The 225th anniversary of Pitt’s founding is being celebrated throughout 2012, culminating with our biggest homecoming ever, October 11–14. Visit www.225.pitt.edu to see the most notable events and accomplishments in Pitt’s history and share your Pitt story. Join us on campus or online in 2012—in celebration of building better lives through knowledge, discovery, and service. Hail to Pitt!

Read Pitt Business online at www.katz.pitt.edu/magazine

Find us on:
In sports, in business, parallels abound.

To its core, Pittsburgh is a sports town. It’s the City of Champions, at both the professional and college levels. Pittsburgh has a winning tradition in something else: business. You’d be hard-pressed to name other cities that contributed more — through iron and steel, oil and glass — to America’s growth as an industrial power. Or cities that showed the resilience and innovation to transition from a Rust Belt economy to a future-oriented one.

I bring up sports and business because of their parallels. The same ingredients necessary for success on the field are needed in the board room. I’m talking about sound fundamentals, teamwork, talent, drive, competitiveness, and learning from failure.

This issue of Pitt Business explores the strong bond between sports and business. At the Joseph M. Katz Graduate School of Business and College of Business Administration, experience-based learning is the foundation of our education. Our students directly apply what they learn, so they’re workplace-ready. Our students collaborate on diverse teams, proving that, as in sports, a winning team is the sum of its parts.

In this issue, we spotlight alumni working in sports, or shaped by their sports experiences. There’s Jaqc Skovron, who works for the National Football League’s (NFL) marketing department. There’s Handy P. Soetedjo, an Indonesian businessman who is a co-owner of the Philadelphia 76ers National Basketball Association franchise. And there’s John Algie, the president and general manager of a Major League Lacrosse team.

The issue highlights the deep connections we have with Pitt’s Department of Athletics. Nowhere is this more evident than the Marketing Academy, a program that gives CBA students hands-on experience with Pitt’s Olympic sports teams.

The issue features a class project in which CBA students consulted for the NFL and Pittsburgh Steelers on the PLAY 60 youth exercise initiative. There is also a story about John Petersen (BBA ’71), whose legacy includes not only a company transformed by his investment skills but also the John M. and Gertrude E. Petersen Events Center, the Petersen Institute of NanoScience and Engineering, and the Petersen Sports Complex at the University of Pittsburgh.

I know the lessons I learned playing football and running track in high school have stayed with me. It is my goal to provide our students with the same lasting impact regardless of what industry they land in. We give our graduates the confidence to make sound decisions in a business environment that’s constantly changing.

I invite you to enjoy the fascinating sports stories in this issue. We at the Joseph M. Katz Graduate School of Business and College of Business Administration face intense competition from other business schools — but we don’t back down from the challenge. We are determined to succeed, like our graduates.
The University of Pittsburgh’s Marketing Academy gives undergraduate students an internship where they do all of the above. The formal program, a joint effort between Pitt’s Department of Athletics and the College of Business Administration (CBA), assigns a student to one of Pitt’s eight Olympic sports. From day one, the onus is on the students. They must grab the reins of their team. No one holds their hands. The students, in short order, develop a full-fledged marketing strategy aimed at increasing attendance and improving the fan experience.

“It’s a win-win for everybody,” says Justin Acierno (A&S ’05, MBA ’07), who as director of marketing and ticket operations for Pitt athletics supervises the academy. “The students get the opportunity to oversee something and put their own twist on the sport. It helps us in athletics, because we don’t have the full-time staff for each Olympic sport. We need help because promotions and event planning are so time intensive.”

This year, Pitt teams are scheduled to play in 104 sporting events. Football and basketball may grab the headlines—and generate the most revenue—but Pitt offers a total of 19 sports. Don’t tell a soccer player his sport doesn’t matter. Each sport runs on its own timeline and comes with its own promotional needs. That’s where the students come in. Students are there on game day, handling every detail of the event. They are the marketing managers running the show.

Rachel Colangelo, a junior studying marketing, interned for the men’s soccer team, and also helped with the women’s team, this past fall. Colangelo implemented a ball kids program, inviting children middle-school-aged or younger to retrieve balls at games, and also organized senior nights, a fall funfest, and a leukemia and lymphoma awareness night.

“You get an awful lot of freedom. With the marketing plan, I had to think of my target market. This year, with the new soccer stadium, I had to look at the new student market. Before, games were played 45 minutes away,” Colangelo says.

The Petersen Sports Complex, which serves soccer, baseball, and softball, opened in spring 2011. Attendance increased 65 percent. Colangelo’s first game, September 9, between Pitt and the U.S. Air Force Academy, was her most memorable.

“I was expecting 400 people to show up, but over 800 people showed,” she recalls. “I was in the press box setting up when I heard the noise. The student cheering section—the Zooiligans (a play on words combining the Oakland Zoo of men’s basketball with soccer hooligans)—had out their drums and vuvuzelas.”

Not Without Adversity
On this internship, you work nights and weekends. Your shift can go into extra innings. And sometimes your plans are wiped out by rain or snow.

“The work in sports marketing is brutal in the sense that the hours are so long,” says Ray Jones (GSPIA ’92, PhD ’01), clinical assistant professor of business administration and coordinator of the Certificate Program in Leadership and Ethics (CPLE) at the David Berg Center for Ethics and Leadership.

For the past decade, Jones has been the Marketing Academy’s faculty advisor. He meets with the students four times through the course of a semester. The internship is worth three credits. Students must fulfill two marketing areas: segmentation and promotions. After the season, they must write a summary report and present it to senior marketing leadership in the Athletic Department.

“Students use this internship to make a strong case for themselves in job applications and interviews,” Jones says. “The students’ marketing plans are not set in stone. They must be flexible. You have to deal with uncertainty. Things go wrong, and you must adjust on the fly to make the campaign happen.”

Indeed, Jones has advised past academy interns with the worst luck. A student on a baseball internship had practically every one of his promotions rained out.
is the enemy of outdoor sports that have a full plate of games in March and April.

Many interns have come up with out-of-the-box solutions to problems. In 2002, Nora Duncan (CB ‘03), a men’s soccer intern, had difficulty getting fans to come out for games. This was before the Petersen Sports Complex opened, when games were played 20 miles away from campus, at Founders Field in Cheswick, PA. First, Duncan sent out thousands of mail pieces. No response. So she created a penpal program, which paired up soccer players with children from a local elementary school. The result: games became a family affair. Attendance increased.

“The elementary kids were so excited. They just thought it was the coolest thing. In their minds, it was a superstar who was writing them letters,” Duncan recalled. After graduating, Duncan was hired by Pitt athletics. One of her first responsibilities was to oversee interns in the Marketing Academy. Later, Duncan was promoted to associate director of marketing and promotions, where she orchestrated the game presentation of football, and men’s and women’s basketball games. She credits her own time in the Marketing Academy for teaching her the essentials.

The “Envy of Other Schools”

The connections between Pitt Business and Pitt athletics run deep. Look at the Athletic Department’s sales and marketing team: many employees earned degrees at Katz or CBA. It has something to do with the parallels between sports and business. Teamwork. Drive. Competition. Without these elements, a team isn’t destined for greatness, nor will a business thrive in today’s challenging times.

“The relationship we have with the business school is the envy of other schools. The support that we get is very unique,” says Chris Ferris (A&S ’98, MBA ’06), associate athletic director of external relations, Pitt athletics. His department has received inquiries from other schools wanting details on the Marketing Academy.

In addition to the Marketing Academy, the business school assists Pitt athletics in other ways. Last year, CPLE students developed a proposal for how to grow the annual Maggie Dixon Heart Health Fair. The event, held at the John M. and Gertrude E. Petersen Events Center, honors the sister of Pitt men’s basketball Head Coach Jamie Dixon, a coach in her own right, who died in 2006 from an arrhythmia at the age of 28—just weeks after leading the Army Black Knights women’s basketball team to its first NCAA tournament berth.

Katz MBA students have also worked with the Panther Game Plan Life Skills program to develop a financial literacy awareness aspect. To obtain financial literacy data, four former football players with ties to either CBA or the MBA program acted as consultants, and surveyed current football players and other student-athletes.

“Our students work in hand with our coaches and administration to make us better. That’s something we’re very proud of,” Ferris says.

The Marketing Academy was created in 2000. Ferris says it was the brainchild of Athletic Director Steve Pederson. At the time, Pitt athletics was growing, and the department needed to find a way to give each sport the attention to detail required on game days.

“Steve said, ‘We have a business school here and great, talented individuals, so why don’t we start a partnership?’” Ferris recalls Ferris. “From the get-go, this wasn’t a position where we have had to play ‘babysitter.’ Students have to be independent, hardworking, and very creative.”

Experience-based Learning: Practice Makes Perfect

Entry into the Marketing Academy is as competitive as the sports teams the interns represent. Typically, more than 50 students apply for the eight internships that are available throughout the year.

The academy isn’t for the meek of heart. On average, students devote 20 hours a week to office work, and must attend each of their events. Furthermore, students must volunteer at every home football game and some men’s basketball games. Add it up, and the workload is equivalent to a full-time job.

Amy Vanderlin, a junior studying marketing, interned for Pitt’s swimming and diving teams this past winter. Armed with a small budget, she ran ads in the student newspaper, created posters and flyers, and organized spirit contests with student organizations. Vanderlin’s “Squeeze into Trees” promotion packed the Trees Hall pool. She worked with the coaches to coordinate promotions for when the team needed a big fan lift.

For community promotion, I worked with the Susan G. Komen for the Cure breast cancer foundation. To raise awareness, the team purchased pink swimming caps and we sold them to help with fundraising for the cure,” Vanderlin says.

Vanderlin’s internship had an extra wrinkle. This year’s Big East Conference Swimming and Diving Championship was held at Pitt. It gave Vanderlin a marathon assignment split over two weeks in February, with three days going toward diving, and four days going toward swimming. The meets averaged four hours—as dozens of swimmers and divers toiled to the pool.

“I coordinated all the timers and volunteers,” Vanderlin recalls. “During the meet, I was at the scorer’s table or I was running around like a chicken with my head cut off.”

Tack this experience onto Vanderlin’s full course load in the College of Business Administration. Not that she minds. “I enjoyed the people and the atmosphere. It was really neat working behind the scenes and seeing how, at games, everything is on cue down to the last second,” Vanderlin says.

At the close of their Marketing Academy internships, students make final presentations to summer marketing officials in Pitt athletics. The students talk about their experience, their marketing plan, each promotion, and give a closing statement on what they thought of the internship and what they could have done better. Their experiences and recommendations are passed onto the next intern in a given sport.

“Success is measured by your attendance totals,” Acierno says. “Students try to pick two to three days for each sport and get the largest crowd. They work with coaches to see which events they want the most help with, to get that home field advantage.”

The experience doesn’t seem to discourage students from pursuing careers in sports. Graduates of the academy have been hired by Pitt’s Athletic Department and gone on to other careers in sports. Colangelo used the experience to land an internship with the Pittsburgh Penguins, where she is putting the communications portion of her internship experience to use by doing community relations work for the National Hockey League franchise.

Vanderlin also has her sights on another sports marketing internship. “This opened my eyes to a different aspect of the marketing field,” Vanderlin says. “I’m looking into working for the Pittsburgh Pirates this summer.”
THE LEGACY THAT ‘PETE’ BUILT

SHARP INVESTOR:
John M. Petersen has built a career and a legacy on knowing a good investment when he sees one.
In 1948, John Petersen (BBA ’51) bought his first stock: Allied Stores, a national department store chain. Its value doubled within a year. Petersen’s next stock purchase, El Paso Natural Gas, a pipeline through southwestern states, performed well. Turns out, Petersen had an eye for smart investments.

With a background in accounting, Petersen joined Erie Insurance Group in 1962 as the company’s first investment officer. In 1987, he took a calculated risk by entering the equities market. At that time, insurance companies primarily invested in bonds and treasury paper. The equity gains were huge. Later Petersen became president and CEO, helping grow the company into one of the nation’s largest property and casualty insurers. Erie Insurance Group’s assets grew from $20 million in 1962, when he joined the company, to more than $4.6 billion, in 1995, when he retired.

In his personal life, Petersen directs charitable dollars with a purpose. He is unflaggingly humble—only his generosity speaks loudly. Major gifts by him and wife, Gertrude, created the University of Pittsburgh’s John M. and Gertrude E. Petersen Events Center and Petersen Sports Complex, and endowed the Petersen Institute of NanoScience and Engineering. Furthermore, the Petersens have three grown children.

Petersen’s work ethic was shaped at a young age. As a young teenager, he worked in a fish house on Lake Erie’s shores. At the time, Erie was a major fishing port. Fishermen’s nets were filled with blue pike, perch, and white fish. Petersen began swimming at age 5, when he received a “worthy boy” membership to the YMCA. He swam there for 12 years. As he improved, Petersen swam anywhere: in boating slips, in the lake, in the high school pool. He joined the U.S. Army and competed in swim meets. His abilities in the water caught the eye of college scouts, including Pitt’s swimming Head Coach Ben Grady. At Pitt, Petersen swam freestyle, any distance 100 meters or more.

Petersen sees parallels between individual sports and succeeding in business. “It’s up to you. In other words, if you want to get to the top, put the time and effort in,” he says. That attitude is what carried Petersen through Pitt in just five semesters and helped him land a job at General Electric in Fairfield, Conn. after graduating, despite a national recession.

“All along the way, I saved 10 percent of what I ever made. And I always invested it. I didn’t say, ‘Oh, we’re going to get a new TV or take a fancy vacation.’ We went camping and had great times,” Petersen says.

In February, Pitt’s Alumni Association honored Petersen as a 2012 Distinguished Alumni Fellow—one of the University’s most prestigious alumni awards. Petersen, while on campus for the awards ceremony, joined a group of MBA and College of Business Administration students for breakfast. “The real investing in the economy has to be done directly in the companies and the systems and everything that builds that. The stock market doesn’t help the economy one bit,” Petersen told them.

To that end, Petersen is involved in nine start-up companies as an investor. Most of the companies have Pittsburgh roots. Many are spinoffs of university projects, including those at Pitt. Many are medical related. The start-ups include a firm that developed computer-generated imaging so surgeons can map out procedures such as knee replacements, a firm that developed a heart stent alternative that puts a vein on a spindle and coats it with a biodegradable material for use by the surgeon, and a firm that uses a tiny, snake-like probe for noninvasive operations.

“I’m always reading, always analyzing,” Petersen says. The students asked him about his investment strategy, to which Petersen replied, “I’m a stock picker. Fortunately, I’ve been able to pick quite well. But I had a horrible year last year.”

Petersen’s gifts have transformed Pitt. Even so, he shrugs at the notion of being a powerful force in philanthropy. The Petersen Events Center and Petersen Sports Complex give Pitt athletic space that is among the best in the country. That helps recruit top athletes and improves the fan experience. The Petersen Institute of NanoScience and Engineering is making discoveries that push frontiers at the molecular level.

Petersen attributes his success in business to hard work. When Petersen was growing up, his family had little money. His father was a fisherman with a small boat. There were no family vacations, no weekly allowances, no home remodeling projects—all income was reinvested back into the business. “My father always said, ‘Provide for yourself.’ Because of that, I’ve always taken care of myself. When I worked General Electric and Erie Insurance Group, I arrived at the office by 7 a.m. and never left before 6 p.m.”

“The real investing in the economy has to be done directly in the companies and the systems and everything that builds that. The stock market doesn’t help the economy one bit.”

John M. Petersen
For financial institutions, the line between winning and losing is sharply drawn on risk. The market upheaval on Wall Street was accelerated by firms betting heavily on what turned out to be high-risk assets. PNC Financial Services Group was not one of those banks. Joseph C. Guyaux (MBA ’84) had a front row seat to the action. Guyaux, in his former role as president of PNC and head of retail banking, grew the retail core that safely anchored PNC when rough seas swept the market. He visited campus in September as the featured speaker of the 2011 Thought Leaders in Business speaker’s forum, when he discussed PNC’s strategy for how to excel during tough times: a plan that begins and ends with the customer.
Anthropology and the Future of Banking

Imagine adding a half million new customers but producing less revenue. That is what’s happening to the retail business at PNC. Like all banks, historically low interest rates are eating away the bottom line. Deposits are worth less in this environment.

PNC has other challenges too. There is worrisome new competition from companies outside the banking sphere. Slow job growth is holding back the U.S. economy. Financial regulatory reform is a big unknown. So what makes Guyaux relentlessly confident about PNC’s future prospects? He believes PNC is well positioned for growth by virtue of the fact that it builds everything around its customers. Under Guyaux’s leadership, PNC has rolled out new products targeting the younger demographic, such as Virtual Wallet, an online tool that integrates three accounts — titled spend, reserve, and growth — with industry-leading personal finance tools. The success of this segment led PNC to add features to Virtual Wallet aimed at expanding its appeal to older tech-savvy customers.

“The pathway out is to focus on customers and to think about our guiding principles: reciprocity, transparency, and choice. That’s the way out, while we manage our costs, while we manage our capital,” Guyaux told a Pitt business audience of students and alumni gathered in the William Pitt Union for his Thought Leaders presentation.

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The Thought Leaders forum, made possible by the William P. LaSalle Foundation and the Katz Graduate School of Business, features business thinkers from a variety of industries. The speakers share insights and observations with the Pitt business audience.

“Anthropologists and behavioral scientists went and observed how people who are Gen Y live their lives and how they manage their money. What we got from that was our Gen Y customers don’t think about checking accounts and savings accounts. What they said was, ‘I’ve got money I spend, I’ve got money I save, and I’ve got money in reserve. And how do you fit into my life to make it easy?’” Guyaux said.

PNC invests in traditional advertising channels, such as television, print media, and billboards, but increasingly the company focuses on social media — and its potential for providing hyper-specific information about customer habits. “Where do you think most of our improvement ideas come from now?” Guyaux asked the audience. “From listening to our customers on Twitter and our blog. The day after we rolled out our check deposit app for the iPhone, I went onto Twitter. Half the Tweet comments were, ‘This is great. I can’t believe it. This bank gets it.’ The other half were, ‘What’s up with this? No Droid? When are you going to update this? It doesn’t do me any good.’”

Cyclical or Secular: The Question Going Forward

In the late 1990s, Guyaux experienced a crossroads moment. Popular wisdom was that retail branches were dying. Many banks viewed fee-based services, such as treasury management or investments, as growth engines and were willing to siphon retail’s cash to support them.

Guyaux did not agree with that future. He spent the first 12 years of his career in branches; to him their value was clear. So as competitors backed off retail banking, Guyaux went the other way. He pushed PNC to renew its retail focus and implemented strategies that increased revenues, and improved customer and employee satisfaction. Ultimately, its retail core gave PNC a layer of body armor that other banks didn’t have during the Wall Street crisis and the extreme downturn.

Even so, Guyaux warns of a tipping point in terms of banks’ free services. Fifty years ago, customers only had access to bank branches. Now they have automated teller machines (ATM), call centers, Internet access, and mobile access. PNC customers aren’t paying extra for these services. Instead of shuttering branches, PNC is taking advantage of self-service trends, giving customers tools to make their lives easier. “Mobile banking transactions cost us one-tenth of what it costs if customers went into a branch. ATM check imaging is a lower cost also,” Guyaux said.

Guyaux says he’d like to see his branches do a better job of demonstrating products for customers. For example, walking out to the ATM and showing them how to deposit a check remotely. “I hate to say this, but most banks — ours included — wait for the customers to discover it by themselves. Apple doesn’t do that. You walk in and they start telling you what you might be interested in,” Guyaux said.

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To hear Guyaux’s Thought Leaders presentation, visit www.katz.pitt.edu/thought-leaders.
Recognized for their exceptional contributions to their professions, disciplines, communities, and Pitt Business, the 2012 Business Alumni Association award recipients are making a positive impact on industry and the next generation of business leaders. Please join Pitt Business and the Business Alumni Association in celebrating the outstanding achievements of the alumni profiled. For more information about these awards or to nominate an alumnus or friend of Pitt Business for a future award, visit www.katz.pitt.edu/awards.
Joseph C. Guyaux

SCHOLAR VICE CHAIRMAN, CHIEF RISK OFFICER,
PNC FINANCIAL SERVICES GROUP

Joseph C. Guyaux first joined PNC in 1972. Banking has changed dramatically since then, but Guyaux’s commitment to retail banking hasn’t wavered; it’s as rock-solid and strategically sound as when Guyaux began his career in a management role at the branches. Guyaux was PNC’s president and head of retail banking until March 2012, when he was appointed to his current role as senior vice chairman and chief risk officer.

Guyaux has been instrumental in the growth of PNC’s retail banking business, which now serves more than 6 million customers in 15 states. He has led PNC’s consumer businesses, business banking, brokerage, and residential mortgage business. He oversees the launch of the Virtual Wallet online tool. In the late 1990s, at a time when competitors backed away from retail banking, Guyaux did the opposite.

Guyaux credits his Katz MBA for helping him to transition into a more strategic role with PNC. The business school, he says, provided him with an invigorating mix of perspectives and strengthened his foundation in the essential areas of accounting, finance, and strategy.

Guyaux, a native of Tarentum, Pa., is active in corporate and community leadership. He currently serves on the board of trustees of the Carnegie Museums of Pittsburgh. Guyaux is proud that he has lived and worked in the same community where he and his wife, Kathy, were born and raised. His sons and daughters-in-law and their children are all working in the Pittsburgh community.

Frederick Sutherland

EXECUTIVE VICE PRESIDENT, CEO, AND GROUP EXECUTIVE,
ARARKMARK INC.

Frederick Sutherland is an executive at ARARKMARK, a $1.1 billion company based in Philadelphia that provides a broad range of outsourcing services, including food and facilities and career apparel services. There is a good chance that a spreadsheet from your hospital, university, or other institution that you’ve visited contracts with ARARKMARK.

Sutherland joined ARARKMARK in 1988 as an assistant treasurer. Since then, he’s taken on increasing levels of responsibility. In 1997, Sutherland was named executive vice president and chief financial officer, which makes him responsible for financial reporting, internal audit, treasury, mergers and acquisitions, corporate planning, risk management, investment allocations, and information technology. In 2009, Sutherland was additionally named group executive of the company’s $1.3 billion Uniform and Career Apparel Group.

Sutherland, who earned a bachelor’s degree in physics and mathematics, credits his MBA for giving him a deep understanding of finance. Furthermore, he helped him to understand the underlying economics of complex business situations—a skill that leads to more successful decision making.

Sutherland was part of an ARARKMARK team that took the then-publicly held company ARARKMARK private. The move created one of the largest privately-held companies in the United States with a market capitalization of more than $4 billion. Sutherland says the structure enhanced ARARKMARK’s competitive position. Fortune magazine named ARARKMARK one of America’s Most Admired Companies.

Sutherland is on the board of Consolidated Edison of New York; is president of the board of trustees of People’s Light and Theatre in Philadelphia; is vice chairman of Philadelphia’s PBS affiliate, WHYY; and is a trustee of Episcopal Community Services.

Masanobu Tsukagoshi

MANAGING PARTNER, INCITEK INC. JAPAN

Masanobu “Mas” Tsukagoshi has more than 40 years of experience in investment banking, portfolio management, and institutional business development. He heads the Tokyo office of IncITAnK Inc., a seed stage investor in technologies and strategies for start-ups and small- and medium-sized enterprises in Japan.

William C. Byham

Vice President and Chief Financial Officer, Strategic Management, and HR.

William C. Byham, chairman and CEO of Development Dimensions International (DDI), is a pioneer in the field of human resources (HR) technologies used by businesses across the world. DDI, which Byham cofounded 43 years ago, has a network of 42 offices in 26 countries, reaching more than 12,000 organizations. DDI provides essential HR training and consulting services that improve the lives of workers and contribute to the success of companies.

Byham was instrumental in creating Katz’s Executive MBA (EMBA) Worldwide program. He worked closely with H.J. Zeitzer as a founding director. The EMBA program—aimed at established professionals—provides executive-level business instruction and global exposure to key economic markets. The program is held at offices in three locations: Pittsburgh, Prague, Czech Republic, and São Paulo, Brazil. Byham is also a past commencement speaker at Katz’s MBA graduation.

Byham is the author of numerous articles and more than 20 books. His most well-known book is “Empowerment: The New Reality”—a book that has sold more than 3.5 million copies. Over the years, Byham’s created HR tools such as the assessment center method, behavioral job analysis, Acceleration Pooh, and results-based management training and development.

Byham has a PhD in industrial/ organizational psychology from Purdue University. In 1994, he received the Tunku Abdul Rahman Medal: the highest civilian and academic award given by the country of Malaysia.

At the time, the four previous recipients of the honor were heads of states. Price says his education business also helps him market himself effectively and stay engaged in the business side of the law firm.

Price enjoys bankruptcy law because every day is different. One day he’s involved in litigation, the next he’s a real estate deal. Price represents those involved in all kinds of bankruptcy: corporate debtors, lenders, trade creditors, and court-appointed committees in Chapter 11 bankruptcy cases. Furthermore, he represents clients in bankruptcy litigation cases.

Price was selected a Pennsylvania Super Lawyers Rising Star in 2010 and 2011. His work in commercial bankruptcy, for lawyers under the age of 40. Less than 5 percent of lawyers statewide make the list.

Price provides better advice to his business clients because of his strong foundation in business. Price says his time in the military also helps him market himself effectively and stay engaged in the business side of the law firm. Price enjoys bankruptcy law because every day is different. One day he’s involved in litigation, the next he’s a real estate deal. Price represents those involved in all kinds of bankruptcy: corporate debtors, lenders, trade creditors, and court-appointed committees in Chapter 11 bankruptcy cases. Furthermore, he represents clients in bankruptcy litigation cases.

Price is active in the community. He is president of the board of trustees of The Early Learning Institute, a nonprofit that supports children with developmental delays from birth to prekindergarten. He is also vice chair of the Allegheny County Bar Association’s Bankruptcy and Commercial Law Section Council. In July he will become the chair.

Price recently completed 25 years in the Consumer Bankruptcy and Commercial Law practice of Price IPM. Price has been selected a Pennsylvania Super Lawyers Rising Star in 2010 and 2011. Price represents those involved in all kinds of bankruptcy: corporate debtors, lenders, trade creditors, and court-appointed committees in Chapter 11 bankruptcy cases. Furthermore, he represents clients in bankruptcy litigation cases.

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YOUR HOMEWORK: WORK FOR THE NFL

PLAY TIME
During the 2011 season, the students worked with the National Football League and the Steelers to devise a marketing strategy promoting NFL PLAY 60 in Western Pennsylvania. PLAY 60 is a league-wide initiative aimed at reducing childhood obesity by getting young fans to exercise at least 60 minutes daily. On this chilly February morning, the Pitt students are about to make their final presentation. They set up in a conference room that is normally occupied by Steelers players discussing Xs and Os. Today, it hosts the students and community relations officials from the Steelers, the NFL, and the American Heart Association.

The students are here because of the Projects in Marketing course taught by Clinical Associate Professor Bob Gilbert (PhD ’97). The course connects students with prominent real-world clients in commercial and government sectors. When the NFL and Steelers “hired” the CBA class to act as marketing consultants, they got the real thing. The students modeled their organizational structure after an advertising agency. They brainstormed. They developed ideas and tested them with market research. They conducted focus groups with school children and teachers.

Ultimately, the students created their own campaign theme — Make Every Day Gameday — and brought it to life using an arsenal of promotional tools: television spots, radio ads, print pieces, social media tools, a Web site, even guerrilla marketing tactics. “The theme demands that the audience make each day as intense and exciting as NFL game days,” explained Alison Kretschman, a senior who headed up the students’ agency, during the presentation at Steelers’ headquarters.

Imagine telling the NFL that the theme developed by a bunch of college seniors tested better than the theme developed by experienced marketing professionals in one of the world’s most recognizable organizations. That’s what students said about the NFL’s existing PLAY 60 theme — The NFL’s Movement for an Active Generation — and they pointed to market research from crucial categories to back it up: Does it catch my attention? Do I remember it? Do I understand it? Do I want to learn more about it? Do I like it?
that only one-third of teachers could accurately describe

In December, the Pitt team staged its own in-school event: calling it a Gym Class Invasion of Elizabeth Forward’s Central Elementary School. The team created four distinct exercise stations: hydration, challenge yourself to a healthier lifestyle, practice like a Steeler, and exercise bonanza. Children received T-shirts and Polaroid pictures of themselves with large cutouts of Steelers players Brett Keisel and Ryan Clark.

That morning, the gym’s concrete walls and floors reverberated with tiny shrieks of joy—and intermittent squeals from kid-sized sneakers. “It really hit us that the kids enjoyed us when they started asking us for our autographs,” said CBA student Anthony Gentile. “I loved it. I wouldn’t be surprised if I had the most fun of everyone.”

Lynda Hoffman, a physical education teacher in Elizabeth Forward, presided over the fifth and fourth grade and kindergarten classes that participated. She says childhood obesity is a serious problem. “Programs like this make a real difference,” Hoffman said. “The fact that it’s coming from University of Pittsburgh students, they have this mystique that the students respond to.”

With the Pitt students leading the way, the kids hopped, jumped, threw footballs, and jump-roped. They did pushups, sit-ups, jumping jacks, and relay races. Manny Gardner, age 5, practiced his end zone celebration dance, his T-shirt hanging past his knees, the sides of his SKECHERS sneakers flashing green lights. “ Quarterback is my favorite because you get to hike the ball all the time,” he said.

Ten-year-old Tanner Rankin’s favorite station was the passing one. He modeled his throws after his favorite player: Green Bay Packers quarterback Aaron Rodgers. “I like exercise because you can stay healthier and live longer,” Rankin said.

Rookie Project Sets the Standard

The NFL advertises PLAY 60 nationally, but leaves it to teams to deliver quality work, since she herself completed her student presentation. “The cool thing about it is that it’s coming from University of Pittsburgh students, they

Skowvron and Gilbert got buy-in from the NFL, and then skowvron and Gilbert approached the NFL and Steelers

The NFL’s frenetic season.

Jacque Skowvron says. Crazy hours are the norm—Skowvron often works 60-hour weeks and travels extensively. Her work reaches the game’s existing fans happy. “It’s really cool that when I turn on the TV on Sundays or tune into ESPN, everyone is talking about something I’m involved in,” Skowvron says.

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Rookie Project Sets the Standard

The NFL advertises PLAY 60 nationally, but leaves it to individual clubs to promote it in their own market. The 3.2 teams draw from their own budgets and use their own people to coordinate events. The result: a hodgepodge of approaches and not always enough attention during the NFL’s frenetic season.

Jacque Skowvron (A&S ’09, CBA ’09) is a marketing coordinator at the NFL and former student of Gilbert’s. She approached him about having the NFL and Steelers be a client for his Projects in Marketing course. First, Skowvron and Gilbert got buy-in from the NFL, and then they approached the Steelers. She saw the value in getting an unbiased opinion of PLAY 60 and trusted the students to deliver quality work, since she herself completed Gilbert’s course.

“Your work blew me away,” Skowvron told the students after their presentation. “The cool thing about it is that it’s coming from University of Pittsburgh students, they have this mystique that the students respond to.”

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From an undrafted rookie fullback turned Super Bowl champ to a former All-American swimmer and triathlete who outperforms competitors as a venture capitalist, Pitt Business alumni apply lessons learned in the classroom—and on the playing field—to make successful careers.
From the Runway to the Fairway

If you own a piece of merchandise from the 2011 U.S. Open at Congressional Country Club in Washington, D.C., then there’s a good chance Hannah Fazio purchased it first. The United States Golf Association (USGA) employee is part of a small team that oversees product buys for the U.S. Open, a signature major that made legends of Arnold Palmer, Jack Nicklaus, and Ben Hogan, among others. The team’s buys amount to roughly 25,000 boxes of inventory for the championship’s football-sized merchandize pavilion. “It’s hard to explain to people how big our operation is. We set up a major retail store in the middle of a golf course, complete with air conditioning and carpeting,” Fazio says. Fazio’s job requires more than good fashion sense. She spends her offseason scouting apparel lines and meeting with golf fashion designers, big names like Polo Ralph Lauren, Nike, and Adidas. Fazio selects what to buy, negotiates pricing, and determines product quantities. If something is amiss, Fazio works with the vendor to correct it. Imagine laboring all year for a one-week payoff—that’s what Fazio does. “We have to buy our product carefully. Even though our store is only open 11-12 days, we bring in $10 million-$15 million of revenue, depending on the year and location,” she says. Fazio has never played a full 18 holes of golf—but that doesn’t hold her back in work. “The beauty of my business education is that it’s so well rounded and applies to so many different industries.”

Pat Cavanaugh
(A&S ’90, MBA ’93)
FOUNDER AND PRESIDENT, CAVANAUGH MARKETING NETWORK AND THE CRONS BRAND

Goals Are Meant To Be Exceeded

Inside Cavanaugh Marketing Network’s conference room, the sales team guts out pushups, their boss shouting out totals. This isn’t punishment for missed quotas. Founder Pat Cavanaugh uses pushup meetings to motivate. “Whether you play sports or not, people succeed by setting goals. Only 5 percent of people set goals,” says Cavanaugh, a walk on turned starter on three Pitt men’s basketball NCAA tournament teams in the late 1980s. Cavanaugh is the creator of a sports apparel brand called Crons, based on the acronym, Come Ready Or Never Start. Crons supplies apparel and practice gear for dozens of mid-major NCAA schools—including Robert Morris and Duquesne universities—and also hundreds of high school teams and organizations. “Most people have been told at some point in their lives they can’t get something done,” Cavanaugh says. “We define our brand as a performance mentality brand. As a player, what motivates you more? Is it a piece of fabric, or a mentality?” This past fall, Crons became the official motivation brand of the Pittsburgh Penguins. The brand is an underdog in the $4-billion-a-year sports apparel industry—but Cavanaugh is OK with that. Crons, which also makes sports nutrition bars and sponsors youth goal and adversity training programs, has grown by 450 percent during the past three years. “The business skills I gained through my MBA have been priceless,” Cavanaugh says. “Katz gave me a well-rounded skill set in sales, marketing, finance, and operations.”

Hannah Fazio (CBA ’09)
COORDINATOR, U.S. OPEN MERCHANDISING, UNITED STATES GOLF ASSOCIATION
John Algie (CBA ’03, MBA ’09, LAW ’09)

President and General Manager, Ohio Machine, Major League Lacrosse

Build Your Own Sports Team

In an age of fantasy sports leagues, when just about everyone is drafting rosters of stars, John Algie is doing the real thing: creating from scratch a professional expansion team, Major League Lacrosse’s (MLL) Ohio Machine. “There’s a lot more to it than looking at a guy’s stats and determining who has the best numbers,” says Algie, the team’s president and general manager. Algie, a former face-off midfielder at Pitt, is molding a locker room around team-first, hard-nosed players, a team built on defense, true to Ohio’s blue-collar roots. The Machine’s first-ever game is May 5. In the meantime, Algie is drawing on his business education to build business partnerships and grow a fan base—a balancing act that requires juggling the interests of multiple stakeholders. “We’re a brand-new company, essentially a start-up. Ticket sales are our lifeblood,” Algie says. He is using grassroots marketing initiatives to fill seats at Machine home games at Ohio Wesleyan University’s Selby Stadium, about 30 miles north of Columbus. Algie, who formerly worked as MLL’s director of league operations, says lacrosse is the fastest growing sport at U.S. high schools and colleges, and MLL attendance jumped 21 percent last year. “My business education has been very helpful in understanding the potential economic repercussions of every decision that we make as an organization,” Algie says.

Mark Frantz (MBA ’96, LAW ’96)

Cofounder, BlueDelta Capital Partners

Swimming Against the Current

Many times, Mark Frantz pushed on when his muscles had turned to jelly and his mind screamed, “Stop!” Through endurance sports, Frantz—a former NCAA All-American swimmer who qualified for the USA Triathlon National Championships 10 times—reinforced his business philosophy: stretching the limits, outperforming competitors, and always trusting oneself. “I’m a firm believer that competitive athletics is beneficial for other things in life,” Frantz says. Frantz is cofounder of BlueDelta Capital Partners, a Virginia firm targeting up-and-coming companies in the federal government technology sector. His venture capital experience at The Carlyle Group taught him to respect the J-curve: a term for start-ups that begin with promise, and then burn cash while growing, before reaching new heights and profitability. “As VCs, we coach and scout. As a coach, we help the company’s management perform better. As a scout, we look for talent to hire and bigger companies to partner with,” Frantz says. Though no longer competing in triathlons due to injury, Frantz credits the sport—which combines swimming, biking, and running into one race—for keeping his spirit sharp. “Look, some race days you want to quit. It’s 98 degrees and you don’t want to run a 10k after already swimming a mile and biking an hour. But you keep going, just like an entrepreneur doing whatever it takes, whether it be deal negotiations, mundane paperwork, or the daily brushfires,” Frantz says.

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A Fan For All Seasons

Ever loyal to the blue and gold, Amy Niceswanger rides the highs and lows of Pitt sports. Her passion—and knowledge—aren’t lost on donors to Pitt athletics, the people whom Niceswanger courts in her job. “They call, in both good and bad times, because they are invested and passionate about our program,” Niceswanger explains. “I love nothing more than picking up the phone and calling them to say, ‘Thank you for your donations,’ or, ‘How about that win last night!’”

Niceswanger, in her 13th year on the job, is part donor rep and all sports nut. With lots of pep she runs the Panther Club, the fundraising arm that generates revenue for student-athlete scholarships that last year received $7.6 million in gifts. Niceswanger builds relationships with more than 6,000 alumni and friends of Pitt athletics, but never loses the personal touch. “I enjoy interacting with them and hearing their great Pitt stories. With some donors, it’s like family.” Niceswanger’s business education helps in the areas of negotiations, time management, and team projects. Niceswanger, a former member of the Pitt Cheerleaders and Dance Team, enjoys seeing her work help young people reach their potential. “It’s very rewarding. We get to see student-athletes come in as freshmen and watch them develop and ultimately exceed both their athletic and academic dreams.”

Henry Hynoski (CBA ’11)

FULLBACK, NEW YORK GIANTS, NATIONAL FOOTBALL LEAGUE

From Undrafted to Super Bowl Champ

The pass-happy NFL is a bear market for one-dimensional fullbacks—blockers now have soft hands and nimble feet to go with their jaw-rattling hits. Henry Hynoski Jr. (CBA ’11), a rookie starter for the Super Bowl XLVI-winning New York Giants, fits that mold. “It’s the only position where you have the opportunity to do three things: run, block, and catch,” says the 6-foot, 2-inch tall, 265-pounder from Elysburg, Pa., who blossomed under former Pitt football Head Coach Dave Wannstedt. Hynoski was a star back in the 2011 Pitt football season began rudely. He went undrafted after pulling a hamstring at the NFL combine. His mother, Kathy, prepared dossiers on NFL teams with fullback needs, and Hynoski used that market research to wisely select the Giants offer. “It was humbling to be in the huddle with Eli Manning and some of the greatest players in the NFL,” Hynoski says. Number 45 added his playing time, and in the Super Bowl, Hynoski caught two passes for first downs, and cleared a path for the Giants 114 rushing yards. In the third quarter, the Giants trailing the New England Patriots 17–12, Hynoski recovered a fumble downfield. “One of the best memories of my life is holding the Lombardi trophy on stage afterwards with my mom and dad,” Hynoski says. He credits his business education for the time management skills that helped him adjust to grueling practice and travel schedules. “I’m going to wear my Super Bowl ring everywhere,” Hynoski says.
Handy P. Soetedjo (MBA ’95)

President and director, Pt Midasia Capital, and investor in various entities

Hoop Dreams Realized
His Indonesian basketball franchise owns a record seven professional championships. Now Handy P. Soetedjo is making his pro basketball mark in the United States, as co-owner of the National Basketball Association’s (NBA) Philadelphia 76ers. “It’s a dream come true. I felt I had a Pennsyl-

vania connection because I went to school in Pittsburgh,” says Soetedjo, a Jakarta basketball fan and businessman who built his fortune trading and investing in coal, oil, gas, power generation, real estate, and a variety of media companies. In 2011, Soetedjo and investment partner, Erick Thohir, became the first-ever Asia-based, Asian owners of an NBA team, joining an ownership group of more than 10 others, including actors Will Smith and Jada Pinkett Smith. Soetedjo and Thohir were chosen because of their strong record in business and basketball. They are also co-owners of Satria Muda Britama of Indonesia’s National Basketball League and the Indonesia Warriors of the ASEAN Basketball League. “We’ve ruled Indonesia for seven years now. We’ve broken the Chicago Bulls NBA record of six championships,” Soetedjo says. Soetedjo credits Katz for giving him a foundation in business fundamentals, while also kindling his entrepreneurial spirit. “Before my MBA, I was a biology major. Katz opened my mind to see things in terms of the business perspective,” Soetedjo says. The 76ers, in the team’s first season under new ownership, is on track for its best record in seven years. Another Soetedjo investment appears to be paying dividends.

Chris Ferris
(A&S ’98, MBA ’06)
Associate Athletic Director of External Relations, Pitt Department of Athletics

Sports Between the Whistles
Seated in a Pitt athletics conference room, two floors above the hardwood of the John M. and Gertrude E. Petersen Events Center, Chris Ferris is in the zone. “Any time we can combine Pitt basketball with helping the community, that’s a pretty cool thing,” he says during a fall meeting between the Greater Pittsburgh Community Food Bank, UPMC Health Plan, and Pitt athletics. Ferris and his team spearhead the Pitt Women’s Basketball Hometown vs. Hunger promotion—part of Ferris’ larger mission to develop the advertising campaigns that drive ticket sales and to assist with development activities that spur fundraising and corporate sponsorships. “The athletics world is very fluid on the outside,” explains Ferris. “People think, ‘I’ll be on the sideline for Pitt-Notre Dame or Big East primetime basketball games. But there’s also Monday through Friday, and everything that comes with it.’ Not that Ferris is complaining. He loves his job and credits his Katz MBA for making his to-do-list mentality more strategic. Ferris recalls memorable Pitt sports victories, but is most proud of accomplishments that happen between the whistles. He once played a small part in helping a child through the Make-A-Wish Foundation, live his dream of sitting on the bench with Pitt men’s basketball Head Coach Jamie Dixon. “Coach introduced the child to every section of our Oakland Zoo, and the students gave a standing ovation. That was a day he and his family will never forget.”