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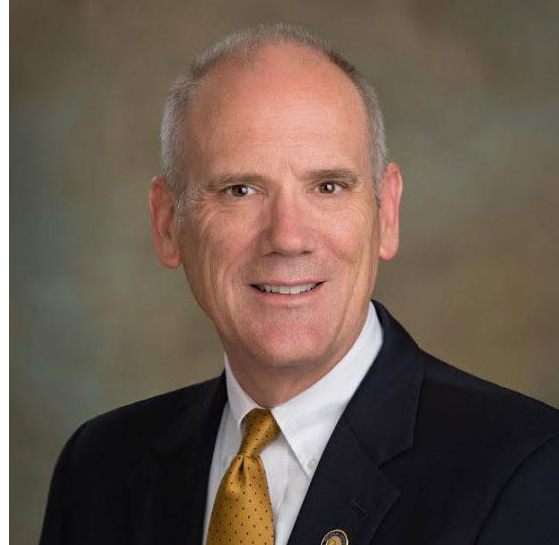
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Message from the Dean: October 2022

October 24, 2022

Over the many years I've been in this business, I suppose I've seen all the different schools and approaches to strategic management, in one form or another. Paradigms shift, theories emerge, and new buzzwords come and go, much like fad and fashion or the latest must-have-gift, each holiday season. One thing that doesn't change, though, is the irresistible, near gravitational pull, of the market.



The market can seem a bit abstract, so I'll start with a definition. The market is simply the sum of all buyers, sellers, prospectors, and influencers interacting together. From this ferment of activity and the vast sum of inquiries and transactions it creates, a recognizable entity emerges; we call that entity the market. Of course, the market has no consciousness nor is it monolithic. There are many ways to subdivide, segment, and disaggregate it. Nevertheless, it is a very real market, which exercises very real discipline on any firm or organization that is out of step with current or emerging patterns of supply, demand, innovation, and best practice. What that means is that, for every organization, success is a function of alignment with the market and the ability to sustain that alignment over time, even as things change. Products and services must be continuously seen as valuable, desirable, and affordable if they are to continue to be accepted. Organizations must be willing and able to innovate, in product and process, if they hope to evoke, identify, and understand new trends and opportunities. And, perhaps most importantly, leadership and all the organization's stakeholders must have a realistic sense of their own purpose, conviction, and expectation sufficient to sustain their efforts amidst difficult times and poor results, just as it must temper their exuberance amidst good times and strong results. The market, as the saying goes, is a fickle partner. Yet, the challenge of any leader or strategic manager is to understand and serve it.

This recognition of market supremacy is the basis of what academics call the "structure, conduct, performance paradigm" (Bain, 1959). It's an incredibly powerful and, yet, deceptively simple idea; the structure of the market determines the patterns of successful conduct, and those patterns then drive performance. Put simply, serving the market is the key to sustainable success. Strategy isn't an exercise in collective wishing or visioning; we don't get to decide for ourselves what the future holds or the market wants, nor does it much matter how we see ourselves or what we want to see happen. Success is a function of sensing, understanding, and then serving the market, not as it was in the past but as it is today and will be in the future. To paraphrase the great Wayne Gretzky, we must skate to where the puck will be if we hope to be successful. For the Parker College of Business, then, that means constantly working to create increasingly valuable human and intellectual capital, constantly reevaluating our structure and practices in an effort to refine

and adapt, and, then, constantly focusing on those fundamentals that will sustain our climb toward greater prominence and stronger performance.

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Alumnus Addresses FA and SIA

October 24, 2022



On Wednesday, September 7, Hayden Gerwien, regional vice president of Howard Capital Management and Georgia Southern alumnus (FIN, 2016) visited the campus to talk to the Finance Association and Southern Investment Association. Hayden started as an internal wholesaler at Howard Capital in June of 2018. In his current role as a regional vice president, he is responsible for building and maintaining relationships with advisors in the Southwest region of America.

Hayden's presentation began with him reminiscing about his time at Georgia Southern as well as talking about his career since graduation. He mentioned his experience working for Merrill Lynch, where he worked prior to joining Howard Capital Management and shared some key advice when it comes to one's first job after graduation, mentioning the importance of networking and obtaining licenses such as the Series 66 & 7. He noted that some of the most important tips for a successful graduate is to be prepared to work very hard and to find someone in the company, typically an established and experience advisor, to network with. Hayden continued talking about different wholesaling and financial advisor solutions, as well as the difference between internal and external wholesales. He spoke to the students about the path to working in the financial industry and his company's specific asset management tactics including strategic versus tactical portfolio management. He explained how Howard Capital Management uses a combination of sector rotation, momentum, and relative strength measures in their investment strategies. Hayden also discussed his daily duties and responsibilities at Howard Capital Management.

At the end of the meeting, he answered several questions from the students in attendance, about the wealth management industry and professional licenses. Both associations are very grateful for the insight that he provided to the attending members.

Howard Capital Management is a third-party money management firm headquartered in Atlanta, GA overseeing roughly \$6B in assets. Howard Capital Management partners with Independent Financial Advisors to provide quantitatively driven asset management solutions (Mutual Funds, ETFs, SMAs).

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Yuan li and Hyunju Shin Paper Accepted for Publication

October 24, 2022

Yuan Li, Ph.D., assistant professor of marketing, and Hyunju Shin, Ph.D., Kennesaw State University, recently had their paper, “Should a Luxury Brand’s Chatbot Use Emoticons? Impact on Brand Status,” accepted for publication in the *Journal of Consumer Behaviour*. Congratulations, Yuan!

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Michael Wiggins to Deliver Keynote Seminar for Georgia Society of CPAs

October 24, 2022

Michael Wiggins, J.D., M.S. (Accountancy), M.B.A., CFE, lecturer of legal studies of business, will be delivering the keynote seminar for Day 2 of the Business and Industry Conference of the Georgia Society of CPAs on November 17 in Atlanta. His talks “Legal and Regulatory Update for Accounting Firms and Corporations” and “Cybersecurity in 2022 and Beyond.”

For more information or to register for this conference, go to www.gscpa.org/public/conference/micro.aspx?courseID=2213045&utm_source=ConstantContact&utm_medium=B%26ISept&utm_campaign=BI22#Agenda. Good luck, Mike!

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Lowell Mooney Speaks to Savannah CEO Magazine

October 24, 2022

On October 10, Lowell Mooney, Ph.D., director, Parker Office of Graduate Programs, and professor of accounting, spoke to *Savannah CEO* magazine about our MBA program. A video of his remarks has been posted on the magazine's website. To watch the video, go to savannahceo.com/video/2022/10/dr-lowell-mooney-georgia-southern-university-their-mba-program/. Thanks, Lowell!

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