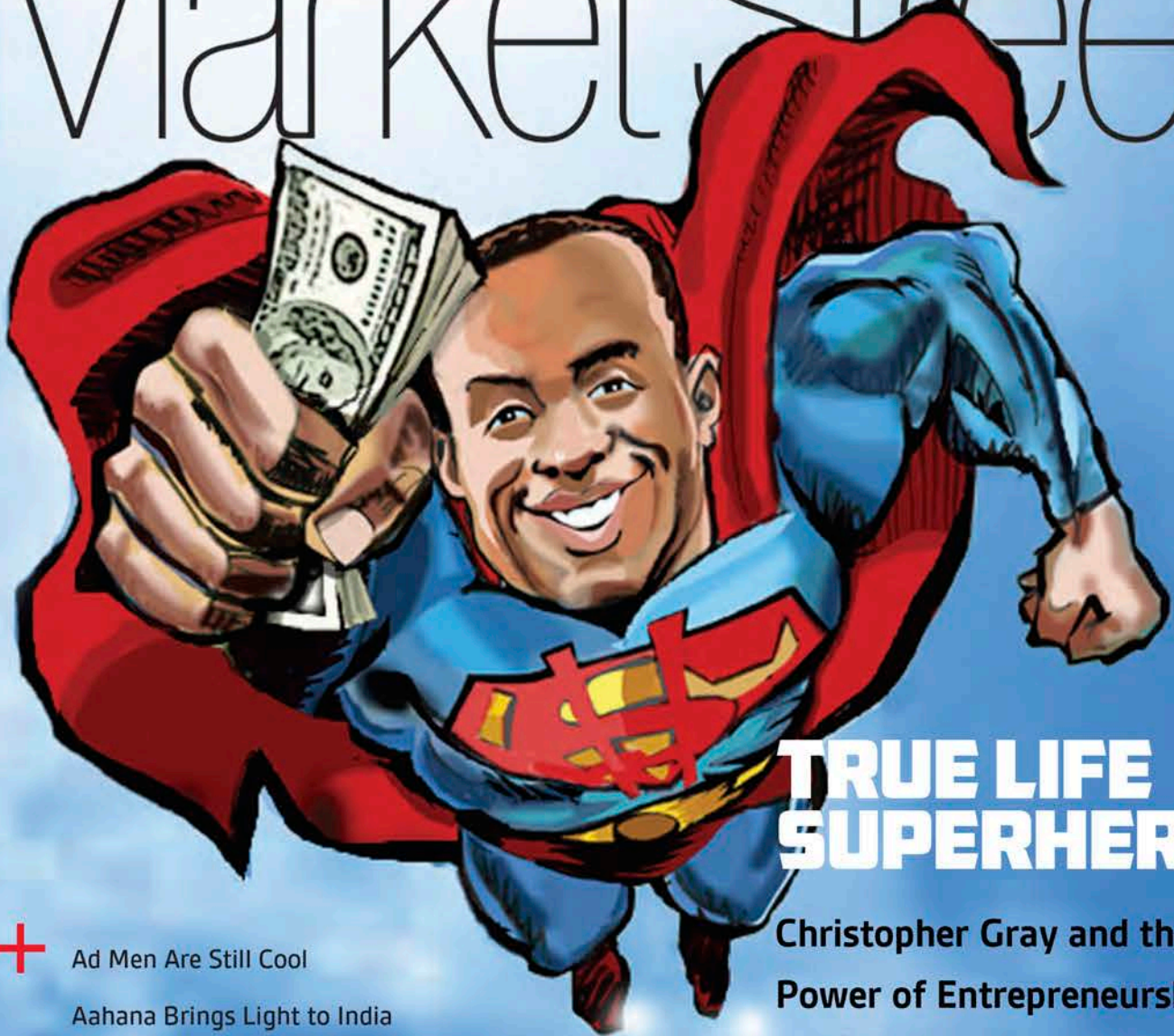


The Magazine of Drexel University's LeBow College of Business

# Market Street



## TRUE LIFE SUPERHERO

Christopher Gray and the  
Power of Entrepreneurship



Ad Men Are Still Cool

Aahana Brings Light to India

Trending Now: The Navy Yard

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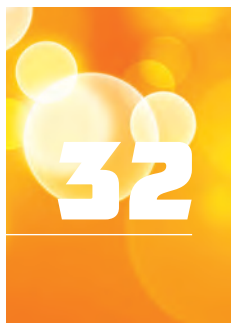
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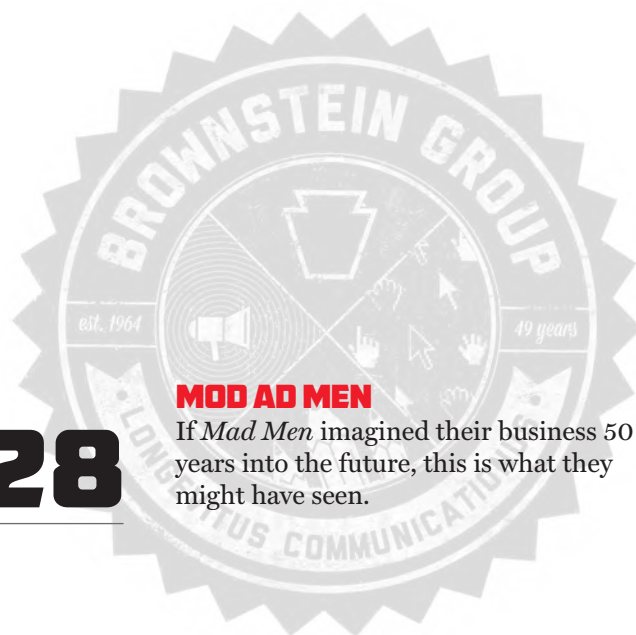


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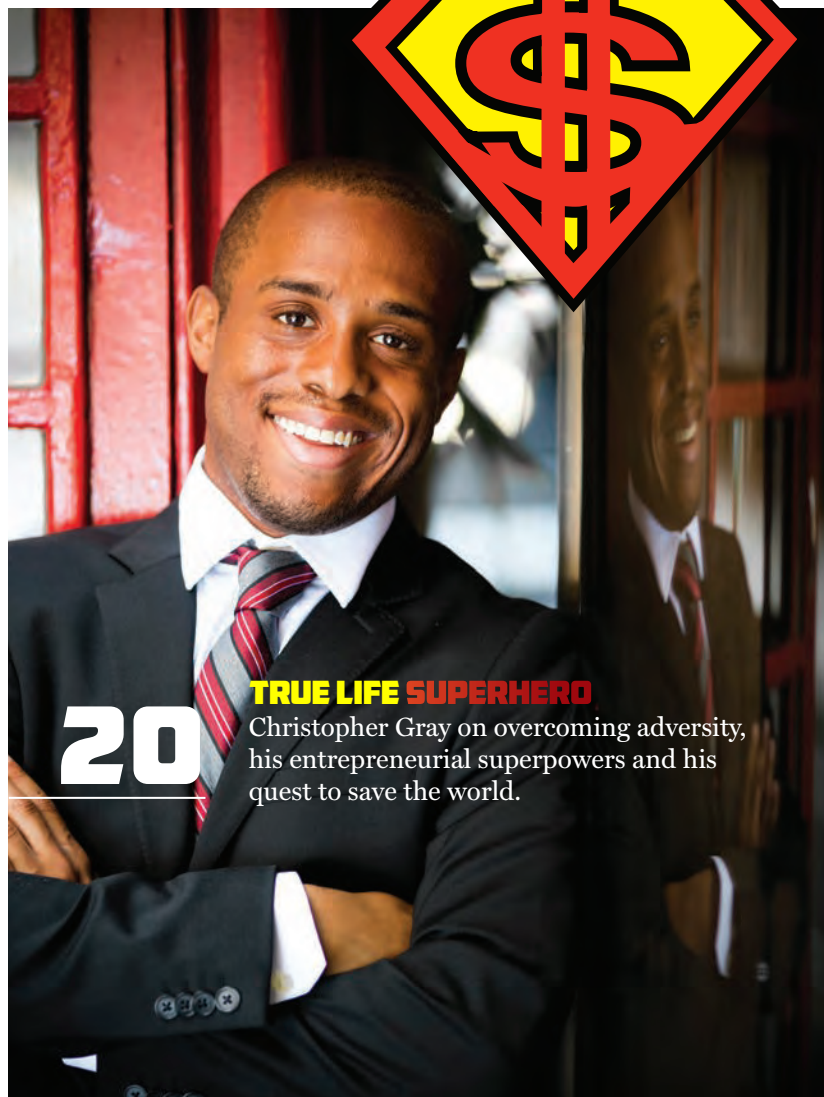
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If *Mad Men* imagined their business 50 years into the future, this is what they might have seen.

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### TRUE LIFE SUPERHERO

Christopher Gray on overcoming adversity, his entrepreneurial superpowers and his quest to save the world.



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on this issue?

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### **The Dogs Were Dirk's!**

Having been away from Philly and living in Texas for 25 years, I devoured (pun intended) the foodie issue! My greatest interest was with the article on Honest Tom's food truck. I frequent Austin, Texas, quite often as it's only a three-hour drive from Houston, and food trucks (allegedly) started in Austin. I will make it a point to take my wife, a native Texan, to 33rd and Arch when we travel to Philly for the Gerri C. LeBow Hall dedication.

One small correction regarding Joseph Master's story on hot dog vendors ("Hot-Dogging It," page 40): The truck in question, Dirk's Dogs, was actually owned and run by two undergraduate members of the Sigma Pi fraternity. It was a huge hit for about a year (1979), and then ran afoul of the city's License and Inspections Department. Can't say I ever remember it being parked beside the old volleyball courts across from what was then GE, but for 50 cents you got a massive hot dog with all the trimmings.

In fact, when I lived on campus at the old Sammy House (3411 Powelton Ave.) my typical breakfast was a hot dog, a soft pretzel and an iced tea for \$1.50. Of course, mugs of beer at the Jail House were a quarter, but that's another story...

**ROBERT GRONWALDT '82**, CRMA CCSA  
CFS AIC, LEAD AUDITOR, STATOIL GULF  
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### **On Target**

The summer issue of *Market Street* is excellent — and relevant, timely and fun!

As an alumnus of the College, I am totally impressed. This was my first exposure to the publication and the focus on "food, coffee, wine, music and a healthy political debate" was on target and fun to read.

Keep up the excellent content, and I look forward to the next issue.

**BILL FAUST '72** PARTNER AND GM, WCF  
COMMUNICATIONS LLC

## MARKET STREET

Fall 2013, Vol. 2, Issue 4

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## EXECUTIVE EDITOR

Mark Eyerly

## EDITOR

Lisa Litzinger-Drayton

## ASSOCIATE EDITOR

Joseph Master

## ART DIRECTOR

Susan Rinaldi

## DESIGN

Zac McGroarty

## CORPORATE COMMUNICATIONS

Leda Kopach

## MARKETING

Yael Branscom

## PHOTOGRAPHY

Michael Branscom

Shan Cerrone

Zac McGroarty

Susan Rinaldi

Shea Roggio

## DEAN

Frank Linnehan, Ph.D., Interim Dean

## DEAN'S CABINET

Lisa Bogan, Exec. Dir., College Relations

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Brian Ellis, Assistant Dean

Mark Eyerly, Exec. Dir., Communications

Paul Jensen, Ph.D., Associate Dean

Christopher Laincz, Ph.D., Dir., Ph.D. Program

V.K. Narayanan, Ph.D., Associate Dean

Ron Nordone, Assistant Dean

## COMMENTS?

Email: [MarketSt@lebow.drexel.edu](mailto:MarketSt@lebow.drexel.edu)

Editor: 215.895.2897 Fax: 215.571.3511

LeBow College of Business Office of Communications, 3141 Chestnut Street Philadelphia, PA 19104-2875

## INSTITUTIONAL ADVANCEMENT

Christopher Brittin, Assoc. Vice President

Email: [christopher.n.brittin@drexel.edu](mailto:christopher.n.brittin@drexel.edu)

## CHANGE OF ADDRESS?

Send address changes to:

Drexel University's LeBow College of Business Office of Communications, 3141 Chestnut Street Philadelphia, PA 19104-2875

Or email: [MarketSt@lebow.drexel.edu](mailto:MarketSt@lebow.drexel.edu)

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# Falling Into Place

I love fall: the smell of the crisp, cool air; sipping hot apple cider or Oktoberfest beer. Soon, construction-paper jack-o-lanterns and hand-traced turkeys — with scribbles of color, a little glue and those googly eyes — will make their way from my preschoolers' backpacks onto our fridge. The din of a football game in the background brings a little excitement to the mundaneness of ordinary Sunday afternoons, even though in combination with playoff baseball it means I won't be seeing much of my husband for a while.

There's no better place to be in fall than a college campus. You can sense the excitement in the novel atmosphere. The fresh-faced first years, and here at Drexel, the long-lost friends who shriek at the sight of each other and embrace after a co-op cycle or quarter abroad.

Fall is always a time for reunions and new beginnings, but the opening of Gerri C. LeBow Hall marks an incredible time of transformation for the College and those of us who call it home. I love watching people's faces light up as they walk into our atrium for the first time. Beauty and architectural integrity really have quite the effect on mood!

I recently had the opportunity to scope out the freshly painted office I'll be moving into next week. It inspired me to toss and recycle much of the mess at my old desk; I even managed to purge some

of the magazines I have been hoarding for so long, because I love *this* layout or *that* theme issue. It wasn't easy, but it'll be worth it. I can't wait to decorate those bare walls and empty shelves with mementos and treasures, but I think I'll just appreciate the calm of my blank slate for a few days first.

As I peered out my fifth floor window and took in the bustling urban landscape below, I couldn't help but think about how, when I started working here six years ago in a shared office in the basement of Matheson, I never imagined that soon enough I'd be doing the job that I love from an office with a view in a modern high-rise.

Promoting this great College and telling your amazing stories was a pleasure then, and it's even better now. Am I lucky or what?

*Lisa*

LISA LITZINGER-DRAYTON | [lm164@drexel.edu](mailto:lm164@drexel.edu)



ROBB ARMSTRONG IS AN AMERICAN CARTOONIST BEST KNOWN FOR HIS DAILY COMIC STRIP "JUMP START." ORIGINALLY FROM PHILADELPHIA, HE RESIDES WITH HIS FAMILY IN LOS ANGELES.



# We've Ben Blessed

Dear Ben:

Academics are trained in the art of discourse. We read, write and offer opposing views with the goal of advancing knowledge in our discipline. This is the very nature of the academy. So, it is a rare occasion when a dean can speak with confidence and certainty on behalf of every student, alumnus, professor and staff member.

This is one such occasion for Drexel University's Bennett S. LeBow College of Business.

We thank you.

We thank you for your financial generosity, yes, but we are even more grateful for the vision that inspired your gifts and the transformation that your philanthropy has made possible.

That transformation becomes most visible with the dedication of Gerri C. LeBow Hall, our new \$90 million academic center that you lovingly requested be named after your late wife. Be assured that you and Gerri will be with us in ways that are less visible but no less significant than this building and the sign that will be displayed 12 stories above Market Street. Thanks to the impact of your leadership, we have been able to: attract an increasing number of students who are brighter and more diverse than the classes that preceded them; grow the faculty by recruiting top scholars from leading universities; and support research that ranks our faculty among the best in the world. We can: keep our curricula ahead of the curve by anticipating business needs; introduce innovative programs such as our business analytics initiatives and the one-of-a-kind C-Suite Co-op for MBA students; and engage in a growing number of global partnerships.

We know that you would be the first to say, "I didn't do this alone." That is true; the support for this College is deep and wide among our alumni and the business community. But your aspiration became the inspiration for many of those who joined you in this effort.


At last spring's topping out ceremony celebrating placement of the final structural beam for the building, we made certain pledges to you and to the University. To that list, we, the faculty, staff, students and alumni, now want to add one more pledge: that the Bennett S. LeBow College of Business will always make you proud.

Although rare in academia, with one voice we offer you our gratitude and our respect.

Sincerely,



Frank Linnehan, Ph.D.  
Interim Dean



**THANK YOU  
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## DRAGONS CHEER ON BIRDS

TWIN SISTERS AND DREXEL STUDENTS SAGE AND GABRIELLA CIFALOGGIO ARE BOTH MEMBERS OF THE 2013 PHILADELPHIA EAGLES CHEERLEADING SQUAD. THIS IS SAGE'S SECOND YEAR ON THE TEAM AND GABRIELLA'S FIRST. THEY ARE ALSO PHI MU SORORITY SISTERS AND FORMER MEMBERS OF DREXEL'S DANCE TEAM.

FLYING HIGH: **SAGE**, LEFT, IS A SENIOR DREXEL LEBOW B.S.B.A. STUDENT. **GABRIELLA** IS A SENIOR DESIGN AND MERCHANDISING MAJOR.

PHOTO BY DREXEL STUDENT SHAN CERRONE, WESTPHAL COLLEGE OF MEDIA ARTS & DESIGN

**We asked. LeBow students responded ...**

**MAC vs WINDOWS**  
What OS is your daily driver?

**49%** | **51%**  
MAC | WINDOWS

**DO YOU FACEBOOK?**  
We bet it's a complicated relationship.

**75%** | **25%**  
LOVE IT | HATE IT



## BUZZ: SILENCE IS BLISS



"AFTER BEING COMPLETELY OUT-OF-REACH FOR THE PAST TWO MONTHS — no texts, no calls, no emails, nothing — I have discovered what an iPhone enables for me. It is the substitute for face-to-face conversation; the potential death of spelling and grammar and thoughtful

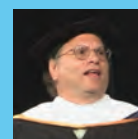
writing. It is the fear of being alone in the dark. And it is memorializing everything with an instant picture instead of using the best tool of the mind we have: our memory.

"And here is what a smartphone doesn't give: Listening. Looking at someone across the dinner

table, in beauty and love. The setting of the sun each night, the rise of the moon, the shiver of the wind. The constant celebration of the clouds. And the beauty of silence. The literal physicality of it, the spirituality of it. Whether you are 58 or 28, whether you are going out

into the world or coming back from it, you will never regret the embrace of silence. Because it is only then that you will come to learn who you are, not what you are. And it is only then you will hear the most powerful sound of all, which is your own heart, beating."

PULITZER-PRIZE WINNING AUTHOR AND JOURNALIST BUZZ BISSINGER, BEST KNOWN FOR HIS NON-FICTION BOOK "FRIDAY NIGHT LIGHTS," AT DREXEL LEBOW'S COMMENCEMENT CEREMONY, WHERE HE WAS AWARDED AN HONORARY DEGREE.



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BILLIARDS | OPEN BAR

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PRIVATE REC CENTER

CONCERT HALL

BASKETBALL COURT

SHOPPING MALL

CLASSROOM | PETTING ZOO

SKATING RINK | MOON BOUNCE

ENTRANCE MUSIC | FIREWORKS

PH.D. STUDENT CAVE



## THE COMEDY CLUB

Apparently, LeBow business faculty members do have a sense of humor. An impromptu sketch of Gerri C. LeBow Hall appeared on a white board in a temporary faculty space, which included many of these amenities.



# Ahoy, Employers

LISA LITZINGER-DRAYTON

A decade ago, at the base of Broad Street where the Schuylkill and Delaware rivers meet, a former military base sat decaying. Today, 10,000 employees are working at the Navy Yard, and more are on the way.

**D**rexel LeBow alumnus Marc Vetri '90, HD '13, is opening a new restaurant called The Brig in the old guardhouse right at the Navy Yard's entrance next spring. Vetri will also move his offices to the campus.

You could say he's following a trend started by a couple of Drexel University trustees.

In 2006, Urban Outfitters CEO Dick Hayne moved his companies (including Anthropologie and Free People) into retrofitted buildings there, becoming the site's first high-profile tenant. Three years later, then-Tasty Baking Co. CEO Charles Pizzi moved the iconic Philadelphia snack company's headquarters to the Yard.

LeBow economics instructor Steve Mullin says Urban's arrival was an especially "transformative event," after which the site's growth really took off. "It gives it a cool factor, so businesses that need the services of the new, tech-savvy, Information Age workers find this an attractive place to be."

GlaxoSmithKline is one of these businesses. Mullin says when the

company's executives toured Urban's headquarters, they were immediately sold on the site. A few months ago, the pharmaceutical company moved 1,300 employees into sparkling new glass digs designed by Robert A.M. Stern Architects (which also designed the new Gerri C. LeBow Hall). Stern's company conceived the master plan for the entire campus.

Each of the aforementioned companies employ Drexel co-ops and/or alumni, so hundreds of Drexel Dragons are among the 10,000-plus employees working at the Navy Yard on any given day.

Mullin was Philadelphia's commerce director when the Navy largely pulled out of the site in the late 1990s. The land — comparable in size to all of Center City — and all of the infrastructure were turned over to the City.

Mullin's company, Econsult Solutions Inc., calculates that those 10,000 Navy Yard jobs add up to about \$3 billion in economic activity, which translates to more than \$50 million in tax revenue for the city — with more on the way. Because the Navy Yard is a Keystone

Opportunity Zone offering a 10-year city tax abatement, these companies are not yet paying property taxes, and Mullin says once those taxes come on board, "they will be significant."

"Redevelopment of the Navy Yard strengthens the core of the entire metropolitan economy."

The Philadelphia Industrial Development Corp. issued an updated master plan earlier this year that proposes a goal of 30,000 jobs on the site, and Mullin thinks the city is on pace to meet that goal. "Overall, the development has turned out to be greater and faster than we had anticipated."

A Marriott hotel is near completion, and plans for residential housing are being proposed. Mullin says "lots of retrofitted buildings, the cool architecture, the waterfront" would make the Yard a unique residential area.

Another big idea being discussed is extending the Broad Street Subway Line down to the Navy Yard. "That would be a great catalyst" for further growth, he says.



## \_SINK YOUR TEETH IN

Forget technical jargon and bland pie charts. EXEL Magazine translates the fine print of Drexel's groundbreaking research—like one team's race to document the stunning **biodiversity of Brazil's Xingu River** before its fishes are extinct—with vivid imagery and in-depth features to show how the University's research is making a difference.



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# MAC

**I FIND MYSELF** in a strange town, and I want a cup of coffee. I see a Starbucks and some local dive. I choose Starbucks.

Here's why: When you walk into Starbucks, you know exactly what you're getting; and, they'll customize it to your taste. If they make an error, they fix it immediately. I expect a good experience right from the start.

On the other hand, the local dive might prove great, but it might serve bug-infested sludge.

Perhaps you're thinking, "risking a dollar or so on the local dive's coffee is no big deal." Sure. But when it comes to computers, it's much riskier. You could easily spend \$1,500 on some crappy PC. Perhaps for an extra \$500, you could take home a (beautiful and better-designed) Mac with similar specs.

Why do I spend more on a Mac? Because Macs are better. In fact, the quality-adjusted price actually makes the Mac the better deal. PCs can be made in any Joe's garage – and too frequently are – hence the hardware quality is a crapshoot. The Windows environment is fraught with holes and issues. Ever try to get service help for your PC? Ugh.

Furthermore, I do not need or appreciate my computer warning me at every turn about this risk or that issue. Just fix it, dammit! I'm busy with my own work. I don't have time to invest in searching for the answers to every PC/Windows security or design flaw that crops up.

This isn't a problem I encounter on my Mac. Apple takes care of maintenance and quality-control, so I am willing to pay for that. Buy a PC, and the maintenance and quality-control risks are on you. You may have paid less for the hardware up front, but over time you'll pay with time, money and frustration to keep the thing functioning and not destroying your own tireless efforts.

Mac products stay way ahead of the Windows environment in terms of innovation and user-friendliness. I blame the PC/Windows marriage from hell.

The Justice Department brought an anti-trust suit against Microsoft for abusing its market power to kill off Netscape (which it did successfully). One of the punitive options in front of the Justice Department was to break Microsoft up into two companies: operating system (Windows) and software (MS Office).

Had the Justice Department gone with that option, the software would have been thrown into a more competitive environment. But it didn't, and as a result the Office Suite has not evolved much.

Some complain that Apple excludes other products from seamless integration with its own. Sure, that may be true, but for me it isn't a problem.

After falling in love with my 4-year-old MacBook Pro (which I'm using right now), I got a Mac desktop for my home, another for the office, and I just added the iPhone.

Digital bliss.

**CHRISTOPHER LAINCZ, PH.D.**, IS DIRECTOR OF LEBOW'S PH.D. PROGRAM, AND IS AN ASSOCIATE PROFESSOR IN LEBOW'S DEPARTMENT OF ECONOMICS AND INTERNATIONAL BUSINESS. HE'S ACTUALLY PRETTY DOWN-TO-EARTH FOR A MAC-TOTING ACADEMIC.



**CHRIS**  
**"MAC MASTER"**  
**LAINCZ**



# Mac or a PC?

## PC

**I BUY MY CLOTHES** at Boscov's, not Boyd's; my cars at Toyota, not Lexus; my coffee at Wawa, not Starbucks.

And I buy my computers and peripherals anywhere that is not Apple.

My relationship with the material world comes down to three things:

- Practicality: Do you do what I need you to do?
- Price: Am I getting the most for my money?
- Principle: Do you really think I care what my purchase says about me as a person?

No, I do not.

Unless it says that I am not gullible enough to pay a premium for a brand name that makes me look cool, cocky and carefree. I'm not any of those things, and no brand will make it so.

Apple and its sycophants are just too arrogant for me.

It starts with the closed architecture that screams "no one can do it as well as we can." Right. Which is why Apple only has about 12 percent of the PC market share in the United States. Sure, every PC now uses the Apple-led graphic interface, but the vast majority of consumers choose the Microsoft version. Some of us still use keyboard shortcuts to avoid having to

reach for a mouse. We know how to delete a file without dragging it into a trash can. Our computers are tools, not fashion statements.

PC users have more software choices, more hardware choices and better gaming experiences. PCs are easy to build and upgrade. They are much less expensive. They are not immediately rendered obsolete by the next big Apple product. I am typing on a Logitech keyboard and viewing what I type on an LG monitor; I will print this piece out on an HP printer for proofreading; everything is working great with a Dell computer. And I had to stop and look up the brand name on each device, because I couldn't care less.

I work with a designer — that's right, a graphic designer — who figures one could build a PC to match Apple's premium tower computer for about \$1,500 less than what Apple charges; or, as he put it, "another computer and a half. One could argue that's the price for putting it all together, but seriously, putting a computer together is just plugging things in. It's harder to swap a tire on the highway."

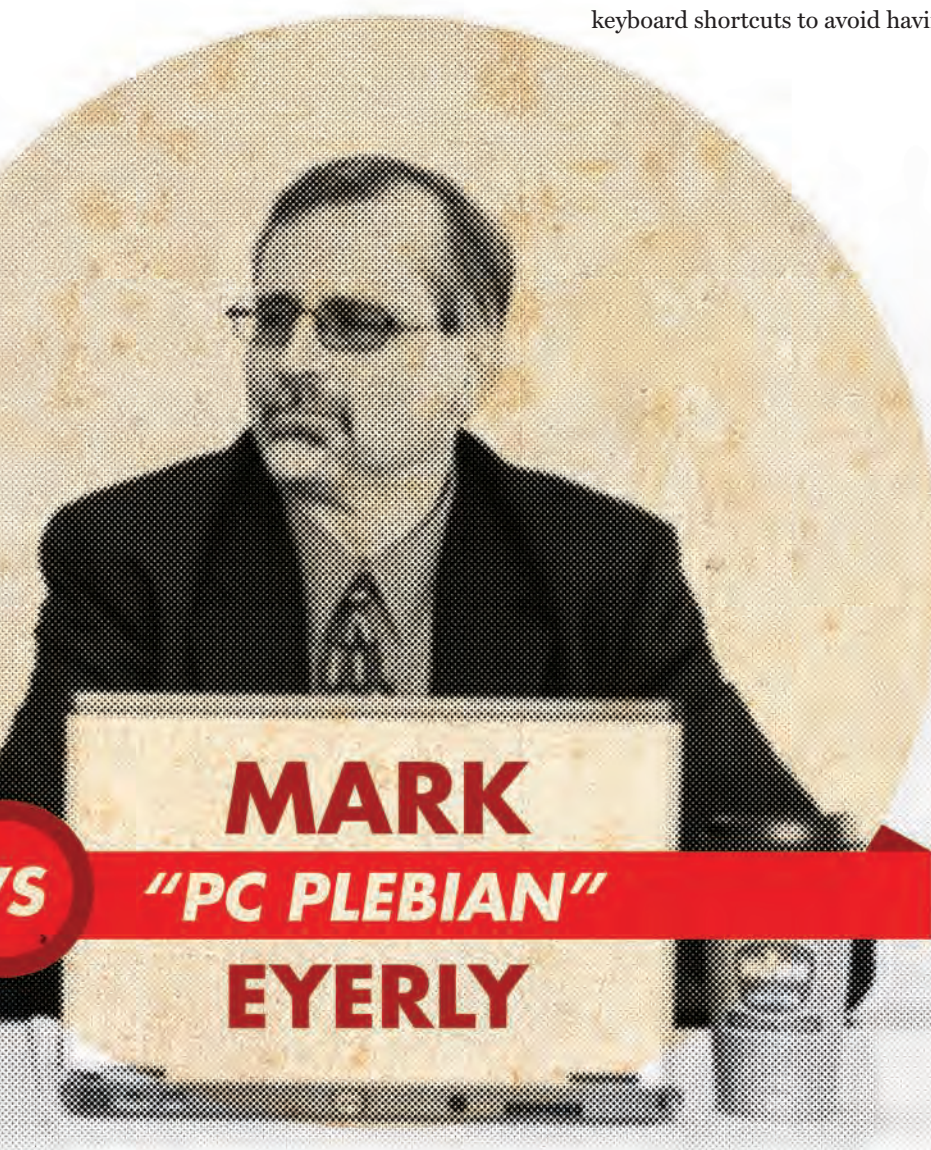
And here's the clincher. Microsoft Office. Period. End of debate.

I will give the Appleheads this: An i-anything ingrates better with i-everything than do products from competitors. Sell your soul to Apple if you must, but my Samsung more than holds its own against your iPhone, and I love my Kindle Fire.

Oh, yeah, about that Kindle Fire. I know Amazon discounts the device as a loss-leader to lock me into becoming an Amazon customer. But my Kindle apps work great on my Dell PC and my Samsung phone. To me, Apple is aristocratic; Amazon, working-class.

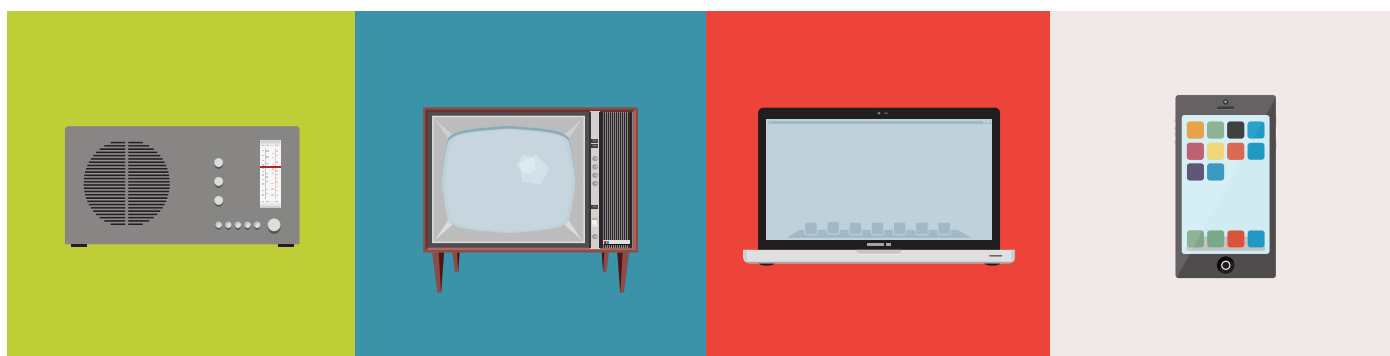
Now, if you'll excuse me, I just glanced at my Timex and see that it's time for lunch. I'm off to Wawa.

**MARK EYERLY** IS DREXEL LEBOW'S EXECUTIVE DIRECTOR OF COMMUNICATIONS. IN FACT, HE COINED THE NAME "DREXEL LEBOW." HE'S NOT ACTUALLY AS UNCOOL AS HE WOULD HAVE YOU BELIEVE.



# The Medium Is the Message

JOSEPH MASTER



## mar•ket•ing

*noun* \ˈmär-ke-tīŋ\

1

*a:* the act or process of selling or purchasing in a market

*b:* the process or technique of promoting, selling and distributing a product or service

2: an aggregate of functions involved in moving goods from producer to consumer

## Let's see what Professor Larry Duke has to say about that.

**W**elcome to Marketing 301 with Professor Larry Duke. Today is the first day of class, and I've parked it in the back of Nesbitt Hall's Stein Auditorium to experience day one of what for many students will be a first foray into the world of marketing. What is marketing anyway? Informing consumers of products and services, right? Is it the mechanism? The message? Or something more complex?

The auditorium fills up fast. Duke takes the massive stage and welcomes the class. He begins pacing. He is an excellent pacer. In fact, for the remainder of the class he only makes his way to the podium at stage left to change a couple of simple slides on his laptop. This is no PowerPoint affair. It's meant to be a discussion.

"Whether you're pursuing marketing as a career, or if this is the only marketing course you take, you will still get the same takeaways," Duke says. "Why? Because no matter where your interests lie, we all have to market."

Duke has a soft, warm Midwestern inflection that invites you in for dinner. For instance, when he says "value" he stretches the vowels to the point of onomatopoeia.

On the topic of value: "Marketing is more than profits," Duke says as he paces right to left. "It's how they relate to the employees, stakeholders and society. That is the value. It's the core of business."

Marketing is a set of processes, he says. It's about creating, capturing, communicating and delivering value.

Later, after the class has cleared

out, he will tell me that he also values the potential for his students to gain new perspectives in providing value to themselves. He's aware that the room is peppered with future business owners and executives. Perhaps even a few budding academics who will teach a similar class one day. He gets a kick out of changing their perceptions.

He begins class with a Marketing IQ Test, which is really just an opportunity to ask students what they know already — to show them how pervasive marketing really is.

- What is the largest subculture in the U.S. population? Hispanics! Queue a discussion about the value of demographics.
- How much cash did a 30-second spot cost during Super Bowl XLVI? \$3.5





*“Each question is an opportunity for dialogue. But Duke’s ace in the hole is his ability to pepper his marketing message with personal anecdotes.”*

million. And how many Super Bowls made the top 10 list of most watched TV broadcasts in American history? All 10. Now that’s value.

Each question is an opportunity for dialogue. But Duke’s ace in the hole is his ability to pepper his marketing message with personal anecdotes. He doesn’t do it in a way that screams narcissism. It’s more humble charm. It’s, well, marketing.

For instance, did you know that Gerber baby food failed when it was introduced in Africa? Why? Because the labeling — featuring that cherubic infant — was taken too literally. As in: this jar is full of babies. This gets a laugh, despite the gruesome image. Marketing fail, right? Absolutely.

But did you also know that Professor Larry Duke was a Gerber Baby? That a

picture of rosy-cheeked Baby Duke once appeared in a psychology textbook that caught the eye of Gerber? Turns out Baby Duke became a top 10 finalist for the Gerber Scholarship Competition. He didn’t win top honors. But he did get a scholarship for \$50.

“That’s why I’m here teaching and not in Hollywood,” he says.

He gets a few laughs and flashes a smile. He gets more laughs when he says he had to market to his wife to get her to marry him. He doesn’t elaborate. It’s enough to simply say it happened.

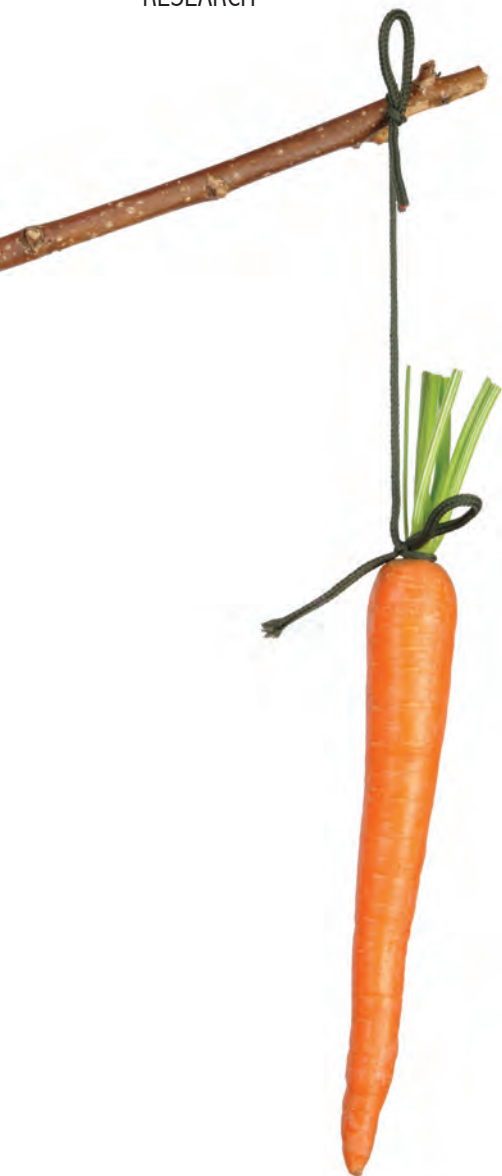
Duke tells anecdotes full of pop culture references — including *Seinfeld*, Joe Camel and HBO’s *Vice* — during what he calls Marketing 301 Jeopardy, a kind of open-ended quiz that he also uses as a mechanism to take attendance. Students

must hand in their quiz sheets before they leave class. He tells them the answers. It’s the dialogue that matters.

**“That’s why I’m here teaching and not in Hollywood”**

“You’ve been a really good group today,” Duke says.

As the students place their Jeopardy sheets on the table in the back of the auditorium and file out the door, I wonder if they are aware that they were just marketed to. And I wonder if Duke wonders the same thing. But he’s still on stage answering questions for a line of students, greeting each with a wide smile. Now *that’s* marketing.



# How to Successfully Recruit Millennials

**T**rying to hire the best and brightest between the ages of 21 and 31? Your website better convey both style and substance, Jonathan Ziegert says.

Ziegert's research shows that the millennial generation goes to company websites when assessing prospective employers, and may be quick to judge based on what they see there. A poor website can discourage them from even joining the applicant pool, he says.

"This generation grew up with the Internet. They assume that if the look and feel of your website isn't user-friendly, or it's difficult to navigate, your company isn't technologically savvy," Ziegert says.

As for substance, one important piece of information Millennials look for is what you have to say about work-life balance. "Salary is important to Millennials, but they tend to rank work-life balance very highly as well," Ziegert says.

Other things Millennials will be looking for on your website include key factors of the job beyond the traditional aspects. "Millennial workers are seeking

jobs that offer variety and provide them with meaningful work and skills that will come in handy across a variety of domains. They're also determined to find a great fit, so it's very important to clearly highlight your values and goals, and make sure your website is a good representation of your company."

**JONATHAN ZIEGERT, PH.D.**, IS AN ASSOCIATE PROFESSOR OF MANAGEMENT AT DREXEL LEBOW. HIS PAPER, TITLED "WEB-BASED RECRUITMENT IN THE MILLENNIAL GENERATION: WORK-LIFE BALANCE, WEBSITE USABILITY, AND ORGANIZATIONAL ATTRACTION," WAS PUBLISHED IN THE *EUROPEAN JOURNAL OF WORK AND ORGANIZATIONAL PSYCHOLOGY*.

## Seven Common Follies Threaten Strategic Success

{ Management Mistakes to Avoid }

# 1

**Acting like a frog in the well.**

What you know is not all there is. A common mistake is seeking insights only from existing customers.

# 2

**Slaying Genghis Khan's hawk.**

The warrior killed the bird that saved his life. Be sure to comprehend the situation before you undertake action.





## MCCULLOUGH: ECON JOURNALS MUST DEMAND DATA AND CODE

**A** decade ago, he co-authored a report that was published in the prestigious *American Economic Review* (AER) about how half of the authors of quantitative papers in a previous issue failed to abide by the journal's requirement to supply their data and code, when requested, for replication. The report led now-Federal Reserve chairman Ben Bernanke, who was AER's editor in 2004, to step up enforcement of the journal's replication policy.

However, beyond that, little else has changed in the world of economics research; AER's policy is the exception, not the rule.

Data and code archives should be mandatory for all scholarly journals, McCullough recently told *The Wall Street Journal*, which published an article about his crusade. He says that out of hundreds of economics journals, he's only aware

When a graduate student at the University of Massachusetts Amherst recently found a spreadsheet error in the data provided with an influential 2010 paper on government debt, professor Bruce McCullough wasn't surprised.

of five that require authors to provide data and code.

"To rely on the results of a paper when the results cannot even in principle be verified assumes that the authors are infallible," McCullough told the *WSJ*. "And we're all human. So, simply because we're all human, any article should have its data and code made available ... so other people can check that no mistakes were made."



**BRUCE MCCULLOUGH, PH.D.**, IS A PROFESSOR OF DECISION SCIENCES AT DREXEL LEBOW.



# 3

**Mistaking a piece of rope for a snake.**

In Hindu philosophy, this represents accepting a false but convincing perception of reality. Make your underlying assumptions explicit.

# 4

**Not chasing Gretzky's puck.**

Like hockey legend Wayne Gretzky, do not chase the puck but anticipate where it will be. Craft alternative futures and work backward to understand your options.

# 5

**Expecting a dog to fly.**

Personnel decisions are often wrongly made on the basis of whom we know rather than who can do the job.

# 6

**Communicating in one direction.**

Just because management repeatedly asserts its strategic intent does not mean it has been understood or accepted.

# 7

**Failing to critique the emperor's new clothes.**

Insist on early indicators of progress in strategy execution. Embrace uncomfortable news and adjust.

FROM "SEVEN MANAGEMENT FOLLIES THAT THREATEN STRATEGIC SUCCESS," BY V.K. NARAYANAN, PH.D., ASSOCIATE DEAN FOR RESEARCH AT DREXEL LEBOW, AND LIAM FAHEY, EXECUTIVE DIRECTOR OF LEADERSHIP FORUM INC. THE ARTICLE APPEARED IN THE *JOURNAL STRATEGY & LEADERSHIP*.

# MBA's Geek it Out at Philadelphia Theatre Company

Where they clever enough? Oh, yes, they were!

MARK EYERLY



**ON A THURSDAY MORNING IN JUNE,** executives of Philadelphia Theatre Company took the stage at their Suzanne Roberts Theatre and asked 100 MBA students for their best advice on challenges common to regional theater companies nationwide.

Those challenges included increasing the subscriber base, creating and strengthening affinity group relationships, and leveraging the venue to generate additional revenue.

Oh, and one more: recommendations on marketing a specific production, in particular this winter's staging of "Nerds," a musical comedy that follows the lives of Bill Gates and Steve Jobs as they rise from garage inventors to billionaires.

By Sunday morning, when the students took the "stage" at Drexel LeBow's Pearlstein Learning Center, the executives were presented with a recommended branding strategy and

an idea for a television commercial; expressions of interest from local artists to display their paintings in the theater's lobby on a consignment basis; an offer of pro bono assistance from a web designer; and a 75 percent discount on development of a mobile app.

And much, much more.

So much more, in fact, that theater President Priscilla M. Luce and her colleagues were astounded at how quickly and thoroughly the students gathered and





analyzed data, and insights they included in their myriad of recommendations.

“Almost overnight you became experts in our business,” Luce told the students. To which the students could have replied: “That’s because we didn’t sleep much last night.”

The project served as the midpoint residency for students in the online and accelerated MBA programs. Lead instructor Chuck Sacco MBA ’06, a technology entrepreneur, greeted the students Thursday morning with these words: “You are no longer students. You are part of a consulting firm that is pitching this client for business. And that is exactly how you are going to be treated, beginning right now.”

Prior to their arrival, the 100 students were assigned to one of three consulting teams. The first morning consisted of lectures on nonprofits, marketing, team effectiveness and the validating of assumptions. Then each team determined how to select its own CEO, name project leaders and assign team members to one of four projects. Lunch was barely over before the student-consultants dispersed into the streets of the city to interview hotel concierges and coffee shop baristas, took their laptop computers into quiet corners to create online surveys of prospective theatergoers, and worked the phones with everything from corporations to retirement communities and churches to find potential affinity partners.

On Saturday, the instructors interrupted each team, demanding to see their Sunday morning presentations immediately.

“Nothing in the real world goes exactly as planned,” says co-instructor Matt Kletzli MBA ’09, a multinational leader with AIG Property and Casualty. “Handling the unexpected adds a whole new layer of learning. And I just like messing with their heads.”

One team responded to the interruption by beginning to describe its presentation. “Nope,” said Sacco. “We don’t want to hear what you’re going to do. We want you to do it. Now.” Another delivered its presentation masterfully without the benefit of a slide presentation; that work had only just begun.

“I pitch a lot of new business and don’t usually get the benefit of finding out what tipped the scales in favor of one agency or another,” says student Mary Kate Lo Conte, who is director of account service at The Merz Group, a branding agency. “The residency was challenging and intense. I will be able to use what I learned in my work.”

The winning team (as selected by the client) tagged themselves “Baldwin Consulting Group” and offered recommendations for merchandising, social media, production marketing, diminished rehearsal costs and space-rental income. This is the group that produced a video commercial and — in the eyes of Luce, the theater’s president, Sara Garonzik, the executive producing director, and Amy Lebo, the director of marketing and communications — united the recommendations within a brand strategy that captured the essence of Philadelphia Theatre Company’s mission: to produce, develop and present “entertaining and imaginative contemporary theater focused on the American experience that ignites the intellect and touches the soul.”

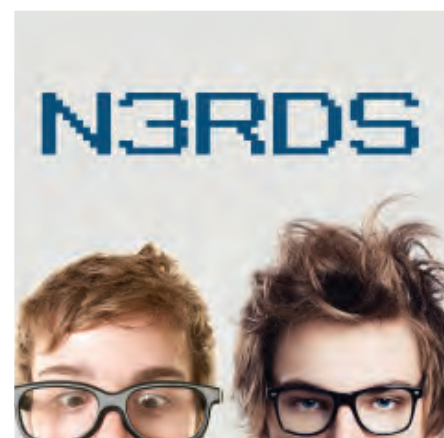
The Baldwin Group condensed that mission into the brand statement: Are you enough?

Are you smart enough?

Are you sexy enough?

Are you different enough?

Regardless of whether the theater company adopts the slogan, on this extended weekend it was savvy enough to win it all.



FROM “NERDS,” PLAYING NOV. 29 TO DEC. 29, BROAD AND LOMBARD STREETS. BOOK AND LYRICS BY JORDAN ALLEN-DUTTON AND ERIK WEINER AND MUSIC BY HAL GOLDBERG.

#### JOBS

My first product is like tangerine-colored crack

It’s shaped like an egg and it’s called the iMac

It has iLife, iMovie, iPhoto

iWin, you just got humped like Quasimodo

#### GATES

You think that’s Mac, it’s more like iWack

The Jetsons called they want their toaster back

I’m snorin’ ‘cause all your stuff’s borin’

Check out my browser - wowser - I’m Internet explorin’

I’m like the Magellan of h-t-m-I’in

You’re just a hippie whose armpits are smellin’

#### JOBS

I may be a hippie but I still get laid

Face the music, you should be afraid

The iPod, boom! Recognize this tune?

You just got played

# ABOUT-F.A.C.E.

A former charge-card hawker  
founds a nonprofit devoted  
to financial literacy

LISA LITZINGER-DRAYTON



**C**hris Palermo estimates that he recruited more than 20,000 people to sign up for charge cards — most of them college students — while working at his first job out of college for a credit card company.

Years later, he began to experience a tinge of regret when he became a mortgage broker and found himself turning down 20-something after 20-something because they had too much debt to qualify for a mortgage.

“I’d ask, ‘How did you get all this credit card debt?’” Palermo says, and the answer was usually that they used it to buy a better lifestyle in college than they otherwise could have afforded. “It made me wonder: Didn’t anyone ever teach them about this in high school?”





A few times, he actually asked; and sure enough, the answer was always no. “They would say, ‘I wish somebody had told me.’”

Palermo decided to become that somebody.

Credit card companies used to recruit new sign-ups on college campuses. That practice was outlawed several years ago.

Palermo says it was effective. “For example, if we were working a Penn State football game where Penn State was playing Michigan, we would bring a



bunch of blue and white T-shirts that said ‘Beat Michigan.’ They were specifically created for the event we were going to sell at.”

Nowadays, Palermo says the companies still market effectively to college students by recruiting them just off campus and through other targeted techniques.

He founded the nonprofit F.A.C.E. — the Foundation for Adolescent Credit Education — to warn teens (seventh grade through first-year college students) about these tricks and to teach them the importance of creating and maintaining a high credit score.

Tricia Robak, a Drexel LeBow associate clinical professor of finance, is on the board of F.A.C.E. and teaches some of the seminars.

“Pennsylvania does not require financial education for high school students,” she says. “Most students have an idea of what credit cards are, but most don’t understand how much you can damage your credit score, or that if you don’t have a high credit score, you end up paying a lot more for your mortgage.”

Robak says, especially for the younger students, they stress the mantra “cash

is king,” and warn them to only bring as much money as they need for the item they intend to purchase, to help avoid impulse spending.

They tell the older students that they should consider getting a credit card so as to establish a credit history, which will eventually help them get a mortgage or a business loan. But they warn them to treat credit cards as a last resort — perhaps for an emergency — and to pay them off every month.

F.A.C.E. also stresses the importance of saving. “I try to do a lot of exercises to help them understand how if they start saving at a young age, their savings will grow over time,” Robak says.

Participating schools don’t have to pay for F.A.C.E. workshops, but many make a small donation to cover the cost of materials — mainly, the cost of printing the financial literacy workbook that Palermo created for his workshops. He also raises money through grassroots fundraising methods such as raffles and dinner events, as well as through its website. F.A.C.E. is fully a volunteer effort.

FOR MORE INFORMATION, VISIT [FACEFORSTUDENTS.ORG](http://FACEFORSTUDENTS.ORG).



True-Life

# SUPER


LISA LITZINGER-DRAYTON

Last summer, Drexel's entrepreneur community was abuzz with excitement over a big announcement from Josh Kopelman. His investment company, First Round Capital, was establishing a Dorm Room Fund, in which a team of student analysts from the University of Pennsylvania — his alma mater — and Drexel University would assess student startups and award \$10K-\$20K investments to the most promising among them.

Now-junior Christopher Gray knew he had to apply to become a member of the investment team. Sure, he had a great resume, boasting prestigious scholarships, the two nonprofits he had founded and good grades. But there was stiff competition over a small handful of spots.

He was *elated* when he learned he landed one of them.





# HERO

## CHAMPION OF THE OPPRESSED, SAVING THE WORLD ONE PROJECT AT A TIME

Gray always knew business would be his major, but mere weeks into his first co-op at Fannie Mae, he realized corporate America wasn't where he belonged. He was there during a tumultuous time, including a big round of layoffs. And it seemed to him like there were too many rules.

His entrepreneurial spirit would not flourish there, he reasoned. He dropped his concentration in finance and decided to focus exclusively on entrepreneurship.

While he was waiting to hear back about his Dorm Room Fund Investment Team application, he was already in the middle of developing his own dorm room startup. He identified a problem: Thousands of scholarships go unclaimed every year because no one with the right qualifications applies for them. He set out to solve it by creating an app called Scholly.

The idea was to quickly and painlessly connect qualified scholarship seekers with the right scholarships. He recruited two co-founders — Drexel engineering alum Nicholas Pirollo '13 and fellow Coca-Cola Scholar Bryson Alef, to handle the technical side, while he personally sifted through *thousands* of scholarships to include in the app's search engine. "It was kind of a Steve Jobs move, because I knew exactly what I wanted," Gray says.

Working part-time, he and his co-founders brought Scholly to market less than six months from the idea's inception.

People often ask him why he created an app as opposed to a website. "Everything is mobile these days. Most people, especially students, spend more time on their phones than on a computer," he says. "More importantly, there are a lot of inner-city students who have smartphones but do not have access to a computer. These are the students who need scholarships the most."

It's priced at only 99 cents because he wants to keep it accessible to as many people as possible.

Since hitting the market last spring (it's available through the App Store and Google Play), the app has been downloaded thousands of times. Scholly reached profitability within the first couple of weeks.

"College tuition is one of the biggest issues in the country now. That's why we were featured in *USA Today* and on the front page of the *Inquirer*." He's also received coverage from Fox 29 news, WHYY, and the *Philadelphia Business Journal*.

Gray credits his role on the Dorm Room Fund's investment team with helping him to develop the confidence and knowledge he needed to turn his idea into a successful company.

"We look at lots of student-run startups. It gets us on the other side of the table. And we learn a lot from Josh and the other partners. When it comes time to vote on which startups to fund, our decisions are autonomous. They give us that freedom, which is amazing."

But the brilliant idea for this app came from his own life experience — a world away from Drexel University and the Dorm Room Fund — back in his hometown of Birmingham, Ala.

When it came time for Gray to apply to college, some people tried to persuade him to limit his options to local colleges with the absolute lowest price tags. Gray ignored them. His mother had inspired him to value knowledge and learning, and he was determined to create his own opportunity for a top-notch education.

During his freshman year, a chance meeting with a girl who had won the Gates Millennium Scholarship planted the seed. He decided to make an all-out effort to win as many scholarships as he could. Relinquishing time with friends, Gray spent many afternoons searching the Internet for scholarships, filling out forms and writing and rewriting essays (“the most important part of the application process,” Gray says) with the help of his AP literature teacher.

In the end, he applied for 72 scholarships. He was awarded 34, including two of the most prestigious in

the country: he’s a Coca-Cola Scholar and a Gates Millennium Scholar.

The value of his scholarships adds up to \$1.3 million. News outlets started calling him the “Million Dollar Scholar.”

Without these scholarships, his future might have been uncertain. Gray was born to a young, single mother in Birmingham, Ala. Life was already hard enough before she lost her job during the economic downturn – just before it was time for Gray to begin applying to college. Adversity like this can prove insurmountable to mere mortals.

You see, Gray isn’t one of them.



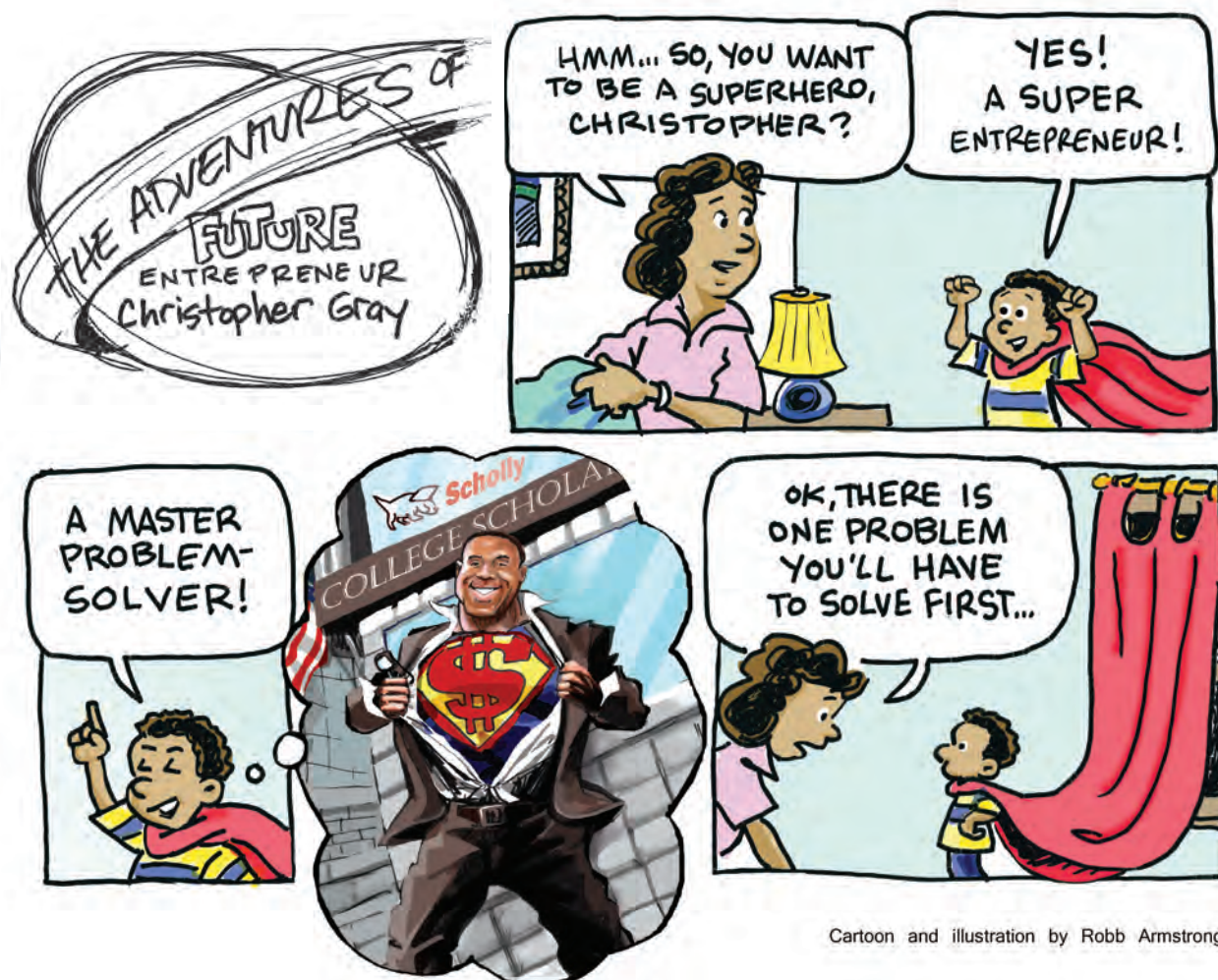
Gray has a really big imagination. Inspired by his love of DC Comics, he always imagined himself a superhero.

Sometimes, truth is better than fiction. Today he’s a Drexel student with a national reputation for making the impossible possible.

He’s been laughing in the face of adversity his whole life. For starters, where he comes from, being smart isn’t cool. “The culture glorifies people in the entertainment industry above intellectualism. This was something I had to battle.”

But from Gray’ perspective, many of his peers had it worse: those who did not have family support in terms of their academics. Gray’ mother rejected the notion that school wasn’t important and pressed him to deliver good grades, which he did.

“My mom is Superwoman,” he says.



Cartoon and illustration by Robb Armstrong



She sent him to a magnet high school, which was more academically challenging than the regular public high schools in Birmingham, but still plagued by the problems common to underfunded schools like out-of-date textbooks and underfunded student organizations. He was savvy enough to look outside his school for opportunities that would open up doors to him in the future. For example, at one point he set out to do some volunteer work, for the dual effect of satisfying his interest in making a difference in his community and to increase the caliber of his future college applications.

However, he discovered volunteer opportunities in the city of Birmingham were not plentiful, and – ironically – he found himself having to travel to the more affluent suburbs to find opportunities.

"I can't fly. I don't have heat vision.  
But I can solve problems by being an  
entrepreneur. **That's my flight.**  
That's my heat vision. That's my cape."

This didn't sit right with Gray. And so he invoked his entrepreneurial spirit and set up his own nonprofit foundation to bring volunteer opportunities for like-minded peers into his city. He named it Genesis.

"I coordinated volunteer events, to teach my peers the value of service. There were a lot of teens who wanted to be able to do those kinds of things, but there was a lack of opportunity. Genesis really filled that gap." Events set up by Genesis benefited the American Cancer Society, the Ronald McDonald House, Habitat for Humanity and local nursing homes. Some students logged more than 200 volunteer hours through Genesis.

It also laid the foundation for Gray's future in ways he couldn't have imagined at the time.

Once he left Birmingham for Drexel, Gray didn't abandon his commitment to service. Genesis had been so successful and so fulfilling for him, he wanted to repeat the experiment – but this time at the global level.

He established the World Change Coalition, and his first project was helping flood victims in Pakistan. His enthusiasm for the project was contagious. He announced it to the Coca-Cola Scholars' network. "I went to the group, and it just spread." More than 150 students got involved. Local businesses and private donors gave money.

The World Change Coalition is still going strong. Its mission is to "use education as a platform to create the next generation of global citizens." ([legacy.worldchangecoalition.com](http://legacy.worldchangecoalition.com))

Growing up in the inner city, Gray made superheroes his inspiration. Through the nonprofits he started, his work with the Dorm Room Fund and the success of his startup Scholly, he is changing lives.

"In a figurative sense, when you are little you always think that you want to have super powers. And when I got older, in high school, I was still a comic fan, and I realized that I can have super powers. I can't fly. I don't have heat vision. But I can solve problems by being an entrepreneur. That's my flight. That's my heat vision. That's my cape."

"Scholly gives me a greater purpose," he says. "It will truly help millions of people find scholarships and help solve a really big social issue – paying for college. The fact that it is a sustainable business is an added bonus."

Since Gray was in fourth grade, people have been telling him that he would make a good politician. "I'm progressive. I like to make sure no one is being oppressed. That's the thing I'm really passionate about." He won't rule out politics completely, but says he can make a bigger impact as an entrepreneur.

"A lot of entrepreneurs think, 'How can I contribute to the world?' I think, 'How can I save the world?' I try to build things that can save the world instead of just being a part of it.

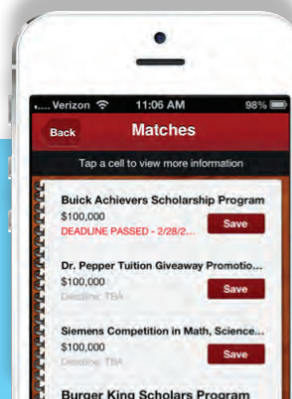
"Solving problems and saving the world is fun. It's my duty, and it makes me happy." **MARKETST**



**Scholly**

DESIGNED TO EASE THE SCHOLARSHIP SEARCH PROCESS, SCHOLLY AIMS TO FIX THE OUTDATED SEARCH METHODS THAT REQUIRE FILLING OUT LONG, TIRESOME FORMS THAT FAIL TO DELIVER RELEVANT RESULTS.

FOR MORE INFORMATION ABOUT SCHOLLY, CONTACT [CGRAY@MYSCHOLLY.COM](mailto:CGRAY@MYSCHOLLY.COM).



# The Man Who

*Loves his family. Loves his job. Breaks the Rules.*

JOSEPH MASTER





This is the story of a family man who happens to be an executive for a fruitful tech company. This man, who we will refer to as *the executive* or our *executive*, loves his wife, his two children and his job. To understand this executive, you must know this: He doesn't like many of the rules that govern the business world. There are so many rules that he never understood: the rules that say we must wear suits and ties; or that paying your dues involves an assessment of age or title.

The executive's decision-making is so methodical you wonder if he ever made a poor one. He does not claim ownership of most of his accomplishments. It has always been about the team, not the player. He loves technology. Not just the gadgets, but the idea that right now there are kids at Drexel who could one day design software that could change our lives. He can trace his life story through a sequence of defining moments. They are not linear. His eyes sparkle when he shares them. He's 45, but looks 35. He's got a strong chin and long sideburns. He's an East-Coaster who found his natural home out West. So that's where we'll begin — somewhere near the Santa Cruz Mountains in a place called Silicon Valley.

It's 1998 and the executive is about to meet his future boss during his last job interview at the tech company where he has now worked for 15 years. By now, he has proven his worth as a top man for both startups and turnarounds. This corporate world is another arena, but though, and he's not even sure he wants the job. He's already been down that road, and he'd rather lay brick than wield the

barefoot. His other hand holds a pair of Birkenstocks. Birkenstocks?

The barefoot man apologizes. He says he just needs two minutes of the CFO's time. He says to wait outside. So, the executive waits and watches their conversation through an open sliver of window. The barefoot man is talking with his hands. He's trying to convince the CFO of something. The CFO obviously disagrees. So, he gets up on the table. He's actually standing on the table. He's talking with passion — the kind of scene a man remembers for life. And just like that — poof — the CFO's demeanor changes. He's convinced. Whatever it was, the decision doesn't matter. That's how it was made.

When the barefoot man opens the door and walks past him down the hallway, he thanks him for his time and says, "He's all yours."

This moment convinces our young executive of two things: that the man who ran the company was a regular guy who didn't care about the rules he had confronted so often in his career back East; and that there was no way he could explain the moment to his future grandchildren and tell them he turned down the job.

"By then it was a no brainer," he says. "Whether we turned the company around or not, I wanted to be a part of it."

The executive graduated from Drexel with a degree in finance and accounting and four co-ops. His first co-op was at a consulting firm. His second co-op allowed him to audit different companies and learn a different skill. Tax. Consulting. Banking. Manufacturing. He

magazine in 1990, but had hit a ceiling. It was the executive's job to help manage the inevitable consolidation of the enterprise and to suggest to the shareholders that the company be broken into pieces and sold to newer, more adaptable players.

The company sold in 1997 and the executive found himself at a crossroads: go back east, closer to his childhood home in Havertown, Pa.; or go west to Silicon Valley, the tabernacle of American technology and innovation.

First, the executive went east, to northern New Jersey, to interview for a finance position with a big-name, multinational telecommunications equipment company. He remembers the company's headquarters as the sort of place bound by systems and rules and forms.

"There was a policy for ordering a pencil," he says. "There were just binders full of forms for everything."

During the interview, the executive found himself in a room with a leadership team at least 20 years his senior.

"You know," said one of the executives, "you're really too young to do this job."

"What does age have to do with it?" our executive asked. "I can do the work."

"People don't just get this role. There is a process."

As the executive walked out of the interview, he loosened his tie and thought: "I'm going to Silicon Valley."

"I knew that I was leaving the East Coast. It wasn't the place for me to have the freedom to flex the muscles I had. I wanted to be in an innovative environment. To make change."

The executive found himself in the

*"There was a policy for ordering a pencil. There were just binders full of forms for everything."*

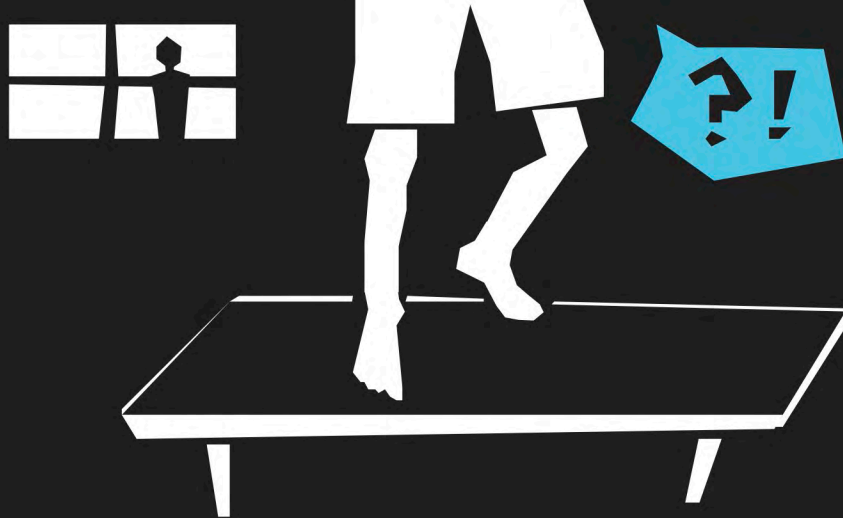
scalpel again. He's wearing a suit and tie. Today is the last day he'll tie a Windsor in a work setting.

So, here's the scene: He's about to open the door to the office of the company's CFO to interview for a job he's not quite sure he wants, and he feels a hand on his chest. The hand gently stops him. It's the hand of a man wearing army fatigue cut-off shorts and a t-shirt. The man is

excelled at everything. After graduation, he accepted a position at the company's Philadelphia's office. He remained there for four years before he moved to Denver to accept a controller position for one of the largest distributors of technology products for many of Silicon Valley's most notable operators. It was a classic turnaround company that had successfully claimed the cover of *Fortune*

technology mecca of the world working as finance director for a digital electronics manufacturer on a rocket ship rise. He would remain in the position for a year, until his current company came calling. Perhaps it was destiny — our executive can't even fathom the serendipity at work — but his old boss in Denver, a man the executive respects beyond words to this day, had taken a position as COO of a

*The remainder of this article is only available in the hard copy edition of Market Street. Request a copy by contacting MarketSt@lebon.drexel.edu*



choice of which health plan is appropriate for you. It's not a simple question because you have to take into account the health plan's history, its financial strength, and how it compares to other health plans in the state.

There are several other things to consider when choosing a health plan. For example, you should consider the plan's network of providers and whether it covers the services you need.

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*The remainder of this article is only available*

*by contacting 1*

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*"They wanted people to come and shake up everything."*

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With a signature  
like that, you might  
be able to work

*in the hard copy edition of Market Street. Request a copy*

*MarketSt@lebow.drexel.edu*

of these fancy  
computer companies  
one day."



He had one of those moments the day  
he and his wife. He had another when his  
niece and future boss, Tim Cook, suggested  
he interview with a company ready to do  
something different. He had one at Drexel  
when he picked up his very own Mac Plus.  
And he had another when he watched  
the creator of the very first Mac walk by  
barefoot, on the last job interview he'd  
ever take.

His name is Jim Bean and he is a  
Vice President of Retail for Apple Inc., in  
Cupertino, Calif.





MARK EYERLY

**W**hile his middle school buddies squirmed at their desks in embarrassment on career day (“Oh God, my dad’s here”), Marc Brownstein couldn’t wait for his father’s turn to speak.

“He told great stories, and the kids ate it up,” Marc explains. “I thought it was kind of cool. What he did never seemed like work.”

It still doesn’t.

“I love the action,” says Berny Brownstein, the self-described “semi-retired, but not really” chairman and chief creative officer of the Brownstein Group. Berny became an advertising man during the *Mad Men* era (though he was too junior to have an office where every meeting involved alcohol); Marc, unlike his older brother and younger

sister, can’t remember a time he didn’t want to be an ad man, except for a nanosecond’s flirtation with dentistry. (“I had a great dentist, but I suck at math and science.”)

Together, father and son run a 70-person agency that is among the best in Philadelphia and beyond. The Brownstein Duo knows so much about branding, digital and traditional advertising, and public relations and social media that Drexel LeBow turned to Marc when it needed an executive director for its Center for Corporate Reputation Management, a post he has held for the past year.

The Brownstein magic began when Berny attended the University of the Arts on a full scholarship (he was, and is, a painter) and caught the graphic design bug. He was

working as an art director for an ad agency when a series of Volkswagen commercials delighted his imagination. An actor drove a Beetle into a lake, and floated. Another removed a Beetle engine by unscrewing only four bolts. A stunt man drove one off a cliff, turned it over, and drove away. An animated tortoise beat a hare because he selected a Beetle for its lofty 27 miles per gallon (fewer stops required). Advertising as hip art: That’s the kind of creative work Berny wanted to do; the agency where he worked did not. So he walked.

“I saw the light, I liked the light and I went after it,” says Berny, who was still in his late 20s when he launched his own ad agency. Among his early work: a print ad for car batteries headlined, “This ad won’t get you to buy our lifetime battery. Read it anyway.” A billboard proclaiming: “Call WA3-LOAN for a you-know-what.” An ad with four housewives promoting pool tables under the headline: “The day they killed Mah Jong.”

I saw the light,  
I liked the light,  
and I went after it.

# BERNY SAYS:

## On starting his own agency:

I was a crazy, brash kid relying 100 percent on the products I was selling. It worked.

## On treating staff like family:

When you own the business, you can run it any way you want to. Everybody has a good time in this sandbox. People want to work here.

## On his business philosophy:

You can't sell a bad product twice. Integrity is all we've got. It's in our DNA. We sleep nights.

## On allowing a bad idea to proceed:

It will be your failure; learn from it.

## On being semi-retired:

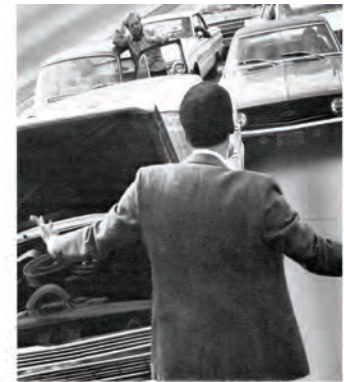
If you're fortunate enough to love what you're doing, die in the saddle.

## On a succession plan:

I have my eye on Marc's son. Marc knows it. I'm not so sure James knows it.

## On his life:

Happy is a great word.



**This ad won't get you to buy our lifetime battery. Read it anyway.**

It's a fact that most people who buy a new car don't read the fine print on the battery. They just buy the first one they see. But Penn Jersey batteries are different. They are the only batteries in the world that are guaranteed to last for a lifetime. And they are the only batteries that are guaranteed to be the best. So if you're looking for a battery that will last for a lifetime, you should buy a Penn Jersey battery. It's the only way to make sure you're getting the best. And it's the only way to make sure you're getting a battery that will last for a lifetime. So if you're looking for a battery that will last for a lifetime, you should buy a Penn Jersey battery. It's the only way to make sure you're getting the best. And it's the only way to make sure you're getting a battery that will last for a lifetime.



**We'd like to save you unnecessary suffering.**

"My wife did the books and helped with public relations, and I did the product," Berny recalls. "We *sort of* knew how much to charge. Next thing you know, we have three kids, the money's coming in and the business kept growing."

From the beginning, Berny would work only for clients whose products he believed in. "I don't do this for the big, fat fees; that can go away in an instant," he says. "The best possible scenario is having clients who say, 'You're part of our business. We're going to have a good time together.'"

IKEA North America is one of those clients. They use Brownstein for a lot of their consumer strategy, digital advertising and social media, and IKEA holds its annual, two-day, off-site management meeting not at a resort hotel

but in the agency's South Broad Street conference room. Why? "They love the creative vibe around here," Berny says. Other agency clients include Comcast, Microsoft, ESPN and Cozen O'Connor.

The agency was ahead of its time in creating cross-disciplinary capacity in advertising, public relations and brand management before "integrated marketing communications" became the industry catch-phrase. A digital team rounds out the current capabilities, although Marc preaches that every client should first be a brand-strategy client.

"Some clients want to get right to execution," he says. "If I was a client and had a limited budget, I'd say: 'Do the branding for me,' not, 'I need a website. I need some ads. I just need a PR campaign.' OK, but how do you know your

message is right? You're going to put all this money into execution and you might be saying the wrong thing? Really?"

The agency gives the same advice to all clients, whether they are trying to sell to consumers or to other businesses. "B-to-B companies and agencies tend to go right to sales materials, trade show booths, print ads in vertical publications," Marc says. "Wrong, wrong, wrong. B-to-B buyers are just consumers; you better know what the triggers are to make them buy your product."

To speak with the father is to speak with the son. The office is a "sandbox." The staff is "family." Integrity and taking smart risks are valued above all else. Accolades are deflected and shared. "Making registers ring" for clients is the payoff. Success only counts if you have fun getting there.



# MARC SAYS:

## On joining the family business:

I didn't think my name gave me any privileges. I came in humble and hungry.

## On his business philosophy:

Business is like sports; what's the point if you're not keeping score? An idea came out of your head and it's making cash registers ring all over America? That's winning.

## On staffing:

If you treat everyone like family, even if their last name isn't Brownstein, you'll be able to attract and retain the right talent.

## On accountability:

If you're just agreeing with all of us all the time, you're going to be boring.

## On sustaining creative energy:

If you've done something great, we believe it can always be topped. If you're going to take a bow, take it, and then get back to work.

## On a succession plan:

My father believes that my son James will be joining the company. I'm 50-50 on it.



"We don't want people to get up in the morning and feel like a kid who has to go to school," Berny says of the staff. "We want people who can't wait to get here."

But Berny did make one person wait: his own middle-child. Marc graduated Penn State and became a copywriter at Ogilvy & Mather in New York. Berny called it "graduate school." Eight years and one grandchild later, it was time for Marc to come home.

"My father was unlike many founders who can't let go," Marc says. "He stepped back when I got here. He gave me his point of view when I asked for it, but I can't remember a time when he stood in my way and said, 'Don't do that.' I have friends whose fathers take too much control, take outsized compensation

compared to their contributions, second-guess and belittle their sons and daughters. That sounds like a nightmare; I can't relate."

Berny, in a moment of uncharacteristic self-pride, takes full credit for this highly functional family transition in leadership.

"The buck has to stop right here," he says, tapping his breastbone. "If my ego foolishly got in the way, we would have never succeeded. It behooved me to make sure that Marc had a clear path to growth and success. That way I ensured my own happiness."

So, what of the next generation? Ask that question separately of father and son and you get the same answer: a re-telling of the adage that the first generation creates a business, the second generation grows it, the third generation

"puts it in the dumper" (Berny) or "trashes it" (Marc). The Brownstein family will be an exception to the rule, they say.

"My kids are coming of age (24, 21 and 17), and I want them to do whatever they want to do," Marc says. But of middle son James, a junior music major at USC, he adds: "I can't imagine a scenario that this kid wouldn't take the agency to a different level."

"James is ripe for this," Berny says. "He's got the temperament, the intelligence. Marc will be able to do what I'm doing today."

Or will he?

"I bet I will let go less than my father did, knowing me," Marc says. "I'm a bit more of a businessman than my father, the artist." **MARKETST**

# અહીં

WHERE THE LIGHT GETS IN

JOSEPH MASTER





**Aahana is a female name.** In Hindi, it means “first rays of the sun.” According to Indian astrology, women named Aahana are sensitive to the poor, helpless and weak. *They are protectors, entrepreneurs and lofty thinkers.*

**R**ina Patel, a 19-year-old sophomore majoring in marketing and legal studies, shares all of these qualities.

Last year, she started Aahana, a 501(c)(3) nonprofit devoted to educating underprivileged women and children in India. Aahana has become her baby — her purpose.

Patel's father always told her, “I'm never going to tell you good job. I'm going to tell you do better.”

She took his advice.

Patel's first childhood memories are of halcyon summer days playing in the Phoenixville, Pa., sun with her two sisters, Jill and Mita. She was raised in one of those idyllic suburban developments of single-family homes where locks didn't need latching. Her father still has hours of VHS footage of the Patel girls blowing bubbles and riding bikes — sometimes sporting nothing but diapers. The community was close. Patel's cousins lived just down the road. There were huge family dinners on Sundays with children running circles around the table. Rina Patel caught her first sunbeams there — 7,000 miles away from her family's ancestral home in Gujarat, India.

But Patel's story — and the story of Aahana — doesn't begin in Pennsylvania. It begins with her parents and their journey to the United States. Her mother, Bhikhi, and father, Ghanashyam — both children of farmers — grew up in separate villages in Gujarat. They were betrothed as toddlers and they married as teens. When Ghanashyam graduated high school, he left his village to find work while his young bride stayed with her new in-laws to work the fields. Bhikhi had failed seventh grade twice and hadn't

read since she was 11, instead focusing on cooking, cleaning and learning to be a “proper” wife.

Says Patel: “She was powerless, living in a whole new family, in a new setting. It's just the way things are.”

Ghanashyam and Bhikhi lived in the slums of Mumbai for a couple of years — poor, but laboring for more. In 1985, Ghanashyam finally saved enough money to immigrate to the United States. Bhikhi followed two years later. For a while, each worked two to three jobs at a time, but they made it work. Today they are happy and madly in love. Ghanashyam is a successful business owner. He and his wife have handed their girls the American Dream while teaching them to honor their cultural heritage. Which is why they made sure to take the family back to Gujarat each summer and to never avert their children's eyes from the extreme poverty that resides on the outskirts of Gujarati towns.

It was during one of these summer trips, when Patel was 15, when her uncle took her to see the home of children whose parents had died of AIDS. They had no possessions. No means. Nothing. They were her age.

“I realized that I wanted to be able to relate to them and I couldn't,” Patel says. “I saw the conditions. They lived in a shack with no running water. So, when I went home it stuck with me.”

*“I knew I needed to support this organization.”*

During high school, Patel flirted with the idea that would become Aahana. She sold t-shirts and raised \$1,000 for

Japanese tsunami relief. By her senior year, she was president of the Cultural Awareness Club. She started a chapter of Hygiene for Haiti; organized a fundraiser for Darfur and a Soles4Souls shoe drive. A few friends pitched in, but it was always Patel's show. Even when the high school administration said no, she found ways to raise money for those in need. By the time she graduated high school, Aahana was on the tip of her tongue.

“I was ready to go,” she says. “I had been nit-picking at it for a while. I didn't want to waste any more time. I knew I wanted to work with women, and I knew I wanted to make a difference.”

When Patel returned to Gujarat the summer before she came to Drexel, her uncle took her on a tour of local schools that were in dire need of funding for everything from food to bedding. It was there that she met Jayantibhai Patel [a popular name in Gurjarat], a principal of a local school and a member of the Human Research Foundation, an Indian NGO that funds and operates orphanages. Principal Patel and his wife had been running schools in Gujarat for almost 30 years. They'd start a school and run it, at times completely out-of-pocket, until government funds kicked in (though a pittance compared to the immense need). He explained in plain terms the necessity the region had for more schools for impoverished and disabled children. Principal Patel did not sugarcoat. In fact, he stripped away the imaginary walls between the First and Third World in a way that was too heartbreaking to ignore.

“I knew I needed to support this organization,” Patel says. “I knew right away.”

When, just months later, Principal Patel opened Mamta School, an orphanage for deaf and disabled children,



*“The poor and powerless — the statistics we see on glossy pages in magazines — live in shacks.”*

Patel told her father she wanted to start a nonprofit which she would name Aahana. Not only did he support her; he became her very first donor. Now, at just 19 years old, Patel is throwing her heart and soul into restoring light to the darkest corners of Gujarat, where women and children endure the kind of poverty and inequality you have to see with your own eyes to believe.

Aahana's first initiative was to partner with the Human Research Foundation to send monetary aid to Mamta School. To date, Aahana has raised \$11,500 and has helped the school increase its population from 30 children to 65. Aahana's donations have paid for vocational training, food, bedding, clothing and various other expenses.

Aahana has also been encouraged by sponsorship from local Indian-America organizations that have taken on Patel's call to action in Gujarat, including the North Penn High School Indian Cultural Organization and RAASadelphia.

But still, the organization is fledgling. The goal is to make it sustainable — to be able to provide aid and educational programs to more schools in India.

While Gujarat's per capita GDP is well above the national average and the state is among the most industrialized in the country, approximately 44 percent of the population lives below the poverty line and the number of poor families has spiked 30 percent over the last decade. Nearly

40 percent of the women living there are illiterate. It's not surprising, as less than half of school-aged girls actually attend school. Ten percent of Gujarat's children are disabled.

The poor and powerless — the statistics we see on glossy pages in magazines — live in shacks. We have learned to call them Untouchables here in the United States. We are inclined to attribute this inherited inequality to a caste system we don't quite understand, and we tend to equate caste with race or class. But it's not so clearly defined. There is no name for it, really. And while caste held sway during India's torrid past of British rule and, before that, religious subjugation to Muslim conquest, it's not a word that is spoken in modern-day India, where wealth and political influence hold the keys to what was once a deadbolt on upward social mobility.

Caste is a veil that exists and doesn't exist: a ladder with moving rungs. Case in point: Patel's family are Vaishyas — historically known as merchants and farmers. However, their success has helped them to rise above the typecast. In fact, there is a saying in the States that goes something like this: “Patels own motels.” It's true, to an extent. It's not a prejudice. It is what it is. Patel's own father has owned a few. Below the Patels on this imaginary totem are the Shudras or Harijans (Untouchables — whom Mahatma







*Rina Patel with children at Mamta School.*

Gandhi called “Children of God.”) It is these children to whom Patel is drawn.

Aahana is about more than just funding programs for the impoverished in India; it’s about changing perceptions right here in the United States — which is why the organization has opened chapters at the University of Central Florida, University of South Florida, Loyola University of Maryland, University of Houston and the University of Delaware.

“We should all be more educated about what is going on in the world,” she says. “Especially college students. We can kind of get stuck in our own bubbles of ‘go to school, party, work, try to get a job after college.’ And if things don’t go your way, it’s like the end of the world. Life needs to hit you hard to get out of the bubble.”

“The way I see it, we have security nets here. There is no welfare, Social Security or food stamps in India. If you have no food, you can’t go to Philabundance to get food.

*“Life needs to hit you hard to get out of the bubble.”*

You just starve. In India, if you are born into poverty, it’s hard to pull yourself out.”

Changing minds can be hard to do. It’s not just about poverty; it’s about cultural differences we tend to overlook. For instance, Patel points to her mother — a woman who stopped reading in grade school. Consequently, her

“muscle,” as Patel’s father puts it, “hasn’t been exercised.” Even more, a common American proclamation is: “You live in America. You should speak the language.” But it isn’t as easy as picking up a book or pulling yourself up by the proverbial bootstraps. Her mother never had to try. And then there is the misperception that her mother deserves our sympathy.

“She doesn’t!” Patel says. “My mother certainly doesn’t feel sorry for herself. It is the way it is. She has a great life. She has everything she needs in life. She never thought she’d have a nice house in a nice neighborhood or have three daughters who went to great schools.”

Earlier this year, Aahana became the first nonprofit organization to incubate in Drexel’s Baiada Institute for Entrepreneurship. Under the mentorship of Executive Director Mark Loschiavo, Patel is learning how to plan for Aahana’s future. The goal isn’t just to keep funding Mamta School, but to provide it with the resources to become self-sufficient so the organization can start new schools and educational programs.

“In order to build Aahana to a scalable venture, Rina recognizes the need to create a business model that is sustainable,” Loschiavo says. “The challenge will be finding ways to grow the business via income streams that go beyond charitable contributions.

“Rina has been fearless in pursuing her passion and purpose for providing opportunities for young girls and women to enrich their lives beyond expectations,” Loschiavo says. “She is a delight to work

with because she absorbs mentoring like a sponge and proactively acts on advice. As a young woman herself, she exhibits a leadership style that will continue to serve her well.”

Plans are in the works to purchase land to build a new facility for the school and expand its operations to include new educational programs. Patel is also vigilantly pursuing funding for new educational initiatives for girls and young women in the villages near where her parents grew up. Patel also plans to start a “sponsor a girl” program to pay for the entire educations of young women.

“At some point, I want to start a microfinancing initiative,” she says. “But that’s still a long way off.”

Patel is aware that that Aahana is trudging uphill against a system that — illusory or not — is coded deep in India’s collective DNA. Poverty can take generations to break, she says. But with cultural awareness and education, there is hope. She is steadfast in her commitment to bring the light of literacy and understanding to the most cracked and crumbled areas of Gujarat.

“I know that it’s just a start, and the struggles those children will face growing up will hopefully be struggles that their own children will not have to endure,” Patel says. “Maybe then, their children will be able to run around in a perfect neighborhood, completely safe and comfortable.”

There might be cracks. But cracks can be beautiful things. That’s where the light gets in. **MARKETST**

# What do I do? It's kind of weird...

MARK EYERLY

If the hearses outside the hotel weren't enough to remind **Rachel Zeldin** that she turned her life upside down, her fellow vendors in the exhibit hall at the Pennsylvania Funeral Directors Association drove the point home.

**C**asket manufacturers. Embalming fluids salesmen. Cremation equipment producers. And a guy who does extreme restoration – “I’m basically the cleanup crew for when someone blows his head off,” he explained.

What does Rachel Zeldin do? She has a practiced answer that begins: “It’s kind of ... weird. I have a website that helps people plan funerals.”

In the confused silence that follows, Zeldin asks her own questions. “How do you plan a vacation? Pick a restaurant? When you planned your wedding, how did you do that?”

That’s when she sees a look of recognition, and the response is always the same: “On the Internet!”

“I have not had one person say to me, ‘I don’t like the idea,’” says Zeldin, a 2006 graduate of Drexel LeBow. The signs are everywhere that she could be on to something big. Stories about her in newspapers. Growing numbers of web visitors. And advertisers.

Her business is called I’m Sorry to Hear ([www.ImSorryToHear.com](http://www.ImSorryToHear.com)). It launched in October 2012 and provides consumers in six states (and growing) with a comprehensive and searchable database of funeral service providers, educational resources, funeral planning tips and a shopping guide for caskets. Visitors can search for funeral homes that specialize in specific faiths or offer particular services, such as green burial, pet services, financing or online pricing. There are also links to professional and consumer-protection organizations. In development are listings for cemeteries, monument dealers, officiants, florists and other related services.

“My business is not so much about death and funerals; it’s about being

a champion for the consumer at a particularly vulnerable point and saving them time,” she says. “I’ve met many reputable funeral directors, but as with any other major purchase, consumers need to do their homework. I’ve done the hard work in order to give them a safe, reliable setting to research and evaluate their options before they interact with the funeral directors, so they can make smart choices.”

Zeldin had her first up-close experience with the funeral industry in 2011, as she watched her mother struggle to plan a funeral for an uncle whose bohemian life as a roadie for jazz musicians didn’t include things like children, life insurance or funeral planning. People take months to plan vacations and weddings. Planning a funeral — in a matter of hours or days — is often a matter of blindly following the advice of someone you don’t know, about options you do not understand.

Zeldin was having struggles of her own, realizing that she was on a career path that would not have a happy ending. She was handling marketing and sales for a

business-to-business leasing company when she noticed that “I was working with people who had been there 20 or 30 years; I didn’t want that. I acquired an eye twitch because I was so stressed out about making the numbers. A lot of sales reps do it to make big money; for me, big money was not enough.

“I had no mortgage, no children – nothing that would put me at great risk if I walked away,” she says. “I knew at end of the of 2011 I was leaving my job, no matter what.”

Zeldin returned to her parents’ home in Yardley, Pa., and poured herself into the things that all first-time small-business owners do: industry research, financial projections, strategic planning, product generation and public relations.

“I never set out to build a company as much as I set out to build a community,” Zeldin says. “When the business decisions seem overwhelming, I just remind myself: ‘You don’t need to make \$1 million. Just focus on what you set out to do: help people cope with death by making funeral planning so much easier.’”





Tracey Welson-Rossman thinks technology has a “marketing problem” with regard to young girls.

# I.T. Girls

LEDA KOPACH

In 2015 there will be 1.5 million tech jobs in the United States. Right now, we are on track to fill only 60 percent of them.

Here’s another stat: Less than 25 percent of all IT workers in the United States are female.

Tracey Welson-Rossman sees a solution.

Four years ago, the 1988 LeBow grad founded TechGirlz, a nonprofit startup aimed to engage girls in technology and encourage them to pursue careers in the field. Though not a “tech girl” per se — she is in charge of the marketing and sales for the software development firm Chariot Solutions — she is committed to the cause. She has also recently been named to *Forbes*’ “Forty Over 40 Women to Watch” list.

Welson-Rossman is motivated by what she sees as a great opportunity. “When you consider that almost all companies use some sort of technology to work with their customers, the numbers will only continue to grow. Not all of these problems will be solved by off-shoring jobs. We really need to get women into the field.”

Like any good entrepreneur, she did her homework before diving into this project. Through market research and surveys with her target market — 13- and 14-year-old girls — and their parents and teachers, she determined a significant need exists to educate girls about technology.

“We found that girls didn’t really understand that the cell phones, laptops and the other digital media they use daily are a big part of technology careers. That was shocking.”

Through Welson-Rossman’s contacts in the region, primarily developers, she gathered a group of volunteers to develop a curriculum that was educational and interesting to middle school-aged

girls. Girls learn how to create mobile apps and the basics of coding for games, among other fun activities. To date, about 250 girls have participated in the program. Classes are held on Saturdays throughout the school year, and a Tech Entrepreneur boot camp runs during the summer.

Welson-Rossman says that most of the girls who become involved in TechGirlz come back again and again. “But as our seventh and eighth graders get older, we need to figure out how we will continue to keep them interested.”

She thinks fun games could help, and recently convinced Frank Lee — co-founder and co-director of the Drexel Game Design Program, which helped turn Philadelphia’s 29-story Cira Centre into a screen for the classic video game Pong — to let her “tech girls” to try their hand at it.

TechGirlz programs are free, which helps Welson-Rossman with her goal to reach as many girls as possible. Grants from foundations and corporations provide classroom supplies. She and her advising team are working on developing a video and a “playbook” for educators to teach the curriculum. The library will contain workshops available for free download for educators and other instructors to teach the workshops, which will allow the program to expand outside of the Philadelphia region. (Visit [TechGirlz.org](http://TechGirlz.org) for more information.)

In Welson-Rossman’s view, technology has a “marketing problem” with regard to young girls. “We need to learn and understand how girls connect to technology. They know what technology they like, but they have to understand that technology is how they are going to get there.”





# TALL TALE

RICHARD FREEDMAN

I stand 6'8" tall. As I grew up (pun intended), strangers would approach and ask, "How's the weather up there?" or "You must be a basketball player." To which I often replied: "No, I'm a jockey. I race Clydesdales."

While height is an advantage in many things (basketball, painting ceilings and dusting the tops of armoires), it also has disadvantages (driving almost any car, flying coach on any airline, getting up from sofas). As a youth, I read about an operation by Danish doctors to shorten a tall person's legs by 3-4 inches. My mother refused to shell out the money for the airfare and surgery.

My size did provide an advantage in athletics. I was somewhat coordinated, so my height helped in basketball (obviously), baseball and – because I'm also substantially north of 200 pounds – football.

At age 50, I gave up basketball for golf. Hitting a ball

that's standing still ... how hard can that be?

I purchased my first set of clubs, labeled "extra long," from a discount golf chain. Now, "extra long" seems to work well for clothing, but it didn't work for golf clubs. After a few years of struggling, I went to a custom golf club fitter. He watched me hit, took measurements and told me my clubs needed to be 4 inches longer and 4 inches more upright than standard size.

My golf game continued to flounder with the new clubs, and my frustration grew. I bought a putter and was told to extend its length by 3 inches. I then went to a putting clinic and was told to choke down on the same putter by at least 3 inches. I mean, c'mon!

The golf pro at the club I joined watched me hit, took measurements, and told me my clubs were too long. Again, I burnt more money on new clubs.

I tried taking lessons from a number of pros, with no significant improvement. It never occurred to me that maybe a pro who stands 5'9" cannot relate to someone of my stature.

My most recent purchase was a new driver. The usual confusion over what's the best length ensued, and it was determined that my driver should be 1/2 inch shorter than standard! My game didn't improve.

Had I done my due diligence about the sport, I would have discovered that only two professional golfers who stood 6'4" or taller were successful in their professional careers. Height is no advantage in golf. The physics don't work. While I may be able to generate club speed and hit the ball a long distance, any deviation out of the correct plane creates monumental hooks and slices (aka disasters).

I rarely drive the golf cart because I can't get my legs under the steering wheel; tree limbs always seem a little lower on the golf course than on public streets; and I always have to depend on the kindness of other golfers to concede my last putt so that I don't have to bend *all the way down* to remove my ball from the cup.

So why do I continue to play a game that relentlessly drives me crazy? It's simple. I get away from the office and everyday stress. I get to commune with nature. I enjoy the camaraderie of my fellow golfers. Finally, I get to confront the golf demons with the hope that I will overcome them, even though my chances seem to diminish by the hour.

But then again, there's always one more option for improving my game: Denmark.

RICHARD FREEDMAN, JD, IS HEAD OF LEBOW'S DEPARTMENT OF LEGAL STUDIES.





# OFF-ROADING IT

DANIEL PINTO

“Co-op is what you make of it.” I heard these words over and over as I began my studies at Drexel.

**I** certainly made the most of mine, including riding a motorbike through miles of African bush roads to visit farmers and negotiate agreements with them.

As an international business and economics student, I knew I wanted more than the typical co-op experience—something other than sitting at a cubicle, pecking away at Excel or entering information into an online database. So I decided to go to West Africa to find out what I could learn about business there.

After long trips via plane, train, bus, boat, car and motorbike last spring, I finally arrived in Kono District, Sierra Leone. This region was the epicenter of the country’s civil war and the setting of the movie *Blood Diamond*. Though the country is now at peace, remnants of the war can still be seen today, 10 years later. Kono is one of the most diamond-rich places on Earth, and these diamonds were sold to fuel the brutal war. However, diamond mining now required huge foreign investment and terrible working conditions since most of the easy-to-reach diamonds were taken and are now pieces of jewelry.

After the war, hundreds of nonprofits flocked to the devastated region and began to put together the pieces where they could. Though most of them do great work, handouts from non-government organizations (NGOs) only last until the money runs out and the aid workers go home.

But, figuratively speaking, what if you could give the people a fishing pole and teach them how to fish?

Unlike most projects that NGOs set up here, the project I worked on, Palm 2 Palm, helps the people of Kono break

their dependence on diamonds and shift to more sustainable business plans. Rather than handing out money and then walking away, a grant was used to set up a factory that buys palm fruit from local farmers and processes it into palm oil to sell in the marketplace of Koidu town. All the money stays in the district, distributed fairly between the farmers and the factory workers. Palm 2 Palm will create economic growth for years to come.

I had several roles there that ranged from helping to set up the accounting system (a few carefully kept notebooks, a calculator and a lot of patience) to managing the 15-person factory. Palm 2 Palm is in the early stages, but I am

confident that it will ultimately make life a bit easier for a large group of people in Kono.

I definitely got the kind of co-op experience that I was hoping for, and much more. The three months I spent in Kono were truly life-altering; I learned many valuable lessons about business and life.

**PRE-JUNIOR DANIEL PINTO** FINISHED HIS FIRST CO-OP IN A MORE TRADITIONAL DESK POSITION WITH WELLBODY ALLIANCE (A HEALTH CLINIC IN KONO CREATED IN CONJUNCTION WITH PALM 2 PALM). HE IS CURRENTLY STUDYING ABROAD AT ASTON BUSINESS SCHOOL IN LONDON AND HOPES TO COMPLETE HIS SECOND CO-OP IN CHINA.





# Oranges to Apples

ROB SIECZKIEWICZ

**I**N 1966, A MILESTONE WAS REACHED AS MATHESON HALL — the new College of Business Administration building — opened, completing the quad between Market and Chestnut streets, and 32nd and 33rd streets. True to its roots as a gritty, no-nonsense urban school, Drexel's quad was no patch of grass for tossing the Frisbee in the sunshine. Indeed, the first-ever recorded reference to a "quad" in *The Triangle* appears in an editorial begging then-president Bill Hagerty for less concrete and orange bricks and more grass.

Drexel grew and grew in the 1970s and 1980s, adding many classrooms and beds, most

of them similarly garbed in orange brick. From Towers and Kelly halls in the northwestern edge of campus to the CAT building and Disque in the opposite corner, these tangerine towers stood as steadfast sentinels of an ethos characterized by a student in 1965 as dedicated to "the uninspired, the effete and the humdrum." That era ended with the arrival of Constantine Papadakis in 1995. The changes of the last two decades are clear: While we may not have much grass (can you remember the last time you saw a Frisbee in flight?), our new buildings now wear glass and steel.

And the stragglers are getting a paint job, as oranges become apples.

**ROB SIECZKIEWICZ, MS '11**, UNIVERSITY ARCHIVIST, TOILS IN THE BASEMENT OF HAGERTY LIBRARY, PRESERVING THE PAPERS, PHOTOS, OBJECTS AND EMAILS THAT DOCUMENT THE HISTORY OF DREXEL. HE OCCASIONALLY SCURRIES OUT INTO THE SUNLIGHT TO SNATCH UP RECORDS OF HISTORIC VALUE AND DRAG THEM BACK INTO HIS UNDERGROUND LAIR.



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