

DREXEL LEBOW

MAGAZINE

HORNE'S FAMOUS
BREAKFAST
HOT TEA • HOT COFFEE • HOT
LUNCH
SHRIMP IN A BASKET
GOURMET HOT SAUSAGE
COLD SODA • ICE TEA •

GoPuff Brings
Convenience
to the Doorstep

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Finding Solutions
in Messy Data

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Food Truck Future

TruckBux app modernizes
ordering and payment

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The view of Philadelphia's ever-changing skyline from Drexel University.



PHOTO BY WILLIAM MCKEOWN '21



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DREXEL LEBOW

MAGAZINE

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Drexel University's LeBow College of Business



DREXEL UNIVERSITY
LeBow
College of Business

First Fall as New Dean!

I'm thrilled to be writing my first letter as dean of LeBow College of Business!

I love this place, where I've worked for the past 22 years as a member of the economics faculty, and later, as associate dean of graduate and undergraduate programs and interim dean, before being named dean in April.

As LeBow's new dean, I'm focused on developing business programs that will help our students and industry partners excel during the next 10 years and beyond.

With technology changing industry and society at an unprecedented pace, the future of business education will be even more about partnership with industry. This is why we have created the new Drexel Business Solutions Institute, which will expand our ability to provide interdisciplinary solutions to help companies use new technologies to their advantage. The mutually beneficial partnerships made possible through this Institute will provide access to faculty who can conduct cutting edge research that creates value for our partners, as well as provide students with experience solving complex business problems.

It is also important to recognize that the biggest challenges facing companies today can't be solved by the business school alone. Those who partner with Drexel Business Solutions Institute will have access not only to LeBow's extensive business expertise, but also to the research capabilities of the entire University.

Through this Institute, academic units across Drexel will solve the most complex interdisciplinary business challenges that organizations face today. Watch for more developments with regard to the Institute this fall in our Drexel LeBow e-newsletter. (If you do not already receive this, you can subscribe at lebow.drexel.edu/subscribe.) To learn more, please contact my colleague Anna Koulas at as326@drexel.edu or 215.571.3766.

I hope you enjoy this issue of Drexel LeBow magazine!

Sincerely,



Paul E. Jensen
R. John Chapel Jr. Dean
LeBow College of Business

UNIVERSITY ESTABLISHES RAJ & KAMLA GUPTA GOVERNANCE INSTITUTE

With the help of a \$5 million gift, Drexel LeBow has established the Raj & Kamla Gupta Governance Institute. Drexel alumnus Raj Gupta, chairman of Aptiv PLC and Avantor Inc, and his wife Kamla invested \$2.5 million in the Institute that will bear their name, while the Haas family and the Haas family foundations matched that gift, bringing the total investment in the Institute to \$5 million.

The Gupta Institute will house the College's Center for Corporate Governance and the new Center for Nonprofit Governance, each providing world-renowned business leaders with dynamic governance insights.

The Institute will welcome Bill McNabb as its first executive-in-residence to foster high-impact collaboration between corporate executives, key governance thought leaders and faculty members.

McNabb is chairman of The Vanguard Group, the world's largest mutual fund manager, and serves on various for-profit and nonprofit boards.

Michelle Lowry, LeBow's TD Bank Endowed Professor of Finance, has been named academic director of the Governance Institute. Teresa Harrison, LeBow's associate dean for academic affairs and innovation, was named academic director of the Center for Nonprofit Governance.



PHOTO BY BEN WELDON

DANIEL KORSCHUN HEADED TO ITALY ON FULBRIGHT

Daniel Korschun, associate professor and Stephen Cozen Research Scholar in Marketing received a Fulbright award to travel to Libera Università Internazionale degli Studi Sociali Guido Carli (LUISS), a university in Rome, from September to December 2018. Over the course of his stay he will teach and extend his current research on political statements by corporations.

“We’ve been looking at this in isolation in the United States,” he says. “This is the next step for me.” Korschun’s Fulbright-funded research project looks at international perceptions of statements made by American companies, many of them operating globally, and at how Italians would react to similar ones made by companies based in their own country.

“With the two-party system here in the United States, these decisions are made in a simpler context,” he says. “In Italy, they don’t have that—there are a lot more shifts in how people see their political identity. That makes it more complex to disentangle what’s going on in people’s minds.”

Korschun will also be teaching a course at LUISS called the Social Impact of Business. He’ll be teaching in Italian, which is prompting him to brush up his language skills; he previously studied in Italy at the Università Luigi Bocconi in Milan, receiving his MBA in 2000, and also trained as a fencer in Italy in the early 1990s.

The Institute welcomes
Bill McNabb as its first
executive-in-residence

Associate Professor of
Marketing Daniel Korschun



Professor of Economics
Konstantinos Serfes



Fulbright Awardee Konstantinos Serfes to Research at Exeter

Drexel LeBow School of Economics Professor Konstantinos Serfes has received a Fulbright award to visit the University of Exeter for a three-month research collaboration during a sabbatical in 2019. At Exeter, Serfes will work with Christos Kotsogiannis, professor of economics and co-director of the Tax Administration Research Center (TARC), on a research project studying the design of optimal value-added tax (VAT) thresholds.

“It is a great honor for me to receive this Fulbright award,” Serfes says. “I am very excited about the opportunity to spend three months at the University of Exeter, and I am looking forward to the research collaboration with my colleague Dr. Kotsogiannis.”

Serfes says he and Kotsogiannis will study optimal VAT thresholds by explicitly accounting for the difference between business-to-business (B2B) and business-to-consumer (B2C) firms.

20k for 2020 Campaign

seeks to set
20,000 girls
on the
path to a
technology
career over
the next two
years.





TEAMING WITH TECHGIRLZ TO CONNECT MIDDLE SCHOOL GIRLS AND TECH

In an effort to expand the number of middle school girls receiving technology instruction, LeBow and TechGirlz announced a new, wide-ranging partnership. This collaboration is part of the recently announced TechGirlz 20k for 2020 campaign, in which the organization seeks to set 20,000 girls on the path to a technology career over the next two years.

“As leaders in preparing both women and men for rewarding tech careers, we at Drexel are thrilled to partner with TechGirlz in empowering and preparing young girls to be good

students and eventually play a critical role in meeting society’s technology needs,” said John Fry, Drexel’s president.

As part of the partnership, TechGirlz and LeBow will collaborate on initiatives designed to advance girls’ understanding of technology, such as workshops, research studies and summer camps. The first output from this collaboration was a TechGirlz TechShop focused on text mining and data analysis with LeBow’s Center for Business Analytics. This three-hour session taught local middle school girls how

to use text mining software to represent data three dimensionally and analyze sentiment.

“Girls are eager to learn about the world around them and how they can impact it using technology,” said TechGirlz CEO and founder Tracey Welson-Rossman. “Drexel has been a wonderful partner to TechGirlz and this partnership will help our girls visualize and move forward on the path from middle school on through college towards a career in technology. Together today, we can positively influence the number of women in technology tomorrow.”

EMBA INTERNATIONAL RESIDENCY IN VIETNAM

The 2018 Executive MBA cohort brought their studies to a close with a trip to Vietnam, making stops in Hanoi and Ho Chi Minh City. The 10-day visit was the EMBA program's first international residency in Southeast Asia. Sixteen EMBA students, joined by Associate Professor of Management Suresh Chandran, LeBow alumnus Randy Holmes '70 and several staff members, undertook a thorough study of Vietnam's emerging economy and international business climate, as well as taking in a range of scenes and cultural experiences spanning the country.





GLOBAL CLASSROOM LINKS LEBOW WITH CAMEROON

Cameroon, on Africa's west coast, may be more familiar in Philadelphia than elsewhere in the United States, thanks to the presence of Philadelphia 76ers' player and native Cameroonian Joel Embiid.

Now LeBow has its own Cameroon connection through Global Classroom, coordinated by Drexel's Office of International Programs, which linked students enrolled in a section of International Business (INTB 200) with students at Biaka University Institute of Buea (BUIB), a university in southwestern Cameroon.

The international business Global Classroom was taught by LeBow's

Associate Clinical Professor of Economics Eydis Olsen and Mbinkar Bernard, a lecturer in business, finance, and management at BUIB. The professors alternated delivering lectures to the 36 LeBow students and 11 BUIB students via Zoom teleconference. The course explored fundamentals of global business, including cultural differences and business etiquette in the global marketplace and foreign trade, investment and management.

"Having taught International Business at Drexel for over a decade, in the classroom and through experiential learning involving travel, this is a new and efficient way to expose more students directly to professors and students in other countries," Olsen says. "The faculty, team and students in Cameroon have been a great pleasure to work with."



DIGGING DEEP FOR DRAGON DATATHON

Sometimes, team chemistry is instant. The winning team from the 2018 undergraduate Dragon Datathon met for the first time on the morning of the competition.

Team Datapocalypse—comprised of Jonathan Corbin, a junior majoring in MIS and business analytics; Adam Yormark, a senior business and engineering major; and two Class of 2018 graduates, Sijie Li and Blerta Hima—took first place out of four teams in the annual competition sponsored by the Center for Business Analytics.

Students could sign up for the Datathon as teams or individually; individuals, like the members of Datapocalypse, were grouped at random. Each team was given datasets of customer reviews from several streaming music services—Amazon Music, Pandora and Spotify. With just dates and text, teams

were charged with making recommendations for how those businesses could improve their offerings.

Corbin and Yormark drew on their preferred programming languages—R for Yormark, and Python for Corbin—to conduct "sentiment analysis," splitting up positive and negative reactions. Li and Hima dug into gathering outside data—market themes, trends and consumer demographics—to shape their recommendations and the overall group presentation.

Yormark says his team combined experience with analytics honed during co-op with skills in presentation and communication, including graphs and data visualization, for a winning effort. "You have to effectively communicate the results. It shouldn't take 20 or 30 minutes to get what you're presenting—they should be able to get it right away." Hima and Li, he adds, "really made them look good."

Team Datapocalypse (left to right): Blerta Hima, Sijie Lee, Adam Yormark and Jon Corbin.



Team DragonFire Storms L'Oreal Case Competition

For the second year in a row, a Drexel LeBow team found success at L'Oreal Brandstorm, an annual competition in innovation and product design sponsored by the international consumer-products giant. This year, they took home first place.

Drexel's team, consisting of three members of the class of 2018 and dubbed "DragonFire," placed first at the U.S. competition and qualified as one of two teams representing the United States at the global competition, held in Paris.

Amalya Boulajouahel, a business and engineering major with a finance concentration; Bianca Fernandes, a marketing and business analytics major; and Laura Sturzenegger, a marketing, finance and business analytics major addressed the competition theme of "the Professional Salon Experience of the Future" by devising a big-data technology product that links salon owners with their customers. In preparation for the Paris competition, the team changed their product's name, originally called "Connect," to "Creation" and polished their pitch with the help of team advisor and Associate Clinical Professor of Management Stanley Ridgley (below).



Members of DragonFire, LeBow's team in the global finals of the L'Oreal Brandstorm competition (left to right): Amalya Boulajouahel, Bianca Fernandes and Laura Sturzenegger.



Sturzenegger noted that other teams' ideas were more product-centric, whereas DragonFire's "Creation" was centered on data and systems, owing to the team members' backgrounds in analytics and co-op experience with SAP. "It was interesting to see where everyone's minds went with it," she says, adding that in revising their presentation, "we focused less on the numbers and more on the relationships and transparency

between the company, the salons and customers."

At the global finals, DragonFire unfortunately fell short, with top honors going to teams from India, the Netherlands and Singapore, but the team members say they made the most of their travels: meeting teams from other countries, taking part in seminars and networking events and visiting L'Oreal's global headquarters in Clichy, France.

D E L I V

How Two Former Drexel Students Are Leading Convenience 2.0

BY JAMILA JOHNSON

PHOTO BY JARVIS ZHANG '22

E R E D



Amongst the rough steel and brick that lines a seemingly-empty block of warehouses in Philadelphia's Callowhill neighborhood, an unmarked glass door is the portal into the GoPuff world.

Upon entering, there's little indication that you have just entered the offices of a quickly growing successful delivery startup except for a glimpse of the checkered wallpaper in the back stairwell that says, "Delivered."

Just a few doors down from a beer store that bears GoPuff's distinct blue and white logo, the concrete floors and white leather couches in the lobby are a drastic difference from the chest-high maze of beer boxes and assorted snacks down the road.

The offices of GoPuff epitomize those of a quintessential startup. Featuring large floor games, an open kitchen and eating area, two English-style phone booths, and an obvious lack of business casual attire, you get a sense of playfulness and a clear indication that this is not your typical workplace.

Upstairs, there is no sense of playtime. In the open working space sit roughly 30 people with their faces



“
When we started GoPuff in college, it wasn't cool to start a business. People looked at us and were like, 'What are you doing?'
”

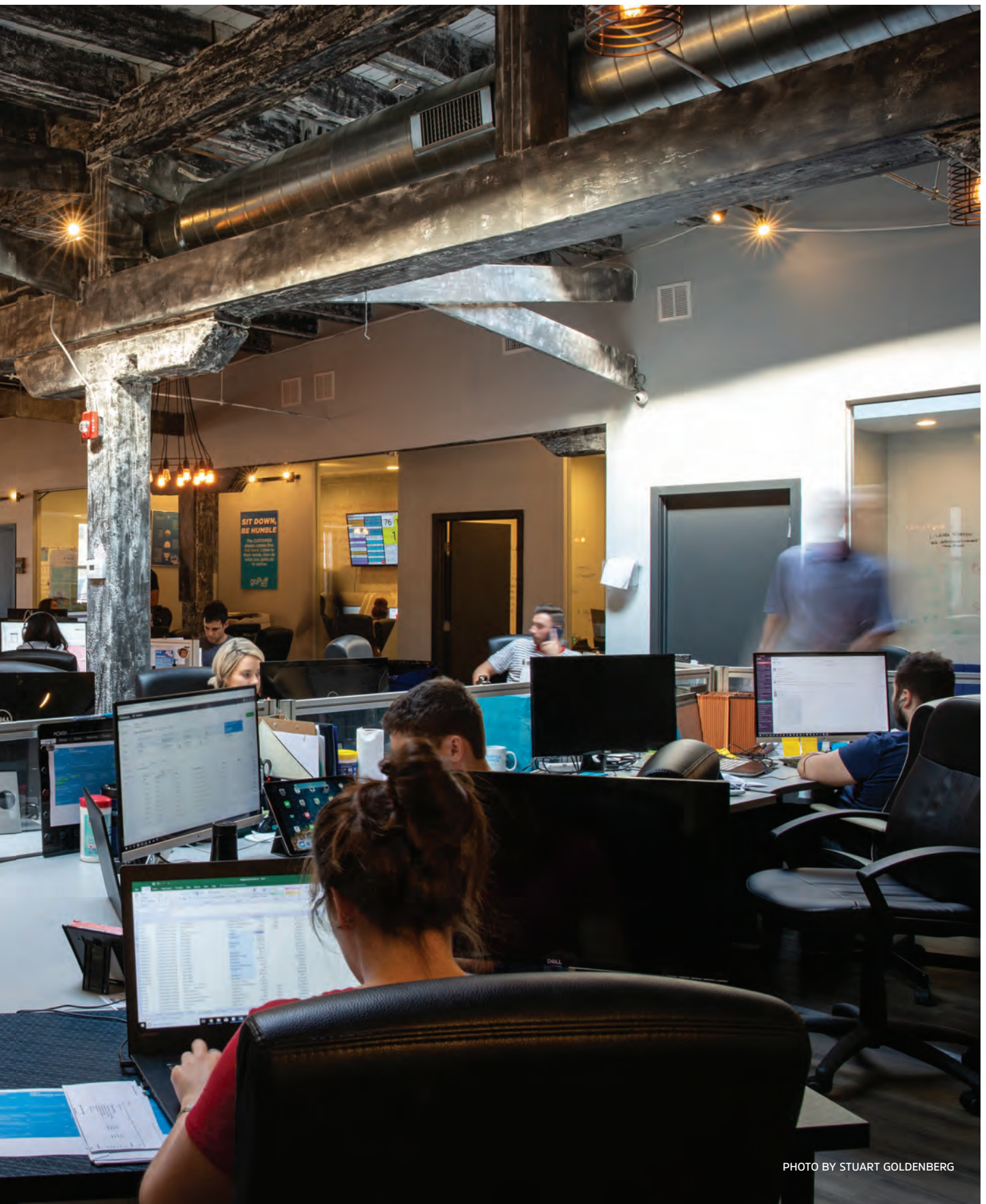


PHOTO BY STUART GOLDENBERG

inches from their computer screens and frowns on their foreheads. Natural light from the ceiling and windows illuminates the room, and the unconventional seating style looks intimate yet thoroughly functional. In one of the meeting rooms, two staff members write ideas on the wall-to-wall dry erase board as others look on. This is the hub of the app so many people have come to love; keeping it running doesn't look easy.

When Rafael Ilishayev and Yakir Gola step out of their office, the staff seems to shift from hard-working to working their hardest. Though no one looks up, the two men in their early 20s seem to alter the way the room operates without saying a word. Strikingly, they are also the only employees sporting typical business casual attire.

Their shared office has the same dichotomy as the rest of the building: a strange push-pull between diligent and passionate work and a determination to have fun and not take yourself too seriously. In the long, dark room with an amalgam of furniture, Gola sits at his desk while Ilishayev casually leans on the couch between their two work stations.

Gola begins to describe GoPuff's origin story as if he's told it a million times. He and Ilishayev have been friends since their freshman year at Drexel, and during their sophomore year they moved into a house with five other close friends. Yakir would often find himself taking people to the local convenience stores for late night snack runs. "One weekend, I looked over at Raf and I was like, 'How is there not a company that will deliver to you these things—when you want snacks, when you want ice cream?'" Gola says.

After the two researched the idea, they noticed that the delivery market was heavily focused on restaurant delivery, and thought their idea could work. After making several plans for the company but with no money to start, a friend donated furniture to them from an office that was moving, and Gola and Ilishayev took the



Rafael Ilishayev and Yakir Gola

PHOTO BY STUART GOLDENBERG

furniture and sold it. “We came in with close to \$50K in four or five months. We used that money for development and to pay for inventory,” says Gola.

Ilishayev interjects, “It’s easier to work with someone when they’re your best friend, you know what I mean?” To him, the synergistic relationship between the two is what helped GoPuff survive when the company was in its infancy. “Living in warehouses in the early years, to the type of expanding we’ve been doing—and living through that together—kind of helped us to embrace it and come out stronger,” says Ilishayev.

The days staying in warehouses surrounded by inventory started out when the young men were still in school. Taking the risk to chase their dreams while still pursuing their degree wasn’t easy for either of them.

The company has not only served as an example of how tech can thrive in Philadelphia, but how young entrepreneurs can make an impact on an industry.

From the pressure of family and friends to managing school and a business, the growth took commitment. “Everyone looks at you crazy. We were delivery guys for the first six months because we delivered everything ourselves, and our families were like, ‘Do you guys want to be delivery drivers for the rest of your lives?’” says Gola.

Though Gola and Ilishayev were spending a lot of late nights delivering the 50 products they offered as their original inventory, they were determined to expand.

“I think we grew up with the mindset that failure wasn’t an option,” says Ilishayev. “There was no other way and anything that came in the way was only an obstacle for us that we needed to get over to build this dream.”

In the first year, GoPuff was already in three cities and expanding

its number of employees. The relatively small operation was growing fast, and the two men saw themselves growing with it. “I think people think the approach to take—especially when they are young entrepreneurs—is cookie-cutter, but unfortunately that’s not the case. You have to evolve yourself multiple times over as the business evolves,” says Ilishayev.

The company expanded its original 50 item inventory focused on snacks to include over 2,000 choices of drinks, over-the-counter items, sexual health products, household goods and alcohol in some markets - all delivered right to your door 24 hours a day.

As their mindsets shifted from getting off the ground, to survival and expansion, a variety of directions to take the company began to show themselves.

Ilishayev and Gola say GoPuff is a Philadelphia company with strong Drexel ties. “I think the first five or six employees of ours were Drexel students, and 90 percent of them still work with us today. Starting a business in college has really helped us tell our story and get our message out and meet the right people,” says Gola.

With the growth, prompts to move to large cities such as New York and San Francisco have begun to increase. “For us, we always say, Philly is our first investor,” says Gola, “If we started this business somewhere else, we probably would have failed, so we’re committed to staying at our home.”

The company currently has over 41 markets open but will be approaching 45 by the end of the year, right on pace with the 30 markets

Convenience 2.0


GoPuff currently offers over 2,000 products: household goods, snacks, drinks, over-the-counter items, sexual health items and alcohol (in some markets).

The app is available on iOS and Android.

opened in the past two years. For Ilishayev, this type of growth was something they could have only dreamed of in the beginning when they completed all the deliveries themselves and lived in their warehouse. “I don’t think anyone truly believes you when you say you want to start a business. I think the first reaction is that this is a joke, and I don’t think we were any different,” says Ilishayev.


But thriving in their hometown has proven to require some creative thinking. The company often hires its top talent through national searches and is keen to stay connected throughout the country. And the plan is to expand and begin offering what Ilishayev calls, “Convenience 2.0,” a redefining of convenience where everything you need is brought right to your home. The company has not only served as an example of how tech can thrive in Philadelphia, but how young entrepreneurs can make an impact on an industry.

“When we started GoPuff in college, it wasn’t cool to start a business. People looked at us and were like, ‘What are you doing?’” says Gola.

He says now it’s not uncommon for him to meet someone hoping to start their own company. It’s an idea he thoroughly supports: “People need to take that leap of faith if that’s what they want to do and they have a valid business idea. You just have to be fully committed. You can’t be half-in, half-out. You have to go all in and not accept failure as an option.” 



PHOTOGRAPHY BY BEN WELDON



A JOURNEY THROUGH DATA

BY JONATHAN HARTLEY

Data is dirty. Or, before it's scraped, cleaned, processed and organized by skilled analysts, data is often in the form of a messy tangle of information that's of little use to anyone. Forward-thinking organizations know, however, that what lies beyond the daunting task of rendering data useful is a wealth of information that can impact every facet of how a company is organized and run.

When Korman Communities co-CEO Larry Korman and VP of Technology Bob Mahon sat down with Dean Paul Jensen to discuss opportunities for collaboration, they knew that their data fell firmly in the "messy" category, but they were willing to embrace the challenge. As a company that's been in the real estate business for over 100 years, the sheer volume of information was overwhelming, but the firm is strongly committed to innovation and it knew the data held answers.



AKA Rittenhouse Square located in a 12-story historic building at 18th and Walnut Streets.



The Franklin Residences is located at 834 Chestnut Street and offers extended stay furnished suites and contemporary unfurnished apartments.

“We knew we had a lot of data, but like a lot of companies it was in a bunch of different places and it was very hard to make sense out of it,” says Mahon. “That’s how the conversation with Drexel got going. They said, ‘We think we can help you make sense out of that data.’”

The leadership team at Korman Communities prides itself on being willing to take risks and learn from setbacks, but it needed to know that LeBow’s students could deliver solutions before handing over access to the company’s information. Korman and Mahon asked Dean Jensen and members of LeBow’s faculty and administration, “How can understanding data help us make our business better?”

As the conversation continued, Mahon expressed a desire to better understand the Korman customer’s journey, and he says some of those around the table suddenly “perked up” and explained that they had covered customer journey solutions in business courses. “We clicked immediately,” says Mahon.

With a specific question in mind, a project was organized through LeBow’s Center for Business Analytics and enlisted graduate students from the MS in Business Analytics program. The Korman Communities real estate portfolio is organized under two brands: AKA luxury hotel residences in metropolitan locations and AVE garden-style and mid-rise communities offering apartments and fully furnished suites. The leadership team determined that the students should begin by looking at the AKA brand’s customer data.

Professor of Management Information Systems Murugan Anandarajan recruited and organized the team of Graduate Analytics Fellows. Hong Li, a business analytics graduate student, was recruited to the team and brought valuable real-world experience from her previous work as a data analyst for an online retailer in China.

“

They identified for us how much of the AKA business was leisure travel. We thought it was the exact opposite. ... So it made us think differently about how we present ourselves and how we market.

”

The team of eight students were given access to the data in December 2016. They had a mountain of information and few limitations — just a deadline to present their findings in June. The students were given so much freedom because, as Mahon explains, the Korman leadership team didn’t want to have too much influence on the findings. “I think what was really important was getting that new perspective — getting the outsider looking in to tell us how they see it,” he says.

The company’s openness to hear new ideas and challenges to previously held notions impressed Li as the students brought findings and recommendations to their regularly scheduled check-ins. “I appreciated that they had an open mindset to accept different, innovative ideas from students,” she says. “I think from the very beginning there was trust.”

That trust, and the Korman leadership team’s willingness to let the students’ analyze the data with autonomy, paid off. The team divided itself into three subgroups and scheduled weekly meetings with Professor Anandarajan. Each subgroup worked on a section of the supplied Korman data, but then used a technique called text mining to add more information from external sources including Booking.com and other reviews websites.

The sometimes-tedious task of compiling information from external websites and reviews paid off in what Mahon identifies as one of the more fundamental, but impactful, findings in the final presentation. “They identified for us how much of the AKA business was leisure travel. We thought

it was the exact opposite. We thought most of the customers were business travelers, but they showed us that we had a very large number of leisure travelers. So it made us think differently about how we present ourselves and how we market,” says Mahon.

This insight would be put to immediate practical use as it confirmed that a “destinations” tab that was being considered in a new website design made practical sense. The tab was added to the homepage to highlight the AKA brand’s presence in tourist magnets such as Los Angeles, New York and London. And a plan to streamline the AKA INSIDER program, which encourages direct booking, was reinforced after the student analysts demonstrated how much AKA booking is done through third party websites and apps.

The shift to thinking about leisure travelers, and feedback analyzed through text mining analysis of reviews websites, also led to a renewed focus on front desk staffing at some properties. The AKA brand is defined as personal and “high touch,” so it was important that wait times be kept low during heavy check-in volume, but without losing the individual attention the customer expects.

As the students presented their final analysis, and the applicability of their findings became apparent, COO of Korman Communities Lea Anne Welsh’s reaction was a mix of being overwhelmed and eager for what would come next. “Knowing our entire company intimately, I sat there and I kept kicking Bob [Mahon] saying, ‘My gosh! We’re not even halfway through the presentation and there are 20 actionable items.’”



PHOTO COURTESY OF AKA/AVE

AKA University City is located on the upper 18 floors of the Cira Centre South building at 2929 Walnut Street.



“

The analysis of survey data revealed that tenants valued the amenity spaces at AVE properties, contributing to a new marketing approach to highlight them.

”



PHOTO COURTESY OF AKA/AVE

Amenity space at **AVE Newtown Square**

Welsh knew that she was interested in commissioning a second project focused on the AVE brand of luxury apartments and furnished suites and planning began almost immediately. Li remained with the company as an intern and provided continuity as a new set of business analytics MS students were organized and tasked with diving into a new set of data.

Nick Biso, a recent graduate and current data analyst with JPMorgan Chase, was in that second group and would be chosen as his team’s leader and one of the final presenters. The dataset was different in that there weren’t reviews websites to mine from and a great deal of the available information came from resident surveys, but one element was consistent: “The data that we got was super messy and realistic,” Biso says.

When he talks about that data, Biso sounds like someone who was given a new toy, albeit one that proved to be extremely difficult to assemble. “We experienced what real data is about. There were missing values and it wasn’t as cohesive as the datasets that we use [in class],” he says. After they had the data for approximately two weeks, the students were given a tour of an AVE property in Newtown Square, Pa. They were treated like prospective residents and got first hand experience that shed light on some of the feedback they were just beginning to analyze in resident surveys. Seeing the properties proved helpful as the team



Korman Communities COO Lea Anne Welsh and Data Analyst Hong Li '18 in the lobby of AKA Rittenhouse Square

transitioned from crunching numbers to presenting cohesive feedback to Korman leadership.


Both Li and Biso point to preparing their presentations as unique learning experiences that stretched them beyond typical classroom work. “We were focused on results and data, but when we presented to Korman, they were focused on a lot of things we didn’t consider such as how the customer behaves and how our results impact the market and their competition,” says Biso.

In addition to what they learned from the customer experience surveys supplied by Korman, the group decided to add value to the project with census data to provide a profile of the neighborhood that surrounds each AVE property. This allowed the group to go beyond the original charge of describing the customer journey and answer a more fundamental question asked by Korman: “Who is our customer?”

What the students found has had an impact on how AVE markets its properties and designs its suites. The analysis of survey data revealed that residents valued the amenity spaces at AVE properties, contributing to a new approach to highlight them more prominently on the website. The students also revealed pain points: Some properties built in previous decades weren’t living up to the expectations of customers who have grown accustomed to bright spaces made possible by ubiquitous LED lighting.

Korman implemented the obvious solution, adding more lighting, but also brought the feedback to their architects and designers to ensure that new buildings exceeded expectations.

Beyond actionable findings, the students’ experience and advice helped evolve how Korman now approaches data. They’ve added more surveys and opportunities for customer feedback, but this time with the consistency that will ensure “clean” data for future analysts. “They truly did help push us along in some areas that weren’t on the radar to help us evolve our operation,” says Welsh.

For Li and Biso, the project was pivotal to their careers after graduation. Li, as a valued intern and integral part of both teams, was recruited to stay with Korman Communities as a data analyst. Biso credits his leadership role in the AVE project with building his confidence and considers the experience among the most valuable of his education as it forced a shift in focus that continues to pay off post-graduation: “When I was in school, I was too focused on the technical part of analytics. In this project I learned that it’s not all technical, you also have to learn business acumen, communication skills and how to deal with stakeholders,” he explains. “The business skills are just as important as the technical skills because without them you cannot successfully communicate the results.” 

Hunger to Succeed

BY DAVE ALLEN

food trucks have been feeding hungry Drexel students for generations, and nearly anyone you ask will have a favorite for meals packed in Styrofoam or rolled up in foil. Whether they're stainless steel sweatboxes or more modern, streamlined versions, these trucks are fixtures on campus, lining Market Street and Ludlow Street behind the Main Building, and throughout Philadelphia.

When LeBow students Nick Nanakos and Cameron Hansen's thoughts turned to food trucks just a few years ago, it wasn't because their stomachs were empty; they were looking for a business opportunity, and they saw these staples of student life through fresh sets of entrepreneurial eyes. As co-founders of TruckBux, a mobile app connecting food trucks with nearby customers, they have transformed the typical lunchtime transaction, enabling ease of both payment and pickup.

The two business partners became friends through Nanakos' older brother, and their collaboration was jumpstarted by a single text message sent by Hansen: "We should do something with food trucks." Nanakos replied, "I love it. What do you want to do?" and their collaboration was on; they battled business ideas back and forth throughout the summer of 2016 before homing in on a mobile payment service, with app design taking place in early 2017.



PHOTO BY ANNA CUSHING '20



Sliders from Stuff'd Buns, a Philadelphia food truck that makes occasional appearances at Drexel.

By October 2017, they were ready to launch their app and to purchase office space at ic@3401, a startup hub at the University City Science Center, to house their growing team. Then in December, Nanakos and Hansen came in third place at the 2017 Startup Fest, hosted by Drexel's Close School of Entrepreneurship, for which they received a \$5,000 prize and space in the business incubator at the Baia Institute for Entrepreneurship.


Things have only accelerated since then: TruckBux is now an eight-person operation, not counting their development team in India, and it has made the leap from being just another startup to becoming a vital hub for food trucks and their patrons.

"My vision is that TruckBux will be a billion dollar company, and it will revolutionize food trucks throughout the entire country," Nanakos says. "It's a niche market, and no one's capitalized on it except for us."

Simple and Streamlined

Using TruckBux is still as simple as the day it debuted: Open the app, see what trucks are nearby and what they're serving, flip through photos of menu items, place an order, go pick it up. On the other end, truck operators receive notifications and track orders on a tablet computer that they're issued when they sign up as TruckBux vendors. The app's offering to vendors also includes a professional photoshoot capturing the truck, its wares and its owners, as well as display signage encouraging those waiting in line to "skip the line, no more cash, pay with Venmo." (Venmo, the popular mobile payment service, is integrated with the app, along with Apple Pay—or you can enter a credit card.)

As Nanakos puts it, the app "streamlines their order process, allowing them to handle a higher volume of customers." It can help them



"Startups don't fail as a result of lack of capital, they fail as a result of a lack of innovation."

PHOTOGRAPHY BY STUART GOLDENBERG



Cameron Hansen and Nick Nanakos, LeBow students and co-founders of TruckBux

to attract new ones as well; he says he's seen people download the app while standing next to him in line.

After launching the app with three trucks signed up, Nanakos now has nearly two dozen on board, and growth among users has been even stronger: from less than 100 in October 2017 to over 6,000 as of July 2018. Both figures reflect the app's launch on a second college campus; earlier in 2018, trucks serving Temple University's campus in North Philadelphia signed on. Nanakos has plans in place to work with trucks serving the newly renovated John F. Kennedy Plaza (better known as LOVE Park) in Center City, and he has his sights set on a deepened relationship with Drexel—perhaps linking the app with students' meal plans.

Pete Tang, of Pete's Little LunchBox, hands out an order to a waiting customer. TruckBux gives signage to its vendors that encourages those waiting for meals to "skip the line."



With that growth has come some significant changes: following an in-depth discussion during winter 2018, Hansen decided to change roles, stepping down as co-CEO while staying on as an advisor to the business. "Other startups will have these conversations and they'll sever completely," Nanakos says. Not so with TruckBux: "Cam helps with whatever we need—it's a good relationship."

"I never would have been able to do this without Cam," he adds. "No shot."

Now that he's the full-time CEO and the face of the business, Nanakos admits that work on the business has sometimes come at the expense of his studies. "Being a student-entrepreneur is one of the most challenging things you can do," he says. "It's a fact that school will take a back seat when your startup is your passion."

Still, adding members to the TruckBux team, onboarding new vendors and handling technical discussions with the app's developers has helped with his balancing of work and school. "Being able to rely on team members is key," he says. "You can't be everywhere at once."

On a daily basis, Nanakos is putting business skills learned in the classroom in action: attracting and presenting to investors, addressing when and where to expand and other major operational decisions. "This is the real deal," Hansen says. "Nick could go in and teach students about what exactly it takes to run a company."

Vision for the Future

Though Nanakos brought in new investments over the summer of 2018, the company's financials are far from the only thing on his mind: "Startups don't fail as a result of lack of capital, they fail as a result of a lack of innovation."

That mindset factors into processing feedback from both consumers and truck owners when making updates to the app. He cites the app's map feature: at launch, it just showed the truck's location in an embedded Google Maps window; it now has an "open in maps" feature to provide users with walking or driving directions.

The app has been a boon to Pete's Little LunchBox, a fixture on the Drexel campus for over ten years. Pete's is more of an old-school truck—they're cash-only apart from orders placed through TruckBux—but with a devoted following. "If we had created an app just for Pete's people would use it—that's how much people love it," Nanakos says. "They're our number one."

"We still don't accept cards, but decided to give TruckBux a try," says Pete's owner Sandy Tang. "Not only have we received new customers, but our current customers love it. That's what matters to us."

Using TruckBux has helped other newer trucks gain a



ABOVE: Papermill owner Alex Sherack, pictured here inside his truck, was an early adopter of the TruckBux app. RIGHT: Papermill, a recent arrival to the Philadelphia food truck scene, is known for "spurritos": burritos wrapped in rice paper, like oversized spring rolls.



foothold in Drexel's lunch market—like Papermill, an import from Sydney, Australia, that dishes out rice paper-wrapped concoctions called "spurritos"—a hybrid of spring rolls and burritos—from a slickly branded, rainbow-hued truck. In a presentation to Drexel President John Fry, Nanakos called Papermill "what you want every truck to be," citing its street presence, customer service and high-quality menu offerings.

"TruckBux gives me an additional revenue stream which I would not have otherwise," says owner Alex Sherack, comparing the app favorably to GrubHub and



UberEats, two competitors in the food-technology space.

With footholds at two of Philadelphia's college campuses and in a high-traffic hub in Center City, Nanakos has his sights on expansion to other cities, as well as on more diverse uses for the app. "It's not limited to ordering and pickup," he says. "The vision is not just to skip the line and get ahead, it's to get into food truck catering"—an area of growth he sees emerging at parties, weddings and corporate centers.

As he pursues these new opportunities, Nanakos keeps in mind lessons from the initial brainstorming that

resulted in the company's creation. "Have a strong line of trust, of course, and a great relationship, and make sure you share a vision." He adds that having different strengths from one another served him and Hansen well in the app's early stages, with Nanakos intensely focused on the details and Hansen looking at bigger-picture pieces of the business.

That foundation, Nanakos says, will help student-entrepreneurs later on in their startup's life cycle, whether through a pivot or a transition in leadership: "No one's going to lose respect for you for being honest, whether they like it or not." 🐼

A Running Start

BY DAVE ALLEN

At just 21 years old, junior Ryan Lange is already a pioneer in his field. He attained this status outside of the classroom through an almost unbelievable feat: running over 230 miles in October 2017 in the Moab 240 Endurance Race, and becoming the youngest runner ever to complete a race of over 200 miles.

As a competitive ultramarathoner, Lange regularly logs distances of over 50 miles in his races and was again the youngest finisher in two races he completed earlier this year: the North Face Endurance Challenge 50 Miler in Massachusetts and the 81-mile Badwater Salton Sea in California.

Leaving aside the pure numbers of his races, where he runs more miles in a day than even avid runners might in a week, Lange says his greatest accomplishment in this sport is the sense of maturity and self-knowledge he has gained. “It gives me confidence that I can carry in my back pocket through everything,” he said. “It allows me to say, ‘What can’t I do?’”

He wasn’t out there alone in the Utah wilderness during the Moab run. His father, Chris Lange ’91, followed in a truck and met him at pit stops throughout the course. Friends and family, including his mother Patricia Fenimore-Lange ’90, tracked his progress through the race’s website; ultimately, Lange completed the course in under 87 hours as the 25th runner out of 127 to finish.

Since the Moab race and other ultramarathon events take place during the academic year, Lange regularly consults with his professors at LeBow and other colleges about what tasks and assignments he can complete ahead of time in order to stay on track.

Even with that advance preparation, Lange found it a challenge to return to regular life after Moab. After completing the race on October 16 and taking a few days to recuperate, he was back in class on October 20 and preparing for midterms. “That was honestly the hardest part,” he said.

Surprisingly, Lange took up running only about three years ago in order to lose weight and increase his fitness. “I would run three miles and I thought it was the greatest thing, and I slowly built myself up from there,” he said.

He quickly ramped up to longer distances, running his first marathon in November 2016 and then a 50K in





January 2017. Later that year, during his co-op experience with Susquehanna International Group in Bala Cynwyd, Lange logged plenty of miles running on the Schuylkill River Trail after work hours. He also made regular trips up to the Delaware Water Gap to practice running through big changes in elevation.


"I fell in love with it," he said. "I got addicted to the feeling after a big run."

While Lange repped both Drexel and his favorite sports team, the Philadelphia Eagles, during his Moab run, he has recently sought a way to connect his passion for running with promoting a larger cause. During the Tahoe 200 Endurance Run in September, he wore the logo of Sharing Excess, a nonprofit focused on providing surplus food to homeless populations and currently housed at the Baiada Institute for Entrepreneurship at the Pearlstein Business Learning Center.

Even with his growing track record as an athlete, Lange describes himself as "an average guy." His path from being a novice to running at an elite level has shown him that "anyone is capable of a lot more than what they think."

LEFT: Lange competes in the North Face Endurance Challenge 50 Miler, where he finished 34th out of 140 runners. BELOW: Lange trains at high altitude in Colorado.





"Be confident: What you're learning at LeBow and in the co-op experience will provide you with such a great opportunity to springboard your careers."

A Partner and a Pioneer

BY DAVE ALLEN

When Deanna Byrne was named the first female managing partner in the 120-year history of PwC's Philadelphia office in 2017, she admits she didn't focus on the significance—or novelty—of the achievement.

Then, responses from students, fellow alumni and current and former PwC employees started to come in, and they made the 1992 LeBow graduate reflect more on the position she attained and the path she took to get there. "I've heard from alumni who said they never thought this would happen," she says. "That's very meaningful to me."

That path started 30 years ago with her co-op at Coopers & Lybrand, which later merged with Price Waterhouse to form the company known today as PwC. She went on to spend her entire career thus far with the same company, and she has been a partner at PwC for 15 years.

Byrne says she was first drawn to Drexel due to the co-op program, as well as by a spot on the softball team.

Like many Drexel graduates who went from co-op to career at the same company, Byrne credits the early introduction to corporate culture and to working in a business environment that she received through co-op with her long-term success.

"When I went on co-op at C&L, I had just finished my freshman year—I hadn't even had an accounting class yet! What they decided to do was put you not on a client services staff role but in an internal facing role so you could really understand the way the firm operated as a business," she says. "It gave me a leg up on my peers because I really understood not just the client-services side but what our business looked like and how it ran."

That initial co-op experience led to her working and attending Drexel at the same time, deepening a professional connection that has lasted for decades. "The people I've worked with, both within the firm and at our clients, have



PHOTO BY STUART GOLDENBERG

been the friendliest, smartest, most creative and intellectually challenging that I've known, and they've become some of my best friends," she says, adding that several fellow LeBow alums have had a major impact on her career at PwC: Dean Simone '84 and, more recently, fellow partner and Dean's Advisory Board member Carlos Moreira '91. "Working with great people and doing challenging work have been a constant, and that combination has just made it something I always wanted to stay with."

In assuming the managing partner role last year, Byrne had the occasion to look back on her career at PwC and the influence of one particular female mentor, Jean Cavuto. "I remember she always wore red to audit committee meetings," she said—a wardrobe choice that stood out in a conservative industry in the early 1980s. "She really impressed upon me that our gender ultimately didn't

have anything to do with our success as long as you continue to put in the work and take advantage of opportunities, and that we could do that while being ourselves."

She also notes that she worked closely with the previous managing partners and held them in high regard. "I had such respect for them, and so to be considered in their space was something I'm really grateful for," she says. Having attained this position, "I take it as a responsibility that we continue our efforts in making sure we're a really inclusive environment and that we demonstrate our commitment to diversity."

Her advice to current students, both in accounting and in other fields? "Be confident: What you're learning at LeBow and in the co-op experience will provide you with such a great opportunity to springboard your careers," she says. "Work hard, think about what goals you have and set a plan to achieve them."

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Being able to talk about things that you wouldn't normally with your family or in school was something huge that benefits all of us. Even us as mentors.

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A Space to Pause and Reflect

in Southwest Philadelphia

BY JONATHAN HARTLEY

As Lotus Barron navigated high school in Southwest Philadelphia, earned a prestigious Gates Millennium Scholarship, and enrolled at Drexel LeBow, she didn't have much time to pause and reflect. But she dedicates time each winter and summer break to helping young women in her community do just that through SELaH, an acronym for Sistas Elevating Learning and Healing, and an ancient word thought to instruct the listener to quiet reflection.

SELaH, which began as a discussion group in the home of Barron's friend and fellow Gates Millennium Scholar Sadiyah Malcolm, hosts weeklong discussion series biannually at the Southwest Philadelphia PAL. Girls from the neighborhood between ages 11 and 18 are invited for discussion, workshops and fun. The sessions are typically focused in one of three primary areas: community building, literacy and the arts.

Barron, a junior double major in marketing and business analytics, joined the group after Malcolm, noticing that a fellow Gates Scholar lived only blocks from the PAL, reached out to her with an invitation to attend. After that week, she saw the impact the discussion was having and made the decision to join as a mentor.

"I think, for the girls, it's so important because sometimes they're dealing with things they aren't even aware of," she says. "So being able to come into a space, even if it's just for a little bit, that doesn't have as much structure as a school would, being able to talk about things that you wouldn't normally with your family or in school was something huge that benefits all of us. Even us as mentors."

The last event was titled "Black Girls Lit" and focused on literacy. The mentors held a book drive and collected over 400 books to give away along with bookmarks and t-shirts.

Barron values the conversation and relationships that are generated with the girls, but she also knows that she and Malcolm have something to give back as they lead by example.

"Let's face it, especially in Southwest [Philadelphia], not everyone gets to live out their goals the way that they want to," she says. "Sadiyah and I are very blessed and very lucky that we have a scholarship that allows us to graduate debt free. So being able to be with the girls...to see them sit down and say, 'I want to be a doctor,' with us reinforcing that they can do it, and seeing them light up and believe in themselves, I think that's why we do it."

Sowing the Seeds of a Better Future

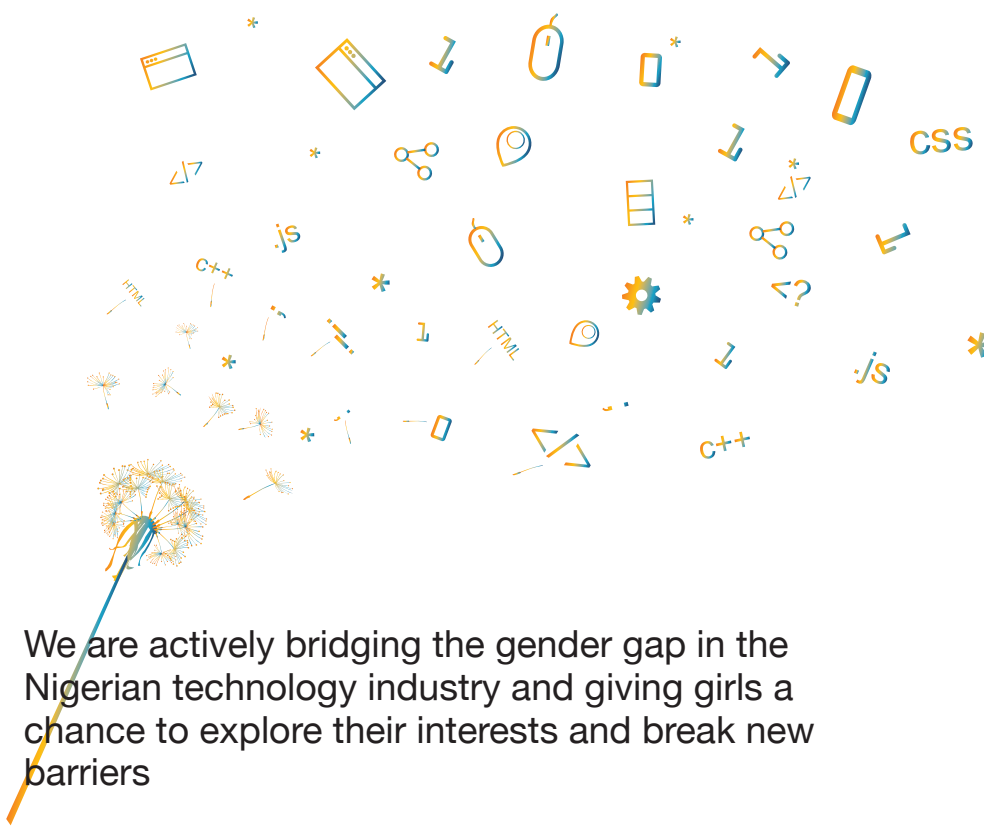
BY JAMILA JOHNSON

Since the beginning of her undergraduate career, recent graduate Amarachukwu Uche-Anya has had her eyes on more than just the cap and gown. From serving as a co-chair in LeBow's BRIDGE program to starting her own nonprofit, Uche-Anya's primary goal has been to make an impact.

Even from a young age, Uche-Anya felt compelled to make a change. Noticing the drastic economic disparity in her hometown in Nigeria, Uche-Anya began donating food to local orphanages every year with the help of her mother. But as the years progressed, Uche-Anya says she realized that still wasn't enough; she wanted to empower her community to thrive on its own.

In the winter of her junior year, Uche-Anya started S.O.W. Africa with a close friend. S.O.W. Africa had to be different; it had to provide sustainable assistance to each community it serves so they could thrive long after the nonprofit's initiatives ended.

Since the inception of the company, they worked to ensure each community was being helped in ways the residents requested, which she says differentiates the nonprofit. "Sometimes we might want to do something, or think we know what to do, but it won't be in line with what the community needs. We always want to make sure we're putting the community first."



We are actively bridging the gender gap in the Nigerian technology industry and giving girls a chance to explore their interests and break new barriers

Using focus groups and members of the community to assess weak points, members of S.O.W. Africa successfully launched #ProjectProtein last year. The initiative provided workshops on maintaining a healthy lifestyle with a licensed dietician, provided a variety of locally-sustainable nutritious foods and helped six workshop participants grow and maintain their local businesses.

In the first year, the group grew from two dedicated members to seven. "The growth has been phenomenal," says Uche-Anya. "They're very dedicated members who make sure we're working in line with the mission."

This summer, with the help of a donation of 20 laptops from Drexel's Office of the Provost and a sponsorship from Drexel LeBow BRIDGE, the organization also began a coding boot camp for high school girls in Kano, Nigeria, to combat the low percentage of girls who attend school and remain enrolled throughout secondary school. "Our

goal is to expose our program participants to STEM fields early enough, grow their interest in it, and support them as they embark on a STEM related college or career route," says Uche-Anya.

The six-week intensive training course gives participants education on HTML, JavaScript and CSS, while also working on leadership building and empowerment. "By doing this, we are actively bridging the gender gap in the Nigerian technology industry and giving girls a chance to explore their interests and break new barriers," says Uche-Anya.

Uche-Anya's plans for the future include expanding S.O.W. Africa's work to East Africa and beyond, but the recent graduate is currently focused on launching her career at PricewaterhouseCoopers (PwC), where she completed her third co-op.

"I'm very passionate about international development," says Uche-Anya. "I want to make sure I'm giving back to my community." For Uche-Anya, this is just the beginning.



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NEW PERSPECTIVES ON LEADERSHIP

BY DAVE ALLEN

It's been a busy year since Joseph F. Rocereto Professor of Management Daan van Knippenberg joined the LeBow faculty last fall. He's relocated, along with his family, to Philadelphia from the Netherlands, taught in the MBA, Executive MBA and Doctorate of Business Administration programs and taken on the role of academic director for the Institute for Strategic Leadership. Through these experiences, van Knippenberg says he has learned that "Drexel students are very interested in self-reflection and in improving their performance."

He has also continued and deepened his research on leadership, including co-authoring a study of strategic dissent among top management teams and presenting on meaning-based leadership at LeBow's faculty research seminar in the spring of 2018. The 2018-19 school year finds him teaching in a newly designed residency for the Executive MBA program, which he says will allow for more comprehensive teaching.

What is the residency you are teaching for EMBA, and how does it relate to LeBow's solutions focus?

I'm teaming with Lauren D'Innocenzo and David Kurz to teach leadership in an experiential way. Key to how we do this is an understanding of leadership as strongly rooted in team processes: that leadership is part of the team process, not something you do to the team. The residency is focused on understanding effective leadership and teamwork as well as how the students can develop their leadership through experiential exercises and guided reflection.

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Leadership is part of the team process, not something you do to the team.

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PHOTO BY CHRISTOPHER T. SIRACUSA '19



The way I understand LeBow's solutions focus is that as a business school we strongly believe in science for practice—in evidence-based management. The EMBA program as a whole, as well as this residency, fits with that perspective, with a strong scientific basis for what we teach, and a strong focus on what this means in students' practice.

How will it help students in their careers?

I strongly believe that leadership is one of the core competencies EMBA students need, and need to develop further. It is also one of the competencies that is most difficult to acquire through traditional classroom teaching; leadership development strongly relies on self-development through experienced and deliberate reflection and planned change. The residency structure allows us to make the course much more experiential than a more traditional class setup, and I am convinced that students will experience the difference.

In your opinion, what's different about Drexel as an institution?

I believe Drexel stands out from many other schools with its strong focus on science for practice, and I believe LeBow EMBA students are a great fit with this focus: open-minded to insights from science and keen to translate these to their own practice.

Three Qualities of an Analytical Leader

BY JONATHAN ZIEGERT

Given organizations' growing adoption of a data-driven approach to work, the ability for leaders to be able to influence decisions through big data and technology is increasingly important. In fact, this ability is the hallmark of an analytical leader.

At the core, an effective analytical leader embodies three fundamental qualities:



1

AWARENESS

Given the ever-increasing amount of data and information available, analytical leaders need to be aware of their environment and recognize potential myopic assumptions they hold. In this regard, analytical leaders are cognizant of potential inattention blindness: not seeing or perceiving an unexpected stimulus that is otherwise readily apparent. Inattention blindness occurs when one is under cognitive load, as is often the case with large amounts of data and information, or when one expects a certain outcome based on past events, thereby discounting this data. Therefore, by cognitantly recognizing this possibility through awareness, analytical leaders can remain open to important information in the data that may otherwise be unseen.



2

INFLUENCE

Influence is at the core of leadership, and is especially needed for an analytical leader. Given the number of options available due to the increased variety of information, leaders must be able to effectively guide others to achieve desired goals and outcomes. To do so, analytical leaders leverage fundamental influence principles, such as consistency, through having others make clear commitments with regard to approaches to data and information. Further, analytical leaders utilize social proof to support decisions by highlighting and leveraging peers' use of information.



3

INFORMATION SHARING AND COLLABORATION

Building on the perspectives of others, analytical leaders foster information sharing and collaboration among team members. To do so, they rely on effective information elaboration: leveraging others' access to different sources of information in order to generate appropriate knowledge for decision-making. Further, analytical leaders do this in a way that cultivates psychological safety such that individuals feel free to speak up and share unique information that they may otherwise not feel is relevant.

Jonathan Ziegert is associate professor of management and assistant department head for the Department of Management.



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THE CAMPAIGN FOR DREXEL

Millennial Job Recruits Care More About A Company's Politics Than You Think

BY CONOR BROSAN, RAJESHWARI ELANGOVAN,
ERIN MAGUIRE, SANJANA MEHROTRA, AND
KALLIE ROGERS

College students about to embark on their careers see a very different workplace from that of their parents. Among the many changes, a particularly interesting phenomenon has emerged: companies have become more openly political than ever before.

They are increasingly taking stands on political issues, issuing opinions to the courts, and injecting politics into their advertising. For example, when the Trump administration announced plans to eliminate federal protections for two national monuments in Utah, Patagonia sued the administration and launched a website that proclaimed: “The President stole your land.”

Recent investigations have included examining how consumers react when a company or its CEO becomes politically active; however, little is known about how it might affect recruiting of soon-to-be graduates like us.

So, as part of a course on corporate responsibility management during this academic year, Drexel LeBow students conducted a nationwide study of graduating college students.

Their findings paint a different picture of how college recruits react to corporate political activism than industry leaders might expect.





MILLENNIALS ARE POLITICALLY AWARE

Recruiting talented college graduates is a constant struggle for companies. Many don't yet know how to speak to young job seekers, with one recent study finding that 92 percent of companies believe they have a “brand problem” when it comes to recruiting millennials.

Politics can add another layer of complexity to what is already a difficult challenge. For example, imagine how a college senior, about to enter the job market, may have reacted when Pepsi launched a television commercial invoking the Black Lives Matter movement and featuring Kendall Jenner. The company came under intense fire almost immediately, and many of the student's peers chimed in on social media to mock and boycott Pepsi.

Despite their best intentions, companies like Pepsi sometimes underestimate how different the millennial generation is. Born in the late 1990s, their formative years are defined in part by 9/11, the 2008 market crash and the elections of Barack Obama and Donald Trump. A recent study shows that they are more politically engaged than other generations of college graduates, and yet their approach to activism is quite different.

They express their political views through social media and other nontraditional channels. And they seek less separation between their work and home lives than that of previous generations. Instead, they want their jobs to provide opportunities to solve important social and environmental challenges.

INSIGHTS RIGHT FROM THE SOURCE

To understand how the current generation might react to companies' political activism, a group of Drexel students invited graduating seniors from around the country to take a brief online survey on their awareness of companies taking political stands, and when such stands influenced their job search.

“

[Millennials] want their jobs to provide opportunities to solve important social and environmental challenges.

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Their sample (419 participants) came from over a hundred universities including Harvard, Penn State, Stanford, Texas A&M and University of California. Participants represented a cross-section of the country's student population: 45 percent report a GPA of 3.5 or above, 19 percent attend a top 50-ranked university, 55 percent are women, 11 percent are ethnic minorities, and 78 percent major in either business or one of the STEM fields.

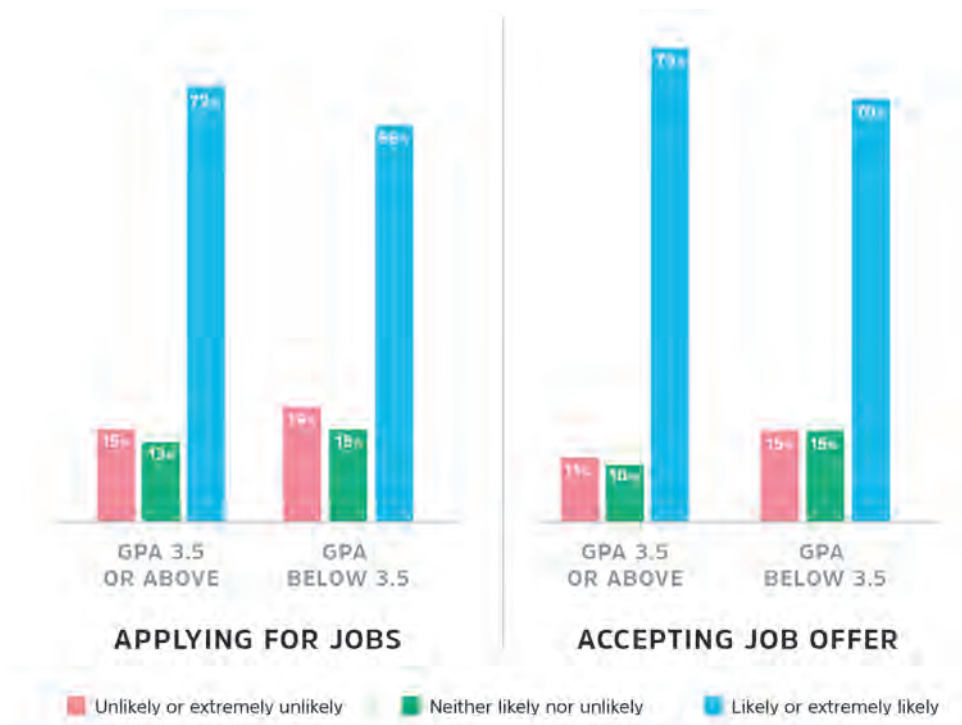


Figure 1: How Students are Influenced by Corporate Political Activism During the Job Search

HOW MUCH DO MILLENNIALS REALLY CARE?

The research team began by looking at awareness. They found that 68 percent of respondents said they were aware of a company having taken a stand, and 72 percent reported that they would be likely or extremely likely to try to learn more about a stance or statement made by a company.

In terms of the potential influence on their job search, a full 69 percent said a company's political stand would be "likely" or "extremely likely" to influence where they send a job application, and 74 percent said it would be likely or extremely likely to influence whether they would accept a job offer.

When the team looked more closely at the coveted group of students with a reported GPA of 3.5 or above, responses were even higher; a company's political stand would be likely or extremely likely to affect their decision to apply for a job (72 percent) and to accept a job offer (79 percent; see Figure 1).

When participants ranked the political issues they care about most, gender equality, race relations, and health care topped the list (Figure 2). Surprisingly, free trade, the issue that will perhaps most directly impact workers in the decades to come, was consistently ranked at the bottom of their priorities.

One might think that college students are most concerned with whether the company's stand matches their own. However, when asked what factors were most important to how they would react to a political stand,

participants placed this as the third most important. The two most important factors were that the stand be communicated respectfully and that it appears to be genuine. This held true no matter how we cut the data—by college major, GPA or top 50-ranked universities.

GOING FORWARD

If your company is hiring college graduates this year, the lesson is clear. That talented applicant you have your eye on cares about your company's politics. They don't demand that the company necessarily share their political views, but they do seek a workplace with respectful and genuine dialog on issues that are important to the country and to the world. In short, companies should feel freer to express political opinions than they have in the past.

So, make your political statements. Let the millennials know what you stand for. And keep in mind that they're listening for sincerity, respect and truth. In the words of this generation: Stay woke.

Conor Brosnan, Rajeshwari Elangovan, Erin Maguire, Sanjana Mehrotra, and Kallie Rogers are recent Drexel LeBow graduates. They conducted this research and wrote this article during their senior year under the advisement of Associate Professor Daniel Korschun, LeBow's Stephen Cozen Research Scholar in Marketing.

This piece originally appeared on the American Marketing Association's website, AMA.org, at <http://bit.ly/MillennialRecruits>.



Figure 2: Top-Ranked Political Issues for College Graduates

How to Master the Art of Networking

BY RAQUEL ARREDONDO

Whether you're new to your career or well established with no plans of moving or advancing in the near future, networking is a valuable tool that you can and should prioritize. Too often, networking skills are neglected until it's time for a career change, or rejected entirely as something only attainable to extroverts.

If you follow these basic steps, you can successfully navigate networking events and learn to connect with people in rewarding ways.



Raquel Arredondo is associate director for outreach, engagement and professional development in LeBow's Office of Graduate Career Services.



BE YOURSELF

To be effective when networking, you need to be confident in your own value proposition. What is your professional brand? Do you clearly and confidently communicate your skill set and expertise? How do you want to be remembered? The more confident you are with your identity, the easier it is to be yourself while networking.



ASK QUESTIONS

Networking is a two-way street. In order to make a meaningful connection with another individual, it will be important to ask questions. Don't limit your questions to work-related or surface-level questions. Demonstrate genuine interest by asking questions that show that you are interested.

(Even if You're an Introvert)



LISTEN ACTIVELY

Too often we miss an opportunity to connect with another person because we're too busy coming up with what we're going to say, or our next question. Listen actively and attentively. Demonstrate genuine interest by asking follow-up questions.



BE A GIVER

In order for a relationship to be meaningful, it needs to be mutually beneficial. Effective networking is NOT about “what you can do for me,” but how “we can help each other.” Look for ways to connect someone with another person or an opportunity. When you show genuine interest in helping someone, the favor will be returned at some point in the future. Leave each interaction on a positive note—you never know when you may need to lean on that person.



FOLLOW UP

In today's world we're fortunate to leverage tools such as LinkedIn to connect and follow up with people. Again, you never know when a person might need to call on someone from your network for assistance, so follow up with a personal note to remind them of when/where you met, what you may have discussed, and if warranted, an invitation for further discussion.



Retail Management Major

ABOVE: In this photo from 1938, women peruse an informational display about the retail management program in the School of Business Administration at Drexel Institute of Technology.

RIGHT: A retail management student on co-op at Wanamaker's in 1941.



PHOTOS COURTESY OF DREXEL UNIVERSITY ARCHIVES



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