibly valuable interactions, my students were able to develop people skills that will be very helpful in positioning themselves as effective IT leaders as they make their way into the industry.”

At the culmination of the class, the students presented their deliverables to the clients. Their new friends in Mont Alto and India joined the presentation via videoconference, as did Bipin Mehta, the IT professor at Ahmedabad University who led the IT students there.

Mehta said this kind of opportunity for firsthand multicultural learning is fairly rare in India. “Generally, IT students in India do not get an opportunity to learn and practice soft skills such as project management, but their participation in this project helped them learn how well-rounded IT professionals operate.” 

HONEST TOM'S REVOLUTION

Joseph Master

Something extraordinary is happening in West Philadelphia.

From the Porch at 30th Street Station to the corner of 33rd and Arch and hotbeds scattered from Lancaster to Locust, it's no longer Philly cheesesteaks and deep fryers; it's an eruption of fine cuisine as diverse as the scholastic clientele.

The revolution grew modestly with the passage of each season. It lulled during ruthless Philadelphia winters and revived anew each spring. It all started in 2009 when Tom McCusker opened a food truck with his brother, Matt, called Honest Tom's Taco Shop.

McCusker is known as the Philly street food godfather. The press made him famous long before he pocketed a dime. He cooked tacos for Chef Gordon Ramsay — a victory for any young business owner. Yet while the accolades stacked up, he was teetering on the lip of failure. He'll blush if you ask him about it. He'll kick at the pavement with his Red Wings and say something about how the media attention kept him going when he doubted himself. A lot has changed these past five years, he'll say. It was no revolution when he started. It was a couple of guys in a truck hawking tacos at Drexel.

The tale of Honest Tom isn't a success story. It's a coming-of-age story. McCusker found his fortune in spring, he says. But only after a couple of long — legendarily long — winters of discontent.

McCusker came to Drexel as a general business major and stuck it out for two years even though the inspiration just wasn't there. He was — is — capricious. At the time, if you had asked him what he wanted to do with his life, he would have given you a different answer for each day of the week.



He was a sophomore when he made the switch to hotel restaurant management, a major that taught him to make the guacamole and salsa that would become the trademark of his tacos. He also learned that he didn't want to tread down a conventional career path. When he graduated in 2005, he had a steady job delivering beer for \$600 a week. Cash. And a dream of buying a motorcycle and riding cross-country.

Next came a gig working for his father's demolition business handling payroll and bookkeeping. He used QuickBooks and charted cash flow — quiescent skills he'd learned in school that he'd set aside without a second thought.

There were many false starts. He got his real estate license. He became a certified dog trainer. He got a gig cooking brick oven pizzas. He purchased a \$250,000 home with his brother for no money down in Powelton Village at the height of the mortgage



bubble. They rented out six of the seven bedrooms and lived for free. By then, McCusker was 24, eyeing his next move.

When he bought his first Harley, the world got smaller. He began riding the empty Philadelphia streets at night to clear his head. He was now 25 and painfully aware that he hadn't found his place. He recalls conversations when his father would ask, "What are you going to do with yourself?" He had no answer.

So he went west on his Harley — to Austin to visit an uncle. Along the way, he raced by some of the most awe-inspiring sights in America: the Blue Ridge Parkway; Skyline Drive; Natchez Trace. Perhaps it was the scenery — or maybe it was serendipity — because he woke up on his first morning in Austin to a tray of breakfast tacos. They came from a roadside cart.

"I had those tacos every day for two weeks," he says. "And then the gears started turning. In West Philadelphia there were no

breakfast spots at the time. So I decided to make one."

McCusker's initial plan was ambitious, but he readily confesses its naiveté. He'd get a tow-behind cart and open on weekdays from 7 to 11:30 a.m. at Drexel and work Saturdays at Clark Park in Spruce Hill. When Drexel students went on break, he'd go on break, too. Ten weeks on, make a pile of money, and then two weeks on the Harley.

McCusker called his credit card company and extended his line of credit to \$25,000. He bought his truck in January 2009 for \$9,000, paid off some debts and used the rest for startup money. The truck, christened Honest Tom's Taco Shop, hit the streets on April Fool's Day. Tacos were priced two for \$6 (they still are). The crew was lean — just Tom, his brother and an old buddy. Overhead was low. It was a leap of faith, and he took it head first.

“From day one, it was a whole other concept than what I thought it was going to be,” McCusker says.

To start, he had grossly miscalculated the time commitment. Even though he’d close at noon, there were trips to Philadelphia’s Licenses and Inspections Office, the food distributor and the farmers’ market. He wouldn’t get home until 7. And then he’d be up the next day at 5 a.m. prepping.

was repossessed. This became the model — big spring, smaller summer, non-existent winter — for two-and-a-half years.

“I was 27 and for the first time in my life I had no money. The business technically failed,” McCusker says. “But because we kept getting press, I knew it wasn’t hopeless.”

By spring 2010, the truck had received a psychedelic makeover courtesy of the city’s Mural Arts Program. McCusker hired more



There was also the problem of penetrating a previously nonexistent market — namely, selling breakfast tacos out of a truck in West Philadelphia.

“People had no clue what to make of us. Kids were like ‘can I sell back my books here?’ We were up against soft pretzels and bagels. It was different.”

Meanwhile, business at Clark Park took off on day one.

“It was like in *Forrest Gump* when they start pulling in the shrimp. We’d have to close the window, make 25 tacos at a time, open the window, sell 25 tacos — then start again. It was insane.”

Tom’s breakfast tacos were delicious and unaffected: just a tortilla topped with farm-fresh egg, home fries, salsa, guacamole and Monterrey Jack cheese — with or without bacon.

One Yelp review decreed: “Honest Tom’s tacos are honestly the best, it’s becoming a problem — I’m totally obsessed!”

Soon, 33rd and Arch caught on. Chicken tacos were added to the menu after a few weeks. Honest Tom’s was selling out every day by noon, bringing in \$200 in sales. McCusker thought he was rich. Even more — he had staked a claim and stuck with it. There was no turning back now.

But when summer hit, business lagged. Then came the monumental winter of 2009 with a record 78 inches of snow — and another 44 inches the next winter. Business died.

During these first two winters of operation, McCusker fell behind on his bills. His cell phone was shut off. His motorcycle

employees and business boomed again. By spring 2011, the menu had expanded to include chicken, pork, sweet potato and even fish tacos for lunch. All were fresh; all were praised — especially the original breakfast taco.

Despite all the press heralding his success, he took a beating so others wouldn’t have to.

There were TV segments and gastroblogger fandom. Honest Tom’s was a bona fide hotspot.

McCusker began parking in front of the Franklin Institute in Aviator Park. He used Facebook and Twitter to share his location each day. Reporters wanted to know all about this Honest Tom fella.

But as summer waned and McCusker looked down the barrel of another barren winter running a business powered by the sun, he knew he couldn’t quit. He had to move the operation indoors.

McCusker closed the truck during the winter of 2011 and settled on a stone structure on 44th Street, between Spruce and Locust. He signed a six-year lease — “That’s when the gray hairs started sprouting up,” he says — and spent six months renovating the shop. The official opening announcement came via the @HonestToms Twitter handle on Dec. 19, 2011: “Open for business. 261 s 44th.”

Today Honest Tom’s brick-and-mortar location brings in more

than 10 times the daily revenue the truck took in — an average of \$2,000 on weekdays and \$3,000 daily on weekends. It took him more than four years, but he finally turned a profit. He tried to keep the truck running, but when business took off at the shop, it was time to let his old friend go.

So read the declaration on Facebook: “As good as the truck has been to us we’ve decided it cannot be burdened with a monetary value. We will be gifting it to a noble up-and-comer looking to dive into the dark scary world of food trucking.”

“It’s not glamorous. You have to be prepared to work 15 hour days, seven days a week.”

“I couldn’t have opened the shop without the truck experience,” McCusker says. “When people tell me they want to open a truck, I tell them it’s not glamorous. You

have to be prepared to work 15 hour days, seven days a week.”

McCusker is 30 now. His hair is longer — ash-gray in spots. Now his father no longer asks, “What are you going to do with yourself?” It’s: “Good job, son.” And when he jumps on the new Harley for those night rides, his head is a little clearer. He’s a man who found his place.

While McCusker is known throughout Philadelphia as Honest Tom, it’s his modesty that stands out most in conversation. If you tell him that he started a legitimate food movement, he’ll shrug it off. It seems like a past life; he was a different person then. He might have been unprepared, but his was the first foot through the door. Despite all the press heralding his success, he took a beating so others wouldn’t have to.

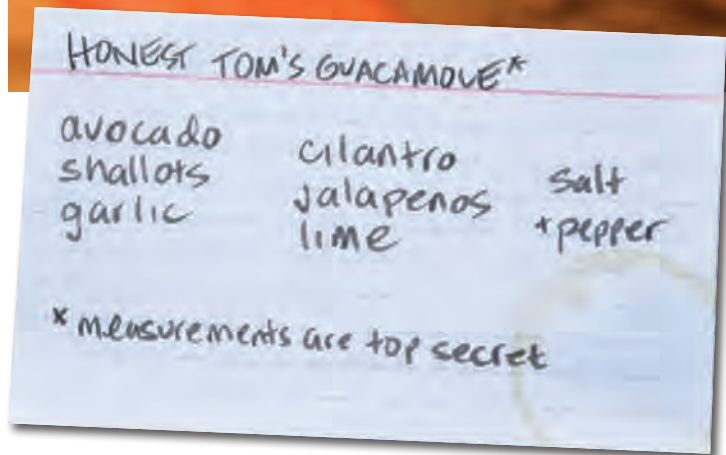
Today, Philly food trucks are multiplying at record rates. *The Philadelphia Inquirer* dubbed the corner of 33rd and Arch “Philly’s Food Truck Mecca.” Just last year, there were 34 founding



The original Honest Tom’s



The breakfast taco that started it all



members of the Philadelphia Mobile Food Association — a valuable resource for local food truck operators. Today, there are 104. When McCusker hit the streets, the idea of an association for street vendors would have seemed ridiculous.

The press hasn’t been as keen to cover Honest Tom’s since he moved indoors and became profitable — but why would they?

We don’t want success stories. We want struggle. We want Honest Tom in barren winter, working in the wrathful, nipping cold. But seasons change.

Honest Tom trudged through the depths of winter and found his invincible summer. And he certainly isn’t going anywhere. Not yet, anyway. M

TOM'S PICKS



Margherita pizza, featuring fresh basil, buffalo mozzarella and homemade sauce.



Korean-style, batter-fried chicken taco with homemade sweet and sour sauce, ginger, jalapenos, red onions, carrots and daikons.



BBQ in a Bowl dish, featuring five-cheese mac'n'cheese, topped with homemade barbecue chicken and cornbread crumble, drizzled with barbecue sauce.



The Santa Fe Burger, featuring lettuce, onion, fresh-sliced avocado, sundried tomato, jalapeno, tapatio hot sauce and pepper jack cheese.

Market Street asked Honest Tom to take us on a gastronomic tour of his favorite West Philly food trucks. We followed Tom to his old stomping ground at 33rd and Arch, where we sampled the culinary delights of MacMart, Street Food Philly and SpOt Burgers — and then down to the Porch at 30th Street Station to sample the brick oven pizza at Pitruco's. Along the way, each street vendor paid his or her respects to the godfather. And Tom repaid their affection with his humble stamp of approval.

Pitruco Pizza

@pitrucopizza



"A unique product at a price that is affordable and always available."
Quotes: Jonah Fliegelman and Nathan Winkler Rhoades

Tom Says: "This might be my favorite pizza in the city. The dough, sauce and cheese are done perfectly. You can taste the brick oven on the plate."

We Say: You can taste the red oak smokiness in each bite. These guys do it right.

Street Food Philly

@stfoodphilly

@tacomondo



"Quality first. Cost second."

Owners: Michael Sultan and Carolyn Nguyen

Tom Says: "I could eat this every day. They're putting out the best possible product. It's always quality stuff. And it's got daikons!"

We Say: Street Food Philly serves everything from lobster to foie gras to cassoulet. Need we say more?

Mac Mart

@macmarttruck



"Keep customers happy!"

Owner: Marti Lieberman '11

Tom Says: "This is amazing — the first mac'n'cheese I've ever liked. Sorry mom."

We Say: Drexel Grad working Honest Tom's old spot making gourmet mac'n'cheese? Much respect!

SpOt Burgers

@spotburgers

@pmfa_josh



"Do something ordinary, extraordinarily well."

Owner: Josh Kim

Tom Says: "This might be the best burger I've ever had. It doesn't taste like your typical burger. It's got a creamier consistency that melts in your mouth."

We Say: We agree with Tom. Watch out Bobby Flay! This burger is SPOT on.

IT'S TEE TIME

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Corporate America is as obscure as electricity when you're gazing through the clouds at the Isabella Dariense Mountain Range in the Jinotega region of Nicaragua. Here, where unemployment peaks near 50 percent and the only running water is of the tidal variety, coffee prevails. The rich, volcanic soil and sultry climate collaborate to produce some of the most fragrant, brightly acidic beans in the world. A single crop can yield a solid year of income for a farming family.

The cycle begins when a farmer snaps a coffee cherry from the branch. Once harvested, the beans are extracted, cleaned, sorted, graded, aged, bought and consumed. Most coffee drinkers don't consider the farmer, his family, or his community. Or whether he was compensated fairly for his product. But Angela Vendetti '99 does. In fact, she knows their names.



For nearly a decade, Vendetti, a Bucks County, Pa., native who majored in international business and marketing, has committed herself and her livelihood to reforming society's notion of "good business" — and she's doing it in the shadow of a former prison. Vendetti opened Mugshots Coffeehouse and Cafe, one of Philadelphia's most cherished caffeine dens, across the street from Eastern State Penitentiary in January 2004. This was before the crash — before Corporate America was taken to task for putting the bottom line above the greater good.

To Vendetti, 35, considering the greater good has always meant **considering the folks picking her coffee with the same devotion as the folks who drink it.** The question was never about jobs vs. the environment, or people vs. profit. Vendetti has valued them all equally for as long as she can remember. When she was 12, she sent a letter to the editor of the *Bucks County Courier Times* in response to an editorial pitting jobs against the environment. "If you really care about your grandchildren, you'll care more about the environment," she wrote.

Today, Vendetti's tune hasn't changed a bit: "It's like, ask the *real* questions," she says. "Let's approach this from a point of view that is fair for everybody. It's people, planet and profit. Why is this even a debate? They all matter."

Vendetti is a social entrepreneur with an incredible talent for bringing people together. She's a member of the Greater Philadelphia Chamber of Commerce and the Sustainable Business Network — a local organization committed to building a green economy. She is also involved with the Fairmount Community

Development Corporation, and she played a role in forming the Greater Art Museum Business Association, which includes the Brewerytown, Spring Garden, Fairmount and Francisville neighborhoods of Philadelphia. Lee Iacocca once said that, in the end, there can only be one guy in a corporation — the CEO. Vendetti begs to differ. It's not about one. It's about all — from customer to currency to chicken to egg to soil and back again in a cycle that, when functioning properly, is self-sufficient.

Mugshots' flagship location on Fairmount Avenue (there is another location on Girard in less-gentrified Brewerytown) is a hipper, more subtly colored Central Perk, the iconic gathering place on NBC's *Friends*. Local musicians serenade crowds on weekends. There are wine and cheese nights featuring an assortment of vintages from Chester County's Paradox Vineyard. From the beginning, the plan was for Mugshots to be a gathering place for the local community.

"I try to get involved with everyone around me," Vendetti says. "I want people to recognize that I'm not just in it for the money. I'm in it for the community. I live here."

Vendetti's regulars are a healthy cross-section of working Philadelphia. Many aren't aware that the desserts are vegan, the coffee is direct-trade, the sandwiches and dairy are sourced from local farms and the electricity is powered by wind. Her customers don't see the compost bucket behind the baristas — where coffee grounds, tea and food scraps are saved for a Friday pickup by Lancaster County's Green Meadow Farm. Most aren't aware that the compost will return next year — in a sense — when Green Meadow makes one of its deliveries of fresh cheeses and bacon.

You have to pay close attention to see all the vital forces of sustainability at work. Otherwise, it's just a business. And Mugshots isn't a normal business.



Mugshots is part of a movement of likeminded companies — including philanthropic eyewear designer Warby Parker and California-based outdoor clothing outfitter Patagonia — that are *legally protected* and empowered to consider people and planet on par with profit. They're called Benefit Corporations, and they are going to change the way we think about business.

continued

B Corps: Better to the Last Drop

Joseph Master

B Corps continued

What does it mean to be a Benefit Corporation? “It means that I look at everything,” Vendetti says. “The local economy. Community. Employees. Competitors, even. It’s about employee retention. It’s franchising. Farmers. Brewers. Artists.

“And profit, too,” she adds. She enunciates *profit* with a smile, but not in a way that implies money as postscript. Profit still matters, she says. This is a business of course. Mugshots was profitable almost immediately, though — not *despite* being a sustainable business, but *because* of it. Sustainability has been Vendetti’s greatest marketing advantage since day one. It was built into the business plan.

Mugshots became a founding Benefit Corporation in 2006 and registered as a certified B Corp in January 2013. Chances are you have never heard of Benefit Corporations and B Corp certification. These designations are so new that they are often confused for each other. Reporters have defined them incorrectly. There have been no long-term economic impact studies. But there will be.

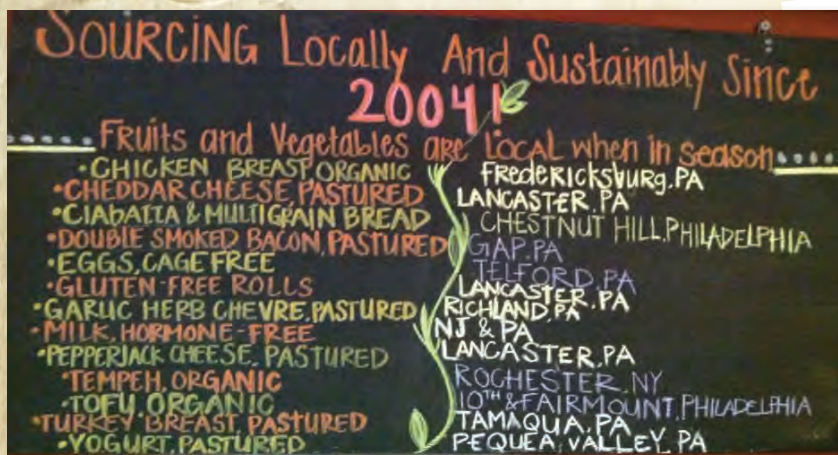
The “B-movement” is the brainchild of three ex-Stanford University roommates and entrepreneurs — who in 2006 founded

score an 80 out of 200 in order to receive certified B Corp status. Once certified, B Corps can access B Lab’s suite of support services — including sales, marketing, fundraising, financial planning and networking resources. A certified B Corp is a company that is contractually committed to care — and can prove it through audits and annual reports.

Think corporate social responsibility, social entrepreneurship and socially responsible investing — hopped up on organic, grass-fed steroids.

Last year, Pennsylvania became the 12th state to pass a “B-Corps Bill.” The legislation made it possible for Vendetti to officially register as Pennsylvania’s third certified B Corp. Through the legislation, Mugshots and 24 other certified B Corps in Pennsylvania were extended a \$4,000 tax credit by the Pennsylvania Office of Sustainability. The law even cited B Corp certification as “prima facie evidence” of a business’ sustainability.

When similar legislation was introduced in North Carolina in 2011, A.P. Carlton, former president of the American Bar Association, called the bill “the first real original, constructive



Vendetti at her Brewerytown location

B Lab, a 501(c)3 non-profit headquartered in Wayne, Pa. The idea was to use businesses — the most powerful entities in America — to drive social and environmental change. Before B Lab, social and environmental issues were almost exclusively viewed as concerns for government agencies and nonprofits. Yet, working with corporate lawyers, B Lab was able to develop a blueprint for a new kind of business that is built to care. They call them Benefit Corporations.

A Benefit Corporation is a form of structuring a company (like S and C Corporations) that requires a business to incorporate environmental and social objectives into its bylaws. Unlike S or C Corporations, though, Benefit Corporations owe a legal commitment to shareholders to consider more than dollars and cents; they must commit to the triple-bottom-line of *people, profit and planet*.

Benefit Corporations can also seek B Corp certification from B Lab based on a 200-point “B Impact Assessment” that measures the public benefit of a company’s operations. B Corp certification is like LEED certification for Corporate America, but instead of assessing a physical structure, B Lab assesses *everything*. Benefit Corporations must

thought anyone has had in the corporate governance world in about 25 years.”

Today, there are more than 737 Benefit Corporations in 24 nations worldwide. Sixteen states have passed B Corp laws and another 12 have introduced legislation. Since the crash of 2008, the movement has grown exponentially. Twice as many B Corps were certified in the first half of 2010 as in the first half of 2009.

Vendetti has been on board with the triple-bottom-line philosophy from the beginning. Mugshots’ first marquee act of sustainability — the big commitment to *planet* — was fair trade coffee, which Vendetti purchased through Equal Exchange. Today, Mugshots’ constantly rotating menu of roasts comes via Counter Culture, a direct trade coffee supplier. Why? “Because direct trade gives us more of a one-on-one relationship with the farmers,” Vendetti says. Direct trade suppliers target individual farmers who grow exceptional product, which means they’re willing to pay higher than fair trade prices. And despite the higher costs, Vendetti still manages to keep the price of a small coffee at a competitive \$1.90.

Then there is the food. Vendetti purchases all produce, cheese, dairy, meat and grain from local, organic farms, which not only supports the local economy — it reduces the use of fuel for delivery. Vendetti has built working relationships with distributors and cooperatives that give her access to hundreds of local farmers.

Mugshots is also powered by 100 percent wind energy through Clean Currents, another certified B Corp. The rates are competitive with PECO, Vendetti says. “And no, there isn’t a windmill on the roof.”

Vendetti has consistently paid her employees — her *people* — higher than minimum wage, with sales incentives for completing training programs through Counter Culture that teach coffee extraction, science and hardware maintenance. She offers a health insurance plan and a personal 401(k) that all full-time employees can opt into through her insurance provider. It’s not just for an assessment; it’s because well-trained, well-treated employees perform better.

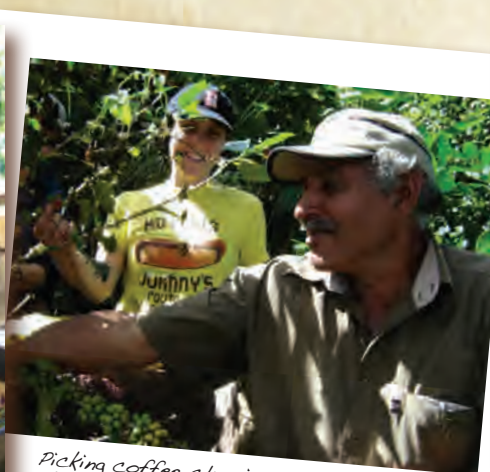
Vendetti keeps prices down through portioning and consistency, which is as important to the customer experience as it is to the bottom line.

Mugshots just six months prior. Business had been good — great, even. But it was her time on the mountain that truly made her business plan come to life.

Vendetti smelled the soil, drank the water and took showers in a rain barrel using a bowl for a spigot. She met women in the village who started a savings and loan program to diversify their income. She witnessed the opening of a church and the re-opening of a school. This was the triple-bottom-line in full stride.

“I came back from Nicaragua with a renewed sense of purpose,” Vendetti says. “It was clarified.”

Is it possible to truly connect a farming community in Central America with a business in Philadelphia across lines of profitability *and* sustainability? Can all of Vendetti’s sustainable enterprises really make a difference? Sure. Vendetti has proven that already. In April, Mugshots received a Best Brew Award from KRUPS USA for being voted the best coffee shop in Philadelphia (it tied with Naked Chocolate Café). This year, Vendetti will turn another profit while staying true to the triple-bottom-line. The cycle will continue.



Picking coffee cherries with Don Wilfredo Herrera Mendoza



“If you over-serve, there goes your margin,” she says. “Our cost of goods is generally at around 35 percent. We used to be at 38 percent. When bacon prices go up, we reduce the portion size to keep the price down.”



The Benefit Corporation model has naysayers. How can there be any other bottom line than profit, they ask? And even if the model works for small businesses in niche markets, how could it ever work for the Fortune 1000 sect? It’s idealism. Naive altruism. Or just plain bad business. Because money isn’t just the all-mighty means of the market system: it’s also the end.

Vendetti understands the argument. And if she could address all opposition to the B Corp ethos, she might say something like this: *Have you ever been to Nicaragua?*


In 2005, Vendetti spent 10 days picking coffee cherries on the side of a mountain in Matagalpa, Nicaragua, with a fair trade farmer named Don Wilfredo Herrera Mendoza. Vendetti had opened

But what happens if the CEO of a multinational corporation attempts to commit funds to a social initiative that falls just askew of the bottom line? Under all conventional corporate structures, that’s akin to theft.

Corporate America will decide whether the B Corp movement reaches adolescence. It will decide if structuring big business for the greater good can drive lasting social and environmental change — or if doing so will just remake people and planet in profit’s image.

With visionaries like Vendetti who are willing to set the example on board, B Corps might just have a shot.

“I want to help other people run their own triple-bottom-line businesses,” Vendetti says, “whether that’s a Mugshots franchise or something else entirely. Let’s be innovative. Do something good in the world and make money at the same time.”

Take note, Big Business. It’s about to get personal. 





When life gives you *Grapes*

Owning a winery is the type of thing many people dream of doing after they retire. This self-taught vintner didn't want to wait that long.



The bar in Dill's tasting room displays colorful pieces of lake glass.

Lisa Litzinger-Drayton

Some wines improve with age, but others, such as nouveaus, are already near their peak right out of the barrel.

Perhaps the same could be said for vintners. On the Seneca Lake Wine Trail, a relatively new winery on the scene, J.R. Dill Winery, was opened by Jeffrey Dill, MBA '10, in 2009. He was only 26 years old at the time and is the youngest sole owner to start a winery from scratch in the Finger Lakes region of New York.

He can often be found behind his bar — a piece of art itself, made from colorful Seneca Lake Glass — pouring samples for customers. “Most just assume I’m some kid behind the counter,” Dill says.

In fact, he sometimes gets funny reactions from people who learn that he used to work in the mortgage business in Philadelphia. “The economy is bad, and now you’re pouring wine ...” they sympathize. “Most of the time I don’t say anything, but every once in a while I’ll say, ‘Well, I do own the place.’ Some don’t even believe me.”



He's been known to pull out his driver's license to prove it.

For Dill, winemaking wasn't a family business, though his great-grandfather tended area vineyards more than 100 years ago. He grew up near Seneca Lake, and when that region began to experience an explosion of winemaking and vinitourism in the late 1990s and early 2000s, Dill became inspired to try making his own from local grapes in his parents' basement.

He began buying enology textbooks to learn more about the art of winemaking. "It just became a really intense hobby," he explains, that turned into a dream. "I've always wanted to start a winery from scratch — I knew that."

His winemaking career was put on hold for a few years while he studied marketing and management at Philadelphia University, and soon after he found himself working for a commercial mortgage company in Fort Washington, Pa.

But the dream of owning his own winery was still on his mind. In fact, he

was already considering moving back to the Finger Lakes to chase this dream in 2008 when the commercial mortgage business crashed, and the company he worked for essentially dissolved overnight. He was also enrolled in Drexel's Online MBA program at the time, which he could continue to pursue from pretty much anywhere.

It seemed like a sign, he says, that it was time to pack up, move home, and write that business plan. He obtained funding for his new venture from a local bank — the second one he visited said yes. He purchased a serene plot of land right on Lake Seneca and constructed a rustic 2,000-square-foot post-and-beam building with vaulted ceilings and a large patio where customers can take in panoramic views of the lake and the surrounding countryside. He carved out half the building for wine production and bottling, and the other half as his tasting room.

Business has been booming. It took him less than five years to outgrow this



building; while the entirety of his filtering and bottling processes still take place there, now that he has expanded his offering to 16 varieties he can no longer manage to produce all of them in-house. He is currently adding a massive 3,200-square-foot addition, which will be large enough to house his entire winemaking and bottling processes. This will also allow him to double the size of his tasting room.

Dill says his wine selection includes something for everyone. “Typically newer wine drinkers seem to favor sweeter-style wines, and we have a fairly broad selection of those. When someone comes in and it is their first time ever drinking wine, or they don’t know what they like, I will give them a white wine that is slightly off dry, like my Cayuga White.”

“I concentrate on winemaking, although
good wine starts in the vineyard.”



Dill bottles wine using a gravity spout filler. “It is the old-fashioned hand way to bottle,” he explains. “We call it the cow because it is reminiscent of cow udders. We bottle most everything on a bottling line, but this was a short run so we used the cow.”



From there he can usually gauge whether the drinker would prefer something sweeter or drier. “My biggest recommendation is always to try wines you’ve never tasted before. The tasting room is the perfect opportunity to try new things outside your comfort zone.”

Dill also produces plenty of dry style wines, noting that his offerings include more dry reds than whites.

Two local restaurants recently began offering Dill’s wines. “It is a great way to get the word out. I look at it as a great marketing opportunity. I’ve seen many people come to the winery after having tried our wines at those restaurants.” Business has been increasing about 20 percent per year; although based on what he’s seen so far this summer, he thinks he’ll beat that for 2013.

On the viticulture side, Dill does not grow his own vines. He contracts with local vineyards within five miles for the grapes he needs and seeks experienced professionals for advice and to teach him that side of the business. “I concentrate on winemaking, although good wine starts in the vineyard,” he says.

Looking forward, he says he’d like to acquire enough land to establish his own small five-acre vineyard within the next 10 years or so. In the short term, he plans to add a sparkling wine to his list.

“My favorite aspect of owning my winery is my ability to control my own destiny. In my role, I hit every topic and facet of business from manufacturing to marketing, and I love that I’m creating a product from scratch and hand-selling it.” 



J.R. DILL'S MEDALS FROM THE 2013 FINGER LAKES INTERNATIONAL WINE COMPETITION



DECHAUNAC – Dark red in color, very robust fruit flavors of cherry. Two years in American oak give it some peppery notes with a smooth finish.



JABBER WAULKIE BLUSH – A blend of Cayuga and Baco, it has a beautiful pink hue and tons of strawberry jam flavor, and just enough sweetness that it doesn't lose the flavor of the grape varieties.



2011 DRY RIESLING – A burst of grapefruit up front, but the green apple character comes through in the finish. Very light and crisp.



2010 CABERNET SAUVIGNON/CABERNET FRANC BLEND – Fuller-bodied with smooth berry flavors. A hot and dry summer made for a 2010 vintage that was one of the best years for Finger Lakes reds.

A smiling man in a suit is shown from the chest up, holding a white coffee cup. The background is blurred. Large, bold, white text is overlaid on the image, reading 'CUBICLE COFFEE WARS'.

CUBICLE COFFEE WARS

Mark Eyerly

What one blogger describes as “a turf war between two caffeine drug lords” began nearly 20 years ago when a group of female employees at a graphics company linked arms to form a protective human chain around a coffee machine.

“You’re not taking this out of the office! You’re not doing this!” they shouted at Frank LaRusso, who remembers calling his company president during the melee. “Look, Steve,” he said, “I know we have to put a formal business plan together, but I got to tell you something: Listen to this!” And he held the phone out toward the shouting women.

Right then, LaRusso knew: This is going to be huge.

That coffee machine was a FLAVIA brewer at the end of its one-month test-run in a business environment. Safe to say, it passed. Whenever you enjoy a coffee — or tea, or hot chocolate, or countless other hot beverages — from a FLAVIA or Keurig single-serve device at work, you can thank those women and Frank LaRusso for no longer having to step outside to find a great cup of Joe.

LaRusso was only 26 years old and one month beyond receiving his Drexel LeBow executive MBA in 1995 when his employer, Mars Inc., asked him to determine if its successful workplace beverage business in Europe could be replicated in North America. That’s right, Mars Inc., the same \$30 billion global company that brings you pet care (Banfield Pet Hospital and Greenies), chocolate (M&M’s and Snickers), gum and mints (Wrigley and Altoids) and food (Uncle Ben’s and Suzi-Wan) is now a world leader in single-serve hot beverages in the workplace. The company provides 1 billion drinks to more than 35,000 businesses each year.

LaRusso jumped at the opportunity and became part of a two-desk operation in the corner of a facility in West Chester, Pa., that Mars was using to manufacture coin and currency receptors for vending machines. Within a year he was recruiting sales reps and setting up distributors; after the first two years of running invoices in Excel and making deliveries with Hertz rental trucks, he and his five-associate team moved into makeshift offices under a stairwell at Mars’ chocolate facility in Hackettstown, N.J.

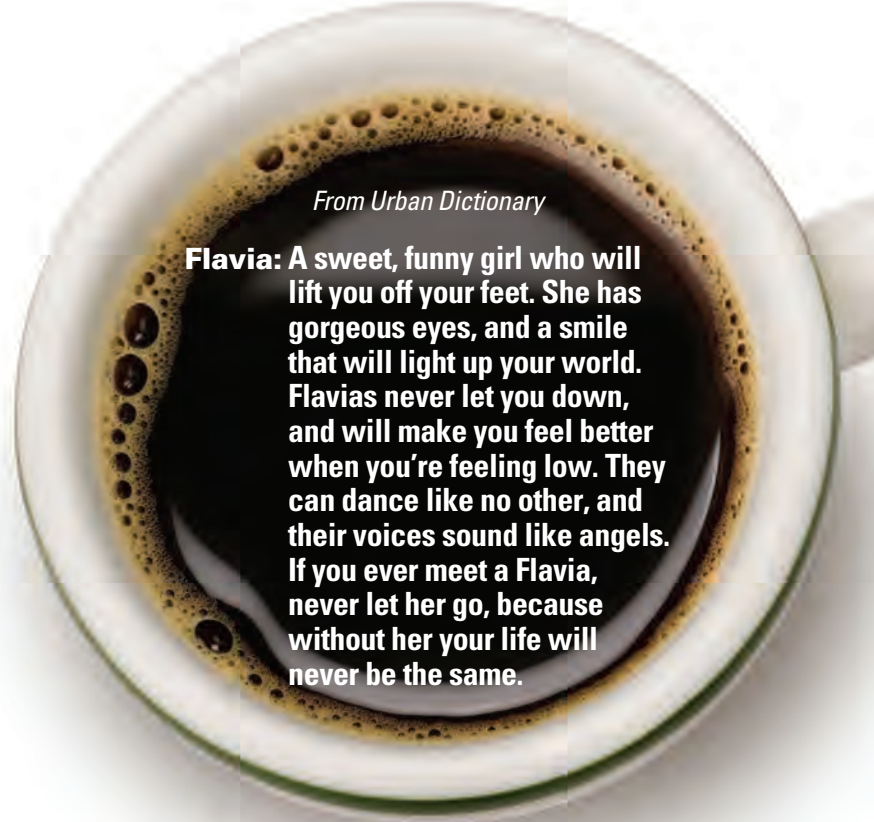
In 2000, Mars moved its manufacturing of vending machine components from West Chester to Mexico and relocated Mars Drinks into the suburban Philadelphia facility, where it began domestic production of the packets containing coffee grounds, tea leaves or chocolate powder. In 2014, Mars will begin roasting coffee beans at the same site.

Today, LaRusso — who has been with Mars the past 22 years, occasionally wears a vest made from a burlap coffee bag to work and hears members of the Mars family refer to him as Juan Valdez — is the senior business development director for Mars Drinks. The FLAVIA brand is now affixed *only* to the brewing technology and the drink brands include ALTERRA® Coffee Roasters, THE BRIGHT TEA CO.® and DOVE® Hot Chocolate. The overall single-serve system is called Mars Drinks.

The workplace single-serve hot-beverage market has exploded. With an eye on worker productivity and having employees meet

informally and exchange ideas around a gourmet coffee maker *at work*, companies have been replacing glass coffee pots with single-serve devices that can cost businesses more than twice what they previously paid.

Says LaRusso: “When someone at work says, ‘Let’s go get a cup of coffee,’ it’s really code for ‘let’s talk.’ And for the longest time, you just could not get a good cup of coffee at work. I mean, who knew how long the coffee had been sitting in that pot?”



From Urban Dictionary

Flavia: A sweet, funny girl who will lift you off your feet. She has gorgeous eyes, and a smile that will light up your world. Flavias never let you down, and will make you feel better when you’re feeling low. They can dance like no other, and their voices sound like angels. If you ever meet a Flavia, never let her go, because without her your life will never be the same.

Fully 25 percent of *Fortune’s* “100 Best Places to Work For” are customers of Mars Drinks — Mars, itself, is one of those best places to work — and *Bloomberg Businessweek* recently called Mars and Keurig “the Coke and Pepsi of cubicle coffee.”

The analogy is apt only to a point, LaRusso says. “The two of us do dominate this industry. But remember, wherever you find Coke, you’ll find Pepsi. But you won’t find Mars wherever you find Keurig.” That’s because Mars deliberately walked away from marketing its brewing system for home use to focus exclusively on providing a closed system to the vast workplace market.

“Absence of employee theft to support a caffeine habit at home is one of several distinct advantages that Mars Drinks has in the business-to-business market,” LaRusso says, including that its machines are energy efficient, they use less packaging by weight than the competition, and FLAVIA Freshpacks can be “upcycled” through a Mars Drinks program called recycleyourfreshpacks.com. In fact, Mars Drinks makes components of the FLAVIA display box and park benches out of its upcycled packets.

These “green” advantages that the Mars Drinks’ system has over its chief competitors are an outgrowth of Mars’ five principles, corporate values for which LaRusso holds a nearly messianic zeal: quality, responsibility, mutuality, efficiency and freedom.

“The Mars family gave this company the mission of manufacturing and distributing food products in ways that provide mutual benefits to the company, the customer, the planet and even our competitors,” he says. “We look for long-term relationships with office coffee-service distributors. We approach negotiations looking for the win-win.”

Having worked with IBM to sequence and analyze the entire cocoa genome, Mars publicly released the information, helping cocoa growers worldwide improve their crops’ disease resistance and yield. Mars Drinks teaches its distributors how to sell in a B-to-B market by promoting advantages beyond price and product attributes, knowing full well that those distributors will use the same techniques to sell products from competing manufacturers. Mars’ chocolate, gum and pet businesses are industry leaders in working with supermarkets and convenience stores to improve product displays and positioning, which benefits *every* manufacturer in those sectors. Before the launch of FLAVIA, the office-coffee business saw years of no or minimal growth.



“People talk about work–life balance; I stopped going to work 22 years ago,” LaRusso says. “I have a passion for this industry, for the supply chain.”


“In every business line, we think of ourselves as the category captains,” LaRusso says. “It’s important for us to elevate the sectors we’re in.”

This is not to say that LaRusso hesitates to brag about what he views as a superior product. He can expound for several minutes on the frothy benefits of Mars Drinks’ two-packet approach to making cappuccinos and other cafe drinks vs. Keurig’s K-cup system. Or how a Mars Drinks’ packet contents, unlike the Keurig system, never come in contact with the machine, eliminating any contamination of flavors from the previous drink. Or that Mars Drinks is ranked No. 1 by its distributors for business partnership and support.

“People talk about work–life balance; I stopped going to work 22 years ago,” LaRusso says. “I have a passion for this industry, for the supply chain.” That passion led LaRusso to help impoverished coffee growers at an orphanage in El Salvador grow their own food and introduce new educational opportunities for that community’s children. Mars in turn recognized his community efforts with its global Make a Difference Award; LaRusso is the *only* Mars associate worldwide to win the global award twice.

The word “company” derives from the Latin *cum panis*, “with bread,” LaRusso points out. “The original ‘companies’ were groups coming together for a common purpose, and they would discuss their plans over dinner. The principles I learned at work are what I apply to this effort,” he says. “The real legacy is to make an impact on someone else’s life.” (Visit <http://lebow.drexel.edu/larusso> to view a presentation LaRusso made at Drexel about this work.)

Next up for LaRusso and Mars Drinks is this summer’s introduction of Steel Horse coffee (www.steelhorsecoffee.com); each serving includes 150 milligrams of cocoa flavanols, a unique blend of phytonutrients that can only be found in the cocoa bean. Scientists have determined that cocoa flavanols can keep blood vessels strong and support healthy circulation. Mars will introduce the new coffee with a “fueling productivity” marketing campaign, including a ranking of the most productive companies.

“We are,” LaRusso states matter-of-factly, “still building a *stronger* and *better* cup of coffee.” 



Gourmand


Anne Greenberg

My life is about food.

My mother was born and raised in France, and I spend every summer overseas in the harbor city of Brest, visiting my grandfather (a pastry chef) and my grandmother (an exceptional cook, even by the high standards of the French). At home in Lafayette Hill, Pa., any and every family celebration (birthdays, graduations, bar/bat mitzvahs) centers around elaborate meals prepared by my mom, who inherited a culinary gift and passed it down to me.

At school, Drexel is helping me channel my passion for food into a career. Studying marketing and international business is great preparation for someday launching my own food company. I aspire to start a new brand with a full product range of healthy and unique food products, or perhaps open a specialty food store. And I love living in Philadelphia — is there a better American city in which to be a foodie? I am

the go-to girl when my friends want advice on which new restaurant to try. I also work part-time for Stephen Starr catering. Yes, that Stephen Starr. The catering regularly takes me into Philadelphia's cultural treasures (Museum of Art, The Horticulture Center, The Barnes), and *I get to sample the food!*

Free time is devoted to my blog, *Avec Anne* (With Anne), where I share original recipes and post photos of my creations. My favorite? It's a toss-up between cauliflower pizza with roasted eggplant purée and roasted fennel, or truffled edamame ravioli. Try the recipes and you decide! Food always has been and always will be integral to the happiest moments of my life. Which is why I say: "Make a meal, make a memory." 

Anne Greenberg is a pre-junior currently on co-op as a marketing analyst at IKEA. She invites you to check out her food blog at avecanne.blogspot.com.

‘Think Less, Breathe More’

Market Street editor Lisa Litzinger-Drayton connected with Drexel alumna Corinne Trang '03, who graduated with a degree in culinary arts and a minor in business, to explore her views on mindful living.

Trang, dubbed “the Julia Child of Asian food” by *The Washington Post*, is an award-winning cookbook author, food personality and wellness coach. She is also a former test kitchen director and producing editor of *Saveur* magazine and has made appearances on numerous television shows, including NBC’s TODAY Show, Martha Stewart Living and The Food Network’s CHOPPED Grill Masters. Her unique upbringing provided her with rare insights into global cuisine: She was raised in Paris and Phnom Penh, Cambodia, before moving to New York City as a teenager.

One of her books, *Essentials of Asian Cuisine: Fundamentals and Favorite Recipes* (Simon & Schuster, 2003), is considered by many to be the bible of Asian cooking. Trang recently developed a practice called The Yoga of Food™, which teaches people to embrace mindful cooking and eating principles, incorporating the ancient system of yoga, which includes meditation, pranayama (breathing) and asana (postures). Her day begins at 4:30 each morning when she rises with the birds to watch the sunrise and meditate.

How would you describe your mission?

As a food professional and wellness coach, I feel a deep responsibility in teaching people to live healthy lives, and that means showing them how to develop an intimate relationship with food, using meditation and yoga to gain clarity and focus so that they may approach food in a healthy way. Balance in food is all too often overlooked by chefs and cookbook authors.

Why did you decide to integrate yoga into your expertise?

I immersed myself in a yoga teacher training program because I wanted to understand the connection between body and mind. I have created for myself a balanced lifestyle, which allows me to do my practice of meditation, yoga and mindful cooking and eating every day. I’m practicing prevention, while having fun and staying calm and centered.



What’s your business philosophy?

I’m a writer and a teacher with a very specific focus. I go by feel, not by numbers or the bottom line. I believe that if I do the right thing, everything else will fall into place.

What’s the best piece of advice you’ve ever received?

“Think less, breathe more!” I try to do that with everything, when I’m in front of an audience teaching and lecturing, or when I’m cooking and eating. It makes perfect sense to me. People tend to spend too much time thinking rather than doing. I want to change that. Breathing is our most powerful tool and one that we take for granted when we should pay attention to it every day.

What’s the most inspiring thing you’ve witnessed during your travels?

In Asia and South America, many have little and seem content, and that always is refreshing to see and feel. They’re the people who inspire me to continue my journey slow and steady.

What’s the most daring thing you’ve ever eaten?

Stir-fried rice paddy crickets with chilies, garlic and onions, in the Philippines. I won’t tell you what I ate in Vietnam or in France.

Do you think your multicultural upbringing and extensive travels give you a different perspective than most Americans have — on food and life?

Yes. America is but 200 years old. I come from cultures that go back several thousand years. I look at ingredients and I feel them immediately and know instinctively what to do with them. I know how to make them dance in the pot and on my tongue. For me, it’s effortless. I am lucky to come from a French–Asian family. I have an amazing background for sure and have learned a great deal from it and my travels. Food — better yet, food as medicine — is in my blood.

Any travel plans this summer, and what are you looking forward to eating when you get there?

When I travel it’s usually a last-minute thing. I get up and go. I do have one specific trip planned for Austin, Texas, where I will be teaching The Yoga of Food™ retreat at the Lake Austin Spa Resort.

No matter where I land, I will eat what they eat. The only way to fully experience a culture is by surrendering to the moment — the culture, the people — because when you resist, you come back with nothing. Go with the flow.

Did you ever meet Julia Child?

I never had the pleasure of meeting Julia Child, but it is quite an honor to be compared to her. She was a pioneer in introducing the art of French cooking to Americans. She was authentic, a great personality in the culinary industry but also to Americans who tuned in to watch her on television every day. She was passionate about her craft, and it showed.

Have you ever considered opening your own restaurant?

I have, for about 2 seconds. I prefer to guest chef. Though, you never know what life will bring. Maybe someday there will be an opportunity to bring The Yoga of Food™ to the public on a large scale. Nothing would make me happier than to prepare delicious, colorful, naturally healing food for everyone.

What makes you happiest in life?

My peace, my family, my friends. 



**Raw Zucchini Salad
With Prunes and Tamari Dressing***

SERVES 6 | SERVING SIZE: ½ CUP

- 1 tbsp lite tamari or soy sauce
- 1 tsp raw organic local honey
- 2 tbsp rice vinegar
- 1 tsp dark sesame oil
- 2 ½ tbsp grapeseed or olive oil
- 4 medium zucchini, lightly chilled and julienned lengthwise
- 8 pitted prunes, thinly sliced
- Freshly ground pepper

In a small bowl, whisk together the tamari, honey, vinegar, sesame oil, and grapeseed or olive oil. Add the zucchini, prunes, and black pepper to taste. Toss and serve.

** Adapted with permission from Corinne Trang’s award-winning Asian Flavors Diabetes Cookbook (American Diabetes Association, 2012). Available in print and on the Kindle.*

SCHOOL ~~AND~~ ROCK

Edward Nelling, Ph.D.

A literary giant once penned the words “All the world’s indeed a stage, and we are merely players.” Of course, I am referring to the great Neil Peart, the erudite and adroit drummer and lyricist for the Canadian rock trio Rush — the greatest band of all time. Like most teenaged American males, I was an aspiring rocker in my not-too-distant youth. Over my teaching career, I have come to observe parallels between the stage and the classroom. Before noting these, I invite you to join me on a trip down memory lane, before music was downloadable from the Internet. Does anyone remember records, cassettes and eight-track tapes?

As an undergrad at Drexel in the early 1980s, I formed a band with a guy from my freshman dorm and other Drexel students. We were typical young adult slackers: four future engineers and a business major with a triple concentration in finance, marketing and operations management. Yeah, we were nerds, but we were *cool* nerds. Our name was T.O.P., which stood for Threshold of Pain (a phenomenon frequently audibly experienced by people

in the crowd). I played rhythm guitar and keyboards, and sang whenever the other guys would let me. We played the classics of the day, from the Rolling Stones, AC/DC, John (Cougar) Mellencamp and Lynyrd Skynyrd, among others. Yeah, I know it’s only rock and roll, but I like it, like it, yes I do! In those days, all Drexel fraternities were required (yes, *required*) to host at least one band party per term. We played parties at Drexel, Penn, Chestnut Hill College and — picture this — at a couple of heavy metal bars in Jersey. We weren’t the best band around, but we had tons of fun. Many years later, I formed another band with my two sons. We played at a rocking club called Nelling’s Basement.

After I began teaching, I began noticing similarities between the classroom and the stage. In both cases, you have to put yourself out there. Teaching is a solo act and you’d better “have your chops,” as they say. In the classroom, you can’t hide behind your bandmates, and you see the reaction of your audience pretty quickly. You need to know your material. Our first gig as a band was playing for 10 kids on a rainy Saturday at the King of Prussia YMCA. My first gig as a professor at Drexel was teaching six students in a room in the basement of the CAT building. Both venues were modest, but I made the best of it.

Just like in rock and roll, you need to *connect with your audience*. Sometimes you need the sultry voice of Van Morrison and other times you need to scream

“Yeeaaaahhh” like Roger Daltrey in *Won’t Get Fooled Again*. When you go to a concert, you know that the band has played somewhere else the night before, and will play somewhere else tomorrow night. But they are playing for you tonight. Each time I teach a course, I want my students to feel special, because they are special.

Life is a collection of experiences. We all need to have fun and make memories. If you want to form a band, do it. If you want to teach, do it. Whatever you do, be the best you can, turn your amp up to *eleven*, and rock on!



Edward Nelling, Ph.D., is a professor of finance at LeBow College who survived the topsy-turvy world of heavy rock to become an expert in investing, corporate finance and real estate finance. His T.O.P. is still abnormally high, though.

Nelling



Circa 1983

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~ Erik Sermarini '93
and Cathy Meehan Sermarini '92

HOT-DOGGING IT



32nd Street,
circa 1980
(photo credit: Drexel
University Archives)

Joseph Master

In 1980 the empire struck back, a gipper beat a peanut farmer in a landslide presidential victory and we bid an untimely adieu to Beatle John. It wasn't easy, but we tried. *Airplane!* taught us all to steer clear of the fish, and Pacino introduced us to his little friend.

Here on Drexel's campus, a whole pizza could be had for \$1.95, and a Big Dragon with Cheese (we're guessing this was a burger, because Dragon meat is make-believe) cost just \$1.40. An editorial in *The Triangle* railed against

a \$0.20 fare hike on SEPTA bus and trolley lines. Another op-ed grumbled that despite a stacked Philadelphia Phillies roster, the team would "melt come championship time."

We know what you're thinking. Surely we can't be serious. We are serious. And don't call us Shirley.

In the spring of 1980, food trucks were thriving on Drexel's campus. Hoping to get in on the action, Drexel began slinging its own franks from a stand near the volleyball court adjacent to the Creese Student Center. Yes — the University went head-to-head with the hard-working vendors who lined 32nd

Street in what is now Perelman Plaza. (One such vendor, sporting pigtails and a righteous jean jacket, is pictured above selling a pretzel to Peter Scolari from *Bosom Buddies*). A May 9 editorial in *The Triangle* declared: "Are we in the business of selling hot dogs, or educating tomorrow's professionals?"

It seems very amateurish for a University or an established food service ... to go head-to-head with an independent hot dog vendor."

Score one for the rebel alliance. 



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