

CARLSON GLOBAL INSTITUTE

SHAPING THE FUTURE OF GLOBAL BUSINESS



YEAR IN REVIEW
2014-2015

CARLSON SCHOOL
OF MANAGEMENT

UNIVERSITY OF MINNESOTA



OUR MISSION

To lead global management education, research, and outreach and serve as a catalyst for stakeholders to function as an interactive global network that generates new knowledge toward the development of globally mindful leaders.

OUR VISION

To advance the excellence of global management education in shaping leaders for a more successful future.



Dear Friends,

In higher education, it can be tempting to count the number of students who study abroad, plot that figure over time, and declare success if it trends upward. It is so much more. We must measure success by our students' accomplishments in thinking and acting globally throughout their careers. It is that commitment to international exploration with real impact that sets the Carlson School of Management apart.

Thanks to the Carlson Global Institute, our students' international experiences inform their understanding of the world long after they return home. This publication demonstrates how the Carlson School shapes future business leaders with the global mindset crucial to solving the world's grand challenges. In it, you'll see how our students explore new areas of business in key destinations around the world, learn how to convey the value of their international experience to prospective employers, meet alumni living and working abroad, and so much more.

The Carlson Global Institute continually seeks new methods, partnerships, and programs to strengthen its global network. With the help of supporters like you, we will continue to shape business leaders whose work will have an impact around the world.

Sincerely,

Sri Zaheer
Dean



OUR STRATEGIC PRIORITIES

To achieve this vision, the Carlson Global Institute has established a set of strategic priorities.

- Engaging stakeholders in new opportunities to strengthen awareness, understanding, and connections towards global excellence.
- Developing innovative global curricula including experiential learning opportunities and outcomes that enhance management theory and practice.
- Leveraging University resources to advance the global competitiveness of organizations in the region.
- Providing students with financial and institutional support to help them fully realize their global experiences.
- Generating and disseminating new knowledge and applications in global business and education.
- Articulating the impact of the Institute's initiatives to increase the global mindfulness and competence of professionals and their organizations.



Dear Friends,

Our third annual Year in Review illustrates new ways that the Carlson Global Institute is strengthening its global network and deepening engagement with alumni, corporate partners, and colleagues around the world for the betterment of a broader global mindset. With record-setting numbers of Carlson School faculty teaching overseas and students learning abroad, we direct our efforts to increasing the relevance and impact of these global experiences by leveraging the engagement and experience of our alumni and community network. Some notable examples include:

- A new alumni-student mentorship program overseas
- Collaborations with the Undergraduate Business Career Center and corporate recruiters to help students articulate the impact of these global experiences
- The development of three new courses in healthcare, supply chain and operations, and accounting industries in relevant markets around the world

We are also collaborating with University of Minnesota researchers to learn how we can improve cross-cultural interactions of U.S. and international students in our classrooms here at home.

The learning does not stop with our students. As the University of Minnesota's Center for International Business Education and Research (CIBER) rounds out its four-year cycle of funding and concludes its activities, the Carlson Global Institute celebrates its impact across the University of Minnesota, the state, and the country. With more than 3,000 business and community professionals engaged over the years, the Carlson Global Institute will continue to foster the strong relationships that the Center has established.

Moreover, the Carlson Global Institute is pleased that the bi-annual Global Matters speaker forum and its accompanying video series are becoming a new tradition for professionals engaged in global work to convene, learn, and network.

We hope you will join us in celebrating this year's highlights. Without your support, we would not realize the distinct impact demonstrated here. The commitment of the Carlson Global Institute is ongoing and we welcome new ideas and opportunities to collaborate as is fitting to meet the challenges of an ever-changing global world of work and community. As honored alumna and benefactor of the Carlson Global Institute, Karin Moe states, "If you can have a broader perspective about things, you're going to be more successful."

Michael J. Houston
Associate Dean of Global Initiatives

Anne M. D'Angelo
Assistant Dean of Global Initiatives



DEVELOPING

GLOBALLY MINDFUL LEADERS

CARLSON SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA



Carlson Global Institute Footprint

Exchanges // Faculty-led programs
Global Executive MBA // Co-Sponsored Programs



Argentina



Australia



Austria



Belgium



Brazil



Chile



China



Costa Rica



Denmark



Ecuador



France



Germany



India



Italy



Japan



Kenya



Netherlands



New Zealand



Norway



Poland



Senegal



Singapore



South Korea



Spain



Sweden



Switzerland



Taiwan



Thailand



Turkey



United Kingdom

New courses in 2014-15

IBUS 5260:

Integrated Corporate Reporting and the Triple Bottom Line in the United Kingdom

SCO 2950:

Tracing the Global Supply Chain in Los Angeles, Hong Kong, and Shenzhen

IBUS 6997:

MILI Global Valuation Lab in China

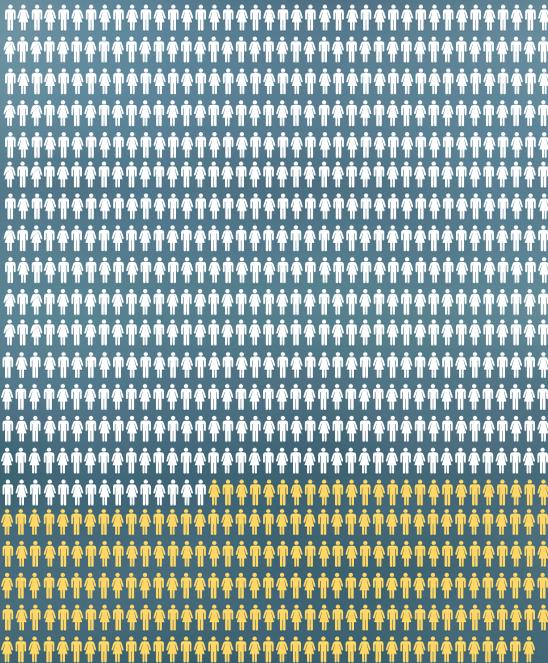
New exchange program established in 2014-15

Universidad de Chile
 Facultad de Economía y Negocios (Santiago, Chile)

♀ = Undergraduate Student ♂ = Graduate Student ♀ = VEMBA Student ♂ = CHEMBA Student ♀ = Faculty

CARLSON SCHOOL STUDENTS STUDYING INTERNATIONALLY

615 + 224



STUDENTS RECEIVING EDUCATION ABROAD SCHOLARSHIPS

150 + 49



199

FACULTY ENGAGED

- ♂♂♂♂ Strategic Management & Entrepreneurship
- ♂♂ Accounting
- ♂♂ Finance
- ♂♂ Marketing
- ♂♂ Supply Chain & Operations
- ♂♂ Work & Organizations
- ♂ Information & Decision Sciences
- ♀ Other

839

GRADUATING VIENNA EMBA (VEMBA) & CHINA EMBA (CHEMBA) STUDENTS

43 + 24

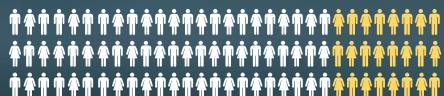


70

29

INCOMING EXCHANGE STUDENTS

69 + 24



93



// Undergraduate student Rahaf Alaish participating in SCO 2950 in Hong Kong.

New Education Abroad Programs Expose Students to Key Business Topics

Three new courses illuminate how the healthcare, supply chain and operations, and accounting industries are taking shape in relevant markets around the world

Carlson School students now have more opportunities than ever to study business on a global scale, and in doing so, fulfill the international experience requirement.

The Carlson Global Institute introduced three new courses last year that have sparked enthusiasm for international exploration and renewed students' interests in areas of business they might not have otherwise considered.

Following supply chain in real time

Tracing the Global Supply Chain immerses undergraduate students into the intricacies of supply chains on an international level, and gives them hands-on experience with the subject matter.

"The purpose of the class is to educate, excite, promote, and attract undergraduate students to the supply

chain major and ultimately to a lifelong career in supply chain," says Senior Lecturer Steven Huchendorf, who teaches the class.

In this course, 29 students followed products' supply chains from store shelves all the way back to the source of the raw materials. For example, they witnessed the journey of a Polaris snowmobile from manufacturing to assembly. They visited the Polaris engine assembly plant in Wisconsin, followed the components back up the chain through the Los Angeles C.H. Robinson warehouse, on to the BNSF railway operation, across the Long Beach Port Authority, back to China through the port of Shenzhen China, where they concluded at the Chinese parts supplier.

In total, the students visited 15 ports, terminals, cross-dock operations, and manufacturing plants.



“If I didn’t go on this program, I wouldn’t have decided on supply chain as a major. The experience showed me what supply chain is about in real life, and really brought all the concepts to life. It’s so much fun to see how international trade and business work together, then apply it.”

—RAHAF ALAISH, '17 BSB // SUPPLY CHAIN & OPERATIONS MANAGEMENT MAJOR

They saw firsthand how international trade impacts the supply chain; how operations is linked to product design; and how companies try to ensure working conditions, safety, and environmental protection in corporate social responsibility and sustainability.

The experience inspired several students to imagine a whole new career path. At the start of the class, of the 29 students enrolled in the course, 16 had not yet declared a major. After completing the international course, nine of the students said they were planning to declare a supply chain major, and four planned to add a supply chain minor to their degree.

Evaluating new medical technologies, exploring a new market

The Medical Industry Leadership Institute (MILI) Global Valuation Laboratory challenged MBA students to evaluate a real-world medical technology and determine its potential value to the healthcare market in China and throughout the world.

The Carlson School partnered with the University of Shanghai for Science and Technology (USST), an institution with one of the largest medical device education programs in the world, to provide two medical inventions for the students to examine. In teams, they performed a market analysis—researched intellectual property rights, sized up potential markets, and completed an investment analysis—to determine the invention’s potential for success in global markets.

To better comprehend the healthcare system in China, students visited hospitals; toured companies like Pfizer, Medtronic, and Cardinal Health; and worked alongside engineering students from USST.

“Health is truly a global market, and innovation can come from anywhere,” says Professor Stephen Parente, Director, Medical Industry Leadership Institute. “When students explore markets outside the United States, they learn about how those other economies might function, but they also think about ways we could be acting more efficiently or creatively in our own system.”

“When students explore markets outside the United States, they learn about how those other economies might function, but they also think about ways we could be acting more efficiently or creatively in our own system.”

— PROFESSOR STEPHEN PARENTE // DIRECTOR, MEDICAL INDUSTRY LEADERSHIP INSTITUTE

Developing a sustainable accounting framework

Integrated Corporate Reporting and the Triple Bottom Line explored a forward-thinking method of accounting that enables businesses to be better stewards of constrained resources. Integrated Reporting is an accounting framework that informs stakeholders about the economic, environmental, and social aspects of an organization, and their impacts.

“Some assets—like using water or air, or the value of employees—aren’t recorded on the balance sheet because they’re difficult to measure. So this integrated reporting framework is trying to find a way to measure those,” says Accounting Senior Lecturer Frank Beil.

The course brought MBA students to the United Kingdom, where companies and scholars have made important strides in integrated reporting. The students visited companies like PwC and other firms at the forefront of this trend.

According to Beil, in a world where natural resources are increasingly scarce, it’s crucial for tomorrow’s business leaders to look beyond the assets on the balance sheet, and account for the materials firms are using up—a practice that is not yet common in the United States.



“Ten to twenty years from now, the students in this class are going to be at the director level and C-suite level of firms. So they’ll have the tools, the skills, and the mindset to really affect the change. And they’ll have the information they need to have a holistic view of the firm,” says Beil.

Conference Guides U.S. Firms to Seize Emerging Opportunities in Africa



On April 22, the University of Minnesota and George Washington University Centers for International Business Education and Research (CIBER) hosted the Doing Business in Sub-Saharan African Conference. The event featured insights from experts spanning academia, government, and the corporate environment, who discussed business opportunities in the region. More than 75 attendees discovered how U.S. companies can navigate challenges and thrive across eight growing economies: **Angola, Ethiopia, Ghana, Kenya, Mozambique, Nigeria, South Africa, and Tanzania.** Representatives from Mozambique, Angola, and Ethiopia brought first-hand insight to discuss business opportunities with attendees.



// Charlie Caliendo surrounded by his students at the Argentina celebration

Education Abroad Champion Charlie Caliendo Leaves Global Legacy

Accounting Senior Lecturer Charlie Caliendo passed away on January 17, 2015 at 51 years of age. He will be remembered as an exceptional teacher, an education abroad innovator, and a great person to know.

Caliendo established one of the Carlson School's most popular education abroad programs in 2004 when he added a two-week component in Argentina to an undergraduate accounting course. This program celebrated its 10th anniversary last year, and has attracted close to 300 students in its first decade.

As an award-winning teacher, Caliendo's enthusiasm for learning was known the world over: he was a student favorite in the Carlson School Global Executive MBA programs in China, Austria, and Poland, and was recruited by Vienna University of Economics and Business to teach additional programs at the school.

"Charlie's happy place was one of three places—with his family, traveling, or teaching. Sometimes he was able to combine all three—he loved that! Charlie truly loved teaching," says former student Jessica Morsching, '11 MBA.

Caliendo's colleagues and students describe him as humble, smart, and the most curious person in the room.



International Experience Required

As part of its longstanding commitment to develop exceptional global business leaders, the Carlson School has required all undergraduate and MBA students to incorporate an international experience into their business education.



On-Demand Access to the Latest International Business Insights

The Global Matters video series features leading executives and researchers who share knowledge, emerging research findings, and advice to help businesses thrive on the international stage.

THE LATEST VIDEOS:

- >> Director of the Center for the Globalization of Education and Management at the Stern School of Business Pankaj Ghemawat discusses international expansion, corporate strategy, and global trade opportunities
- >> Blood Orange Consulting Founder Dr. Simone Ahuja covers frugal innovation
- >> Carlson School Associate Professor Mary Zellmer-Bruhn examines team mindfulness and cross-cultural teams, and the impact of language on international management
- >> President of Actus 2 Paul Orzeske reveals the stages of becoming a true global competitor, and imparts advice on how to compete globally while ensuring alignment with company standards
- >> Medtronic, Inc., Senior Director of Global Health Innovation Dr. Daniel Grossman and Senior VP of Strategy Geoff Martha discuss lessons Medtronic learned from launching its global health initiative

View the videos in the Global Matters playlist at [YouTube.com/CarlsonSchoolUMN](https://www.youtube.com/CarlsonSchoolUMN)



国际广场

Elegance is an altitude
优雅是另一种个性

LONGINES

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悦购 MOSAIC

快照
6寸10元/组
8寸15元/组
一分钟成相

YOUNGOR
雅戈尔

GROUNDING IN RESEARCH & INNOVATION

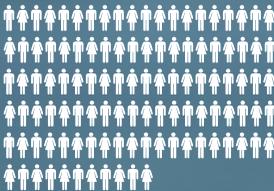


CIBER Forges Impactful Connections across the University of Minnesota, the State, and the Country

As the University of Minnesota Center for International Business Education and Research (CIBER) rounds out a four-year funding cycle and concludes its activities, CGI celebrates CIBER's array of accomplishments in shaping an internationally connected community.

As part of a network of centers at higher education institutions nationwide, CIBER has expanded the Carlson School's connections to businesses, students, and educators that would have otherwise been impossible.

FOSTERING GLOBAL CURIOSITY



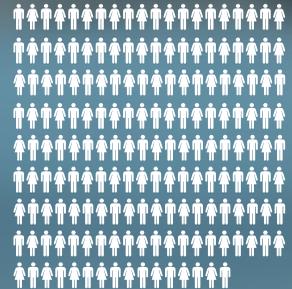
111

Undergraduate and MBA students educated in Chinese language and culture



\$21,000

Awarded in scholarships to undergraduate students studying foreign languages



176

High school students inspired to imagine a career in global business as part of Global Business Day events



28

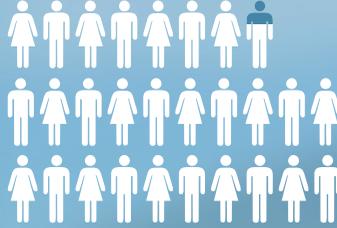
Undergraduate students learned Portuguese during a course in Brazil



733

Middle school students and teachers exposed to international policy issues through model UN negotiations, held in Spanish

HELPING BUSINESSES APPROACH INTERNATIONAL OPPORTUNITIES



10

Manufacturing companies to develop customized plans designed to jumpstart their international exports, with the help of Carlson School faculty

2,762

Businesspeople and community members engaged through conferences, seminars, roundtable discussions, and other events

“CIBER made it possible for units across the University to network and explore issues related to language teaching. Those connections among departments are critical—you get new ideas, learn how to avoid potential problems, and find solutions to existing problems.”

—ELAINE TARONE, DIRECTOR OF THE CENTER FOR ADVANCED RESEARCH ON LANGUAGE ACQUISITION

SUPPORTING EDUCATORS AND INNOVATORS



15

Grants to researchers studying topics of international importance

45

Educators representing 34 higher education institutions engaged to explore sustainability and corporate social responsibility in Scandinavia through Professional Development in International Business programs



Rallying the University Around International Business

CIBER collaborated with numerous disparate departments across the University of Minnesota to create new opportunities

Center for Advanced Research on Language Acquisition

Center for Teaching and Learning

Institute for Global Studies

Northstar Initiative for Sustainable Enterprise

Medical Industry Leadership Institute

Global Programs and Strategies Alliance

French, German, Spanish, and Portuguese Studies Departments, College of Liberal Arts



Engaging organizations across Minnesota

CIBER formed partnerships with businesses, NGOs, and non-profits to stimulate export activity in the region

Minnesota Trade Office

U.S. Commercial Service

Enterprise Minnesota

MSP Export Initiative

Minnesota International Center

& Others



// Carlos Torelli,
Associate Professor,
Marketing

Researcher Examines how Culture Influences Marketing in a Globalized World

In today's international economy, businesses serve consumers across a wide spectrum of cultures. According to Associate Professor Carlos Torelli, who teaches in the China Executive MBA Program, cultural identity leads people to behave in a particular way, and marketers who fail to consider the culture of their target customers risk losing their foothold in an increasingly competitive global marketplace.

For example, Torelli's latest research indicates French consumers react negatively to foods that display nutritional information on their packaging.

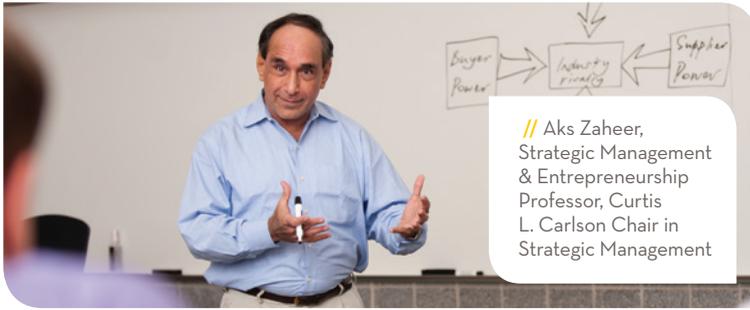
"Here in the United States and around the world, we enjoy eating. But in some cultures, the enjoyment of food becomes more of a culturally relevant activity," says Torelli. "The French emphasize the enjoyment of food, and take days to prepare elaborate dishes. In the

United States, we view food for the utility it provides—nutrients and calories."

He says French shoppers are averse to nutrition information, because it detracts from the enjoyment of foods.

"We found that when the French see nutrition information in foods, thinking with their French mindset, they react negatively to those foods. We argue this happens because when the French bring to mind the cultural elements that are important to them, one of which is food enjoyment, it creates a sense of discomfort with the foods that contain this information."

Torelli's research suggests that while cultural identity is not always top of mind, consumers unwittingly make choices guided by their cultural background. //



Study Confirms U.S. Corporations can Jumpstart Innovation by Going Global

Professor Aks Zaheer, who teaches in the China Executive MBA Program, has discovered companies that disperse their organizational units across the world tend to innovate more than those without international operations. He examined 126 *Fortune* 500 firms, and found those with strategic alliances far from their U.S. headquarters filed more patents.

“When we stretch ourselves and go far away, we uncover new things,” says Zaheer. “The fundamental idea is that the farther companies go from their home base, the more likely they are to discover new ideas.”

Although the companies with strategic alliances abroad were more innovative, Zaheer cautions that these new ideas tend not to travel well. New technologies often involve tacit knowledge that cannot be easily translated across wide distances.

“Firms can access new ideas when they go far away, but it’s not enough to access a new idea—they have to find a way to internalize it and absorb it. You’ve got to find a way to bring those ideas back home, because technology is so hard to communicate across geographies,” says Zaheer.

He observed that firms which established offices abroad were better able to leverage innovation. //

Documenting the Educational Impact of International Students at the Carlson School

In 2014, the Carlson School participated in a University-wide study of the educational impact of international students on campus internationalization, conducted by the Global Programs and Strategy Alliance. The study included 121 students and 47 faculty members from across the University of Minnesota system.

Findings from the study indicate that undergraduate and graduate students view cross-cultural interactions between U.S. and international students as positive learning experiences, despite the need to overcome language and cultural barriers. Data also revealed that students gain the knowledge of, and the willingness to, negotiate cultural differences and the ability to build personal relationships as a result of cross-national peer interactions. Additionally, faculty members view engagement with international students as a valuable teaching and learning resource.

Recommendations emerging from the study encourage structured and intentional learning outcomes and activities to achieve these benefits. Instructional practices described as supporting these outcomes include: creating explicit expectations for peer interaction and collaboration among all students, integrating peer interactions into course activities and assessments, and consistently building on international diversity in the classroom as a resource to engage with content knowledge. //



Carlson Global Institute Funds Sustainability Research

This year, with support from Wells Fargo, CGI awarded grants to five University of Minnesota researchers to explore sustainability issues across the planet.

“Unlocking the Value of a Sustainable Built Design”
Richard Graves, Associate Professor, College of Design

“Impact of Split Incentive on Privately Owned UMD Student Rental Housing with Implications for an Energy Saving Housing Initiative”
Monica Haynes, Director, Bureau of Business and Economics Research

“Firm Participation in Carbon Emissions Market”
Jiao Luo, Assistant Professor, Carlson School of Management

“A Legal Blueprint for Fostering Sustainable Corporate Energy Practises (sic) and Investment Choices”
Hari M. Osofsky, Professor, Law School

“Sustainable and Responsible Design and Management of Global Supply Chains: Designing Work and Improving Working Conditions in Supplier Factories in Developing Countries”
Kingshuk Sinha, Department Chair and Mosaic Company Professor of Corporate Responsibility, Carlson School of Management



Maastricht University
Leading in Learning!

 Maastricht University
Leading in Learning!



SUPPORTED BY A ROBUST **GLOBAL**
NETWORK OF
KEY PARTNERS



Opening Up the World to Carlson School Students

After seeing the eye-opening effects international work and travel have had on their family, Bob and Karin Moe seek to bestow this experience on others

The positive experiences Bob and Karin Moe, '56 BSB, had traveling overseas both for business and with their family directly inspired them to support Carlson School students in their study abroad efforts. Bob had been an avid traveler since he was a young man—he literally sailed around the world in an aircraft carrier during his time in the U.S. Navy—and was always ready for that next adventure. He also gained insights while on business trips for Polaris. As a couple, Bob and Karin both discovered Europe on their own, meeting different people along the way by Eurail pass and being swept up in new sites, cultural perspectives, and experiences. “My first overseas experience was a real eye opener, especially the history and the art. Anything we have here in the U.S. is

in a museum. In Europe, it’s everywhere around you,” says Karin. Later, the couple traveled to Kenya and Tanzania among other destinations.

“When our children were at home, we started taking them abroad and I thought it was a very maturing experience,” Karin says. “Now our grandchildren are going abroad in their college programs. It makes them interested in the world and I think it’s a very enriching part of their life. So, when we found out the Carlson School required all students to have such an experience, we thought it was going to be fabulous.” To assist undergraduate students in fulfilling their education abroad curricular requirement, the Moes established the Robert and Karin Moe Study Abroad Scholarship. This scholarship awards \$500 to \$5,000

Robert and Karin Moe Study Abroad Scholarship

2013-2014:
57 students



2014-2015:
31 students

"I am really proud that the Carlson School was one of the first U.S. business schools to require students to study abroad and that we have the opportunity to support so many young people from across our state."

—KARIN MOE // '56 BSB

toward students' expenses overseas, making it possible to select the location and length of program that best fit their educational goals, which they might have had to forgo because of cost. So far, nearly 90 students have received Moe scholarships for their international experiences and many more will be awarded within the next year.

The Moes enjoy getting cards and letters from their scholarship recipients wherever in the world they are throughout the school year. Last winter, Karin was able to hear first-hand about how their experiences have changed their view of the world and the growing global marketplace. "I met students at a recent gathering and almost none had gone abroad before. The first question I asked was where they were from. I was fascinated by the fact that most of them were from Minnesota. I was supporting my own state!" she says. "Most of them are from small towns and I thought this is going to be a real defining moment for them. I am really proud that the Carlson School was one of the first U.S. business schools to require students to study abroad and that we have the opportunity to support so many young people from across our state."

Karin recalled a student sharing that she had questioned why she had to go abroad to get her degree. After she made her global education sojourn, however, the student felt it was the best thing that ever happened to her. Karin says, "That's the advantage of requiring it and I can't help but think they will look back and realize how it

helped them grow as a person. If you can have a broader perspective about things, you're just going to be more successful and have more confidence."

Bob and Karin have been pleasantly surprised by the students' letters of gratitude articulating their goals along with occasional postcards with their unique reflections. "Some talk about the relationships they made overseas and how they became really close there," she says. "They talk about going back to where they studied. Some of them say they would like to work overseas. I think it adds to their mindset—something they didn't have before."

Several of the students offered a comment that Karin found most touching of all—the hope that they will be able to give back and provide scholarships themselves sometime during their life.

Karin adds that anyone who supports study abroad programs is providing a life-defining experience for students. "I'm sure it helps them in their careers because they develop a global perspective and that's the world we're living in now," she says. "I think they all come home with that kind of feeling." //

Find out how you can make a difference

Go to
z.umn.edu/supportededucationabroad



International Alumni Remain Connected

This year, the number of international Carlson School alumni who engaged with their alma mater doubled. More than 100 alumni across the globe gathered for networking events in their respective cities, from Shanghai and Hong Kong, to London and beyond.



// Carlson School student Melanie Vossberg connects with Ricarda Maywald, '10 MBA and vice president at Firmenich in Vienna through new mentorship program.

New Mentorship Program Pairs Students with Host Country Alumni

Education abroad can be daunting, especially for those who haven't traveled extensively or who don't know the native language. CGI collaborated with the Undergraduate Business Career Center at the Carlson School to expand the established mentorship program to pair global immersion (full semester exchange) students with alumni or friends of the Carlson School living in the host country. The mentor match is a way to ease these fears and get the students better acclimated to the global business environment.

Melanie Vossberg, a marketing and public and nonprofit management major, took advantage of the program to get a better understanding of business in Europe. "After narrowing my search to Europe, I selected Vienna because of its central location, block schedule classes, three-week orientation, and ease of transportation among other reasons," she says.

Vossberg was paired with Ricarda

Maywald, '10 MBA and vice president savory EUR/general manager for Firmenich, the largest privately owned perfume and flavor company in the world. "We had a Skype call every month and we continued with this until she came over to Vienna," she says. The two then met face-to-face at a coffee shop and enjoyed a traditional Austrian lunch.

Throughout the semester, she spoke to Maywald on many topics, including comparing business practices in Europe and the United States, the differences between business-to-business and business-to-consumer marketing, and Maywald's global executive MBA program. "Before being involved in the mentorship program, I didn't know the vast number of jobs within business to business marketing. I am now more informed and considering a career in business to business marketing," Vossberg says.

Vossberg's biggest takeaway of the program was learning to push herself

and being comfortable with being uncomfortable. "Being in a foreign city and not speaking the language, small stuff such as going to the grocery store was even a challenge at first," she says. "I gained confidence and now don't get as nervous as I reach the checkout of the grocery store having to communicate with the cashier. I also pushed myself to stretch my comfort zone and hang out with more than just Americans. That effort paid off with some of my closest friends being from Italy, Indonesia, France, Canada, and Hungary!"

For Maywald, working with a millennial was intriguing to her. "The challenge was to open up to a rather young and unknown person," she says. "It was an interesting experience and I will for sure benefit from this in my job. I am looking forward to continuing my learning curve with a new mentee this year." //

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Australia

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Carlson Global Institute activities engaged with over 100 public, private, and nonprofit organizations in 2014-2015.

3M	Centro Nacional para la Innovación y Fomento de las Energías Sustentables	Hormel Foods International	Principle M
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Antofagasta Minerals	Cytosport	JBS S.A.	Scottish Enterprise
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Bolsa Comercio Santiago	GlaxoSmithKline	My Vintage Academy	Unifrutti
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Carlson Global Institute
Carlson School of Management
University of Minnesota

321 Nineteenth Avenue South, Suite 2-210
Minneapolis, MN 55455

612-625-9361
cgi@umn.edu
carlsonschool.umn.edu/cgi

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