

11 Fernando Angulo-Ruiz

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SPEAKERS

Dylan Cave, Fernando Angulo Ruiz, Brittany Samson, Brittany Ekelund



Dylan Cave 00:01

We would like to first acknowledge that we are on treaty six territory, the traditional gathering grounds for many First Nations, Māori and Inuit, whose footsteps have marked this land and whose presence continue to enrich our vibrant community



Brittany Ekelund 00:16

[intro music plays] Hello, and welcome back to Research Recast(ed), the knowledge mobilization podcast. I'm Dylan cave, and I'm here with my co host, Brittany Ekelund. Today's episode takes us into the world of business where we talk about Indigenous internationalization, the benefits of benefit corporations, and putting your money where your mouth is. Joining us today is Dr. Fernando Angulo-Ruiz, a associate professor in the Department of International Business Marketing Strategy and Law here at MacEwan University. He is also a board of governors research chair, and his latest research program focuses on understanding the phenomena of hybrid businesses. His body of research also includes research involving Indigenous businesses and benefit corporations. Thank you so much for joining us here today. Fernando, so yeah -- jumping right in, um, can you tell us a little bit just about yourself, and why you chose to pursue an education and career in business, marketing strategy and law?



Fernando Angulo Ruiz 01:44

Well, first of all, I would like to say thank you for inviting me to participate, you know, in this, in this podcast.



Dylan Cave 01:51

Our pleasure, really.



Fernando Angulo Ruiz 01:53

Absolutely. Absolutely. So, you know, that's, that's interest? That's an interesting question, you know, because that's the long name of my department [Dylan chuckles], you know, actually, my career is in Business Administration.



Brittany Ekelund 02:08

Okay.



Fernando Angulo Ruiz 02:08

And then I'm specialized within that in marketing and market research. Right. So, you know, kind of the main motivation for me to pursue these careers, I wanted to understand, you know, why marketing strategy is so successful in some organizations. That was kind of the key thing, especially for my graduate studies, and for my undergraduate studies. You know, my family has a background in, in business and in the business professions, so, I kind of wanted to follow a similar pattern. And the other thing that excited me about my career, you know, was everything related with numbers. My dad is a statistician, and I guess, you know, he inspired that, to me. So when, when I was studying business, you know, one of the classes that I really like, was a market research.



Brittany Ekelund 03:22

Okay.



Fernando Angulo Ruiz 03:24

And, and all the things with collecting data, and analyzing data, those things excited me a lot, you know, at that, at that age. I still remember that I was really excited with designing surveys - you know, who gets excited [laughter] for that? [crosstalk]



Brittany Ekelund 03:46

[crosstalk] I love it! [laughter]



Fernando Angulo Ruiz 03:46

But I was, you know, really, really excited and, and after that, you know, going and collecting the data, and, and having that data in, in SPSS, you know, I guess, you know, when I try to explain why I like to teach SPSS, and I like to teach SPSS now to my students, perhaps you know--[crosstalk]



Brittany Ekelund 04:06

[crosstalk] Is that statistics? Sorry.



Fernando Angulo Ruiz 04:08

It's statistical software, you know-- [crosstalk] Yeah--



Brittany Ekelund 04:08

[crosstalk] Okay. [crosstalk] Oh, okay.



Fernando Angulo Ruiz 04:13

For crunching data and analyzing data. So, yeah, you know, I really like that side of business, you know, the analytical side, the numerical side. My major was finance at that time, you know, but, but I started to work in, in marketing and market research and after a few years, you know, for following the, um, you know, the marketing path - the application of marketing - somehow I felt that I found the secret formula for the marketing success in practice. And then I was starting to be bored, you know, in-- My professional life, so I decided I guess it's time to, to teach what I think is, is the secret of, of the marketing success. So, and then I went to study my master and PhD in, in Spain and, and that was exactly on marketing and market research, you know, understanding new techniques, new statistical tools, you know, for crunching data in a, in a more sophisticated but yet simple way. So--



Brittany Ekelund 04:57

[crosstalk] Okay.



Dylan Cave 04:58

[crosstalk] It's very--



Fernando Angulo Ruiz 05:09

[crosstalk] And now I'm here, yeah.



Dylan Cave 05:35

It's very interesting how many of our guests have actually studied in Spain, and it makes me actually think, they've got something going on over there [Fernando laughs] There's something beautiful about Spain that uh--



Brittany Ekelund 05:45

Well, it was Eloisa Perez, also studied in Spain, and she's also in, um like, finance.



Fernando Angulo Ruiz 05:52

She's -- yes.



Brittany Ekelund 05:53

So, is there like a big culture of business and finance?



Fernando Angulo Ruiz 05:57

Yeah, you know, and I know Elisa, she's my colleague in the School of Business and I met her actually in Barcelona.



Brittany Ekelund 06:05

Oh, my gosh! Yeah. Eloisa is a good friend of us, you know, my wife and I. And uh, she was also helpful for us to come to Canada and to, and to get into MacEwan, you know. I shouldn't say that, I guess [Brittany laughs], you know, but there is a saying that networks matter and I live that, you know, in my own skin, so, yeah, um,



Dylan Cave 06:31

I love that.



Brittany Ekelund 06:31

Yeah. So, you, you've made the transition to teaching. And you've also published a few books, or one big book? [laughter]



Fernando Angulo Ruiz 06:45

I got, uh -- that's, that's a great question, you know. And I got actually my first book published on the internationalization of Indigenous businesses. So in the past, I have also published book chapters--



Brittany Ekelund 07:01



[crosstalk] Oh, okay.



Fernando Angulo Ruiz 07:02

As part of books, but the main part of my research is disseminated through scholarly articles--



Brittany Ekelund 07:10

[crosstalk] Okay, so journals. in journal



Fernando Angulo Ruiz 07:11

[crosstalk] In journals.



Brittany Ekelund 07:12

Yeah, so I guess, like, my question is, you know-- you made the transition from, you know, market researcher, and then you studied, now you're teaching... now that you're working, not only as a teacher, but also like, as a researcher, what drives you now? Like, what's your new passion, um, for research? And what motivates you as a researcher?



Fernando Angulo Ruiz 07:34

That's a, that's a great question, you know. It sometimes seems easy, but [Dylan chuckles] it's a bit difficult. But one of the things that, that drives me a lot, you know - finding the new things, especially within business and, and management, and understanding those new things or, or things that Business and Management Research hasn't placed too much of attention. Right? So, so that does, why, you know, part of my research includes sectors, such as businesses from emerging economies - like, businesses in Peru, businesses, in uh, Bulgaria, for instance, uh, businesses in, in China, you know. So because we need to know more about those, those businesses or, or research on on women-led businesses - although that I'm not a principal researcher on that. But, you know, my drive on kind of finding what's new, and what's interesting to contribute - that can be different = put me in researching these areas. As well, Indigenous business - that was a very, you know, exciting area, and new area for me. it was new back in uh, 2014, you know, and I was glad to, to see that. There were some researchers working on that here in Canada and the rest of the world, right, or the world of social enterprises--



Brittany Ekelund 09:22

Yeah.



 Fernando Angulo Ruiz 09:22

Or now, the world of benefit corporations, right. So these are kind of new models of businesses that are emerging, you know, probably as, as an answer to the traditional kind of businesses.

 Brittany Ekelund 09:40


Yeah.

 Dylan Cave 09:41

So, moving on. Can we talk about your book a little bit?

 Fernando Angulo Ruiz 09:45

[crosstalk] Yes.

 Dylan Cave 09:46

So, so your book, New Frontiers in the inter-- no, Internationalization Business. Yeah. Tell us a little bit about your book. And, you know, we're going to definitely give a link in the episode description of where we can find this book for, for people to purchase. But yeah, you know, take it away on what, what is all this book is all about. [laughter]

 Fernando Angulo Ruiz 10:11

So, you know, my research program on Indigenous businesses started back in 2014, uh 2015. So-- and I got, uh, this book published last year in 2020. So, so definitely, you know, my-- The head start on on indigenous businesses in Canada and my partnership with the Canadian Council for Aboriginal businesses has been crucial, you know, for me to work on this, this book. So, at the beginning of my, uh, kind of program on Indigenous businesses, I relied on the data that was collected through the Canadian Council, and by the Canadian Council of Aboriginal business, and they kindly share that data with me. Right, so then after analyzing that data, observing some patterns, you know, one of the interesting things that, that I observed was that there is a good percentage of Indigenous businesses that are doing business internationally. Right? So that is a 30 percent, you know, around 30 percent--

 Brittany Ekelund 11:28

[crosstalk] Oh, around 30 per cent?

 Fernando Angulo Ruiz 11:29

Yeah. So, and then, uh, and that compares to about, you know, eight to 15 percent of

Yeah. So, and then, um-- and that compares to about, you know, eight to 15 percent of mainstream businesses in Canada--



Brittany Ekelund 11:39

[crosstalk] So a greater number of Indigenous businesses are actually International



Fernando Angulo Ruiz 11:43

Right? Exactly, exactly, you know, at least in percentage - in relative terms, right? So then I kind of wanted to dig further on that 30 percent, and I wanted to understand more about them. So then I got, uh you know-- I applied to the research office for a strategic grant. And my project was selected as part of that, so, I got some thousands of dollars there that were very helpful for the collection of, of new data. As well, the School of Business has been crucial, and business of MacEwan, you know, to fund the data collection for for my book. So, so then, in this book, I collected data on 300 businesses in Canada--



Brittany Ekelund 12:40

[crosstalk] Is that, like across Canada?



Fernando Angulo Ruiz 12:41

[crosstalk] Yeah, in Canada. And, but-- the, the thing that I wanted to, to do, you know, in this book is to do a little bit of cross comparative research. So then I collected data on Indigenous businesses and on non-Indigenous businesses. Okay? So I have to see what is different, you know, what is what is similar? And, and the data we collected was from businesses based in Alberta and British Columbia. That's kind of the picture of this book-- [crosstalk] So very local? Businesses, yeah, headquartered here in, in Alberta, and British Columbia. So half of them are Indigenous - self-identified Indigenous businesses, and the other half are non-Indigenous businesses. Right? So, so then the book is all about that. You know, a great part of the book-- the book has eight chapters, and five of those chapters compare Indigenous with non-Indigenous businesses. And then the last three chapters are based on data that was shared by the Canadian Council for Aboriginal business.



Brittany Ekelund 14:05

Yeah, so just going like way back to the beginning. Why were you interested in studying Indigenous businesses specifically? And, you know, beyond that, you said, you know, you're interested in other countries - why indigenous businesses in Canada?



Fernando Angulo Ruiz 14:23

That's a great, great question. You know, I'm from Peru, originally. I have a good, uh, Truillo culture from from Peru you know and so uh why Canada? You know that's that's a very

culture, from, from here, you know, and so, um, why Canada. You know, that's, that's a very good, very good question. Right. So I'm kind of, a visitor in the Canadian land, so to say, right, although I'm now Canadian, a new Canadian. So I think, you know, that drive that I was telling you before, of identifying groups of organizations of businesses that have not been paid too much attention?



Brittany Ekelund 15:09

Yeah.



Fernando Angulo Ruiz 15:09

I think was an important driver and, and besides that-- I remember that one of these days, I was watching one program on the business network and, and the CEO of CCAB, you know, the Canadian Council for Aboriginal businesses was being interviewed, and he was talking about all this excellent work that they have been doing in collecting good data - excellent data - from Indigenous businesses across Canada. So then I said, that's, that's interesting, you know, I'm going to approach, um, J.P. Gladu, at the time, uh, the CEO. And so I approached, I approached them, you know, and, and after almost a year of conversations we decided to work together, and we organized an event on Indigenous businesses here in, in Edmonton, you know, and so we attracted 100 or more Indigenous business people--[crosstalk]



Brittany Ekelund 16:24

Did you guys- Sorry, I don't want to interrupt. Did you guys work with AKSIS Edmonton at all?



Fernando Angulo Ruiz 16:30

Mhmm.



Brittany Ekelund 16:31

Yeah, I wrote a piece for the Globe and Mail on Indigenous businesses during the pandemic. Um, and I talked to like Rocky Sinclair from AKSIS. And I did interview, I think, the vice president of, um, the Canadian Council for Aboriginal business - this was last year. But what surprised me was the width and, like, breadth and richness of the Indigenous economy. And like you said, I don't think it's something that a lot of people know, exists, and they might just chalk up Indigenous businesses to being maybe just artisans, or, you know, creators of culturally relevant products, but it's not, it's like a massive network. So, I guess in that vein, what are some of your major takeaways from working with CCAB? And from researching Indigenous businesses? Like, beyond the rate of internationalization, what are some things they would really surprise people that you've learned, like about the Indigenous economy - in Edmonton, Alberta, BC, like Canada? Yeah.



F Fernando Angulo Ruiz 16:31

Yes, yes. Yes. Yes. So I have participated as well in some AKSIS events, you know, so? Yeah, I mean, they are doing excellent work as well, on on indigenous businesses, in the field, and I think--I have had the opportunity to meet some of those folks, you know, in AKSIS, and, um, yeah. Right. So, [clears throat], you know, one of those things that surprised me, you know, is find, that that, high rate of Indigenous businesses that are doing business internationally. So the other interesting things that I was able to identify and find in my own data, you know, kind of was the idea of the importance of the local community. So, so I was finding that all over and all over again, as part of the philosophy and the purpose of an Indigenous business - specifically an Indigenous businesses here in Canada - and so, that kind of confirms what, what we tend to think about Indigenous businesses, you know, that the community is prevalent and relevant for them. So the other interesting thing that I was able to identify is, is the rate of, or the, the speed of, of businesses, when going internationally, specifically,

D Dylan Cave 19:14

Like the growth rate of their business, do you mean?

F Fernando Angulo Ruiz 19:17

Or the number of years that they take, you know, after they have started their business, how many years they take to go internationally. Right? So, so in the mainstream world, so what I was, what I was able to identify with this data was that they take about six or seven years to venture internationally, but for the Indigenous businesses, you know, they take about two years. So that's kind of very interesting, you know, that you, you perhaps will not expect. But yeah, that makes me think that they are very business driven, you know, business oriented, because they want to have impact. You know an impact is, is an important word as well that we need to take into consideration when, when I'm personally doing this research, right? impact - research that is benefiting them? You know, so-

D Dylan Cave 20:03

[crosstalk] For sure. So do you think that's part of why there is a higher percentage of Indigenous businesses going international?

F Fernando Angulo Ruiz 20:24

I would say that can be, that can be a factor that can explain, uh, that can explain that.

D Dylan Cave 20:31

Is there any other factors that might--

F Fernando Angulo Ruiz 20:33



Fernando Angulo Ruiz 20:33

I would say, the risk orientation as well--



Brittany Ekelund 20:36

Sorry, what's risk orientation for those [crosstalk] that might not know?



Fernando Angulo Ruiz 20:39

That they can just go for it. They don't-- they are not too conservative. They are not afraid to wait too much, you know. Imagine after two years, the business is still in the nascent stages, but some of them just decide to go--



Dylan Cave 20:53

Just go for it.



Fernando Angulo Ruiz 20:54

Exactly. And, and the other thing that has facilitated this as well is, uh, technology. And internet, you know, and so recently, I was kind of trying to understand the use of social media, for instance. Right, so, and it's amazing to see how Indigenous businesses are adopting that and using that to their advantage, you know, and, and, and that latest research, for instance has shown that actually, the the the usage of different social media platforms is actually helping them to go and do more business, uh, internationally, right?



Dylan Cave 21:44

[crosstalk] Yeah.



Fernando Angulo Ruiz 21:44

So, for me, that's kind of interesting. It's, I think when you asked me about our motivations here, I think we need to more-- we need to know more about them and we need to change some of the stereotypes that we might have about Indigenous people in general, and--



Dylan Cave 22:04

We could start learning a whole lot from from these businesses by the sounds of it of how quickly they're able to reach inter-international markets for sure. I think that's, that's absolutely--like, that's, that's knowledge to me, that is really, really interesting news.



Brittany Ekelund 22:20

I think it does, it surprises a lot of people to know that there is like such a large, flourishing indigenous economy, which is a word that I was like, Oh, I've never heard this before. But yeah, talking with the cab, talking with access, even talking with business owners, and seeing kind of, from medical supplies to restaurateur, to like Indigenous tourism-- Alberta has an entire Indigenous tourism, and it's like a booming sector of that industry. So, we are going to take a quick break here soon. But before we do, I just want to know, what's next steps for this research with the internationalization of Indigenous business?



Fernando Angulo Ruiz 23:01

So [clears throat] what we want to do more here is more qualitative research. So, so far, I have been doing survey research, or analyzing survey data that has been previously collected-- Right? So, uh, but so what am I kind of, I think-- one part of the puzzle that is, that are missing, is to have more conversations with Indigenous business owners on a one-on-one basis, you know, to really dig deeper on those "why's", right? On those motivations - what is behind that,? That's difficult to get in, in a survey, you know. So I believe that's kind of the next step. And also this research has motivated me to explore other similar businesses. And I have ventured myself, and with a group of colleagues, in understanding benefit corporations.



Brittany Ekelund 23:18

[crosstalk] Which is your favorite. [laughter]



Fernando Angulo Ruiz 23:24

I want to talk a little bit more about benefit corporations, [music starts] but we're gonna take a quick break. [Music fades out]



Dylan Cave 24:18

Did you know that January 28, is international data privacy day? I didn't either, but now I do. And I'm going to share some things I've learned about privacy protection with you. First, share with care, and think before putting personal information out there online. Second, make sure you have a clean machine with updated security software. Lastly, remember to set your privacy and security settings for each website, browser, and application you use. Data privacy might not sound exciting, but it's important in our digital world. Stay safe while ya surf.



Brittany Ekelund 24:51

[music starts] So before the break, you mentioned benefit corporations and I know those are something you have researched as well. So Fernando, what are benefit corporations? [music stops]

 F Fernando Angulo Ruiz 25:02

That's a, that's a fair, [laughter] that's a fair question, you know. And so, so there is a group of business that can be classified as hybrid businesses. And hybrid businesses are those businesses that are trying to, um, are trying to, you know, deal with seemingly conflicting objectives - seemingly conflicting worlds. For instance, putting the economic motivation, the profit motivation, you know, together with the social--

 Brittany Ekelund 25:43

Okay.

 F Fernando Angulo Ruiz 25:49

Motivation, right? Which essentially can be part of opposing worlds. So, so these kinds of organizations are trying to bring them together and, and that's a challenge, you know, for these kinds of businesses. So, we say that a hybrid businesses are trying to manage multiple objectives, multiple logics, and these objectives, these logics, you know, tend to be opposed - contradictory, right? So, so then, one group of these hybrid businesses, for instance, are social enterprises.

 Brittany Ekelund 26:32

Yeah.

 F Fernando Angulo Ruiz 26:33

You know, and so social enterprises, for instance, they started with their main purpose is to have an impact on society - to try to solve a social issue. But as well, they started to understand that they need financial resources to accomplish those social objectives. So, then they started to commercialize some, some things, you know, to, to raise funds--

 D Dylan Cave 27:01

[crosstalk] Yeah.

 F Fernando Angulo Ruiz 27:01

[crosstalk] In order to achieve that social goal.

 Brittany Ekelund 27:04

Okay. [crosstalk]Yeah, well...

 Fernando Angulo Ruiz 27:04

Right? So, then, so, what has been happening, right-- that social enterprises, it's a model of business, but it's, it is not, uh, it's not a legal form of business. Right? So, then, what, what is happening lately is that the benefit corporation category has been, has become in many parts of the world, including, here in Canada, you know, British Columbia, I believe-- now, benefit corporation is, is a legal form of business. Right? So, so, then what the benefit corporation world this is doing is legitimizing ways of, of pursuing different objectives, right? In this case, a profit and social objectives. So the benefit corporation, therefore, you know, is a hybrid business that pursues conflicting logics, specifically profit and social, but they have the legal umbrella that--

 Brittany Ekelund 27:58

Mhmm. Do you have any, like examples of, of companies? Because I know, lots of companies have adopted some social objectives and tried to either put out sustainable lines or to, you know, they don-- make donations with a certain percentage of sales, but there's like another company that I really like, called Tentree. And they-- when you buy products, they plant trees, so 10 trees per [Fernando laughs] thing, and you can, like buy extra trees to offset the shipping costs [Dylan laughs] So I'm just wondering, like, are they like a company that has after, after the fact decided to then become social or is a social corporation, something that from its get-go has like a different distinction?

 Fernando Angulo Ruiz 29:06


Right, so that's, that's a great question. And, I mean, we can argue that some social enterprises were nonprofit organizations, at some point, you know, that they noticed that they need to raise funds, and started to commercialize some, some things. So, and-- when you asked me for an example of, of a benefit corporation, one one that pops up to my mind, that is based in Edmonton is, is Poppy Barley. Oh, yeah! Poppy Barley! You know, I don't know if you have heard about that, but--

 Brittany Ekelund 29:42

[crosstalk]I think they're shoes.

 Fernando Angulo Ruiz 29:43

[crosstalk] Yes.

 Brittany Ekelund 29:43

[crosstalk] Yeah. They have a storefront on Whyte Ave.

F

Fernando Angulo Ruiz 29:45

Right? So and, and so, what we're observing lately with benefit corporations is that there are some organizations you know, that certified some businesses to be a benefit corporation, you know. And and this is the B Lab. So, so what the latest research is trying to understand, you know, is - within the Benefit Corporation world, what are the dynamics between being accredited versus being legally, being a legal form--

D

Dylan Cave 30:28

Right.

F

Fernando Angulo Ruiz 30:29

Within our, within our province or within within a country. And that, that's, that's one of the things that is uh, that is happening lately as, as for benefit corporations. So it's, you know, it's a world that, that is under constant development right now. So, in Canada, so there are about 270, about that certified Benefit corp--



Brittany Ekelund 30:57

[crosstalk] Oh, across the whole...?

F

Fernando Angulo Ruiz 30:57

[crosstalk] Yeah across the whole--



Brittany Ekelund 30:59

[crosstalk] Seems like a small number.

F


Fernando Angulo Ruiz 31:00


It is, you know, and in, in Alberta, that number is around 25 to 30.





Brittany Ekelund 31:08


[Brittany laughs] Oh, okay.


 **F** Fernando Angulo Ruiz 31:10
So, in Edmonton, I believe that are six certified--


 **B** Brittany Ekelund 31:15
[crosstalk] Oh, certified.


 **F** Fernando Angulo Ruiz 31:16
Certified benefit-- I am talking about certified benefit corporations. Sorry. So. And, and we're trying to understand, at least those who are as certified, benefit corporations.


 **D** Dylan Cave 31:31
So what is the steps that are happening between these corporations starting maybe as a as a startup, and a crowdfunded corporation being like, Hey, we have this really cool business idea, we want crowdfunding to, like, help us get there. And then what is the step between them, like, starting their business and becoming certified as, as that?

 **F** Fernando Angulo Ruiz 31:55
So one of the things, I'm not an expert of the certification per se, right. But my understanding is that in the, in the legal forums, you know, of the of the of the business - I just forgot their name, I guess [laughter] we'll have to add that later, you know - so, typically, you know, when a business constitutes-- so, typically, the business is responsible to shareholders only,

 **D** Dylan Cave 32:26
[crosstalk] Yeah.

 **B** Brittany Ekelund 32:26
[crosstalk] Yeah.

 **F** Fernando Angulo Ruiz 32:26
And we have to put that on, on Inc., right?

 **D** Dylan Cave 32:31
[crosstalk] On the articles of incorporation--

[crosstalk] on the articles of incorporation.

F

Fernando Angulo Ruiz 32:32

Corp-- exactly. So, but for the case of-- if you want to become a certified, you know, you have to change that. And you have to include, not just shareholders, but also other stakeholders. Right, so, so then the stakes become much more bigger for, for an organization. So if an organization really want to become a benefit corporation - in this case a certified one - they really don't have to think only in terms of shareholders, but also in terms of other stakeholders, like employees, for instance, right? like, you know, a society?



Brittany Ekelund 33:14

[crosstalk] Mmhmm.

F

Fernando Angulo Ruiz 33:14

You know, like, customers? They are not-- they cannot just say, we are socially oriented. Saying is one thing, but-- Actually being it is different, so. And that's kind of the interesting thing, from my viewpoint of, of a benefit corporation.

D

Dylan Cave 33:25

[crosstalk] Being.. More of a social structure of the company--

F

Fernando Angulo Ruiz 33:36

That you-- exactly. That you don't have to only say it, but actually, you know-- the articles of incorporation are there, and you have to do it as well. If not, you know, there is a risk of you losing that, that certification in this [crosstalk] case right?



Brittany Ekelund 33:54

[crosstalk] Yeah, I mean..

D

Dylan Cave 33:54


[crosstalk] That's really interesting.




Brittany Ekelund 33:54


Maybe it's like my naive little brain. But I mean, I feel like most companies should be beholden to not only the shareholders, but to the community that they operate in, and the places where


to not only the shareholders, but to the community that they operate in, and the places where they get all their product from and the [crosstalk] people who create-- [crosstalk] But nobody wants to be legally {Brittany laughs} liable for more than they have to though. [laughter] [crosstalk] I suppose. [laughter]

 Fernando Angulo Ruiz 34:17
[crosstalk] That's the point-- [laughter]


 Dylan Cave 34:17
[crosstalk] That's, the, the.. [laughter]


 Brittany Ekelund 34:18
[crosstalk] Um, so--

 Dylan Cave 34:19
The ones the ones that do - the few that do, you know, good for them. Because it is such a it sounds like such a, more responsibility--


 Fernando Angulo Ruiz 34:27
[crosstalk] Yeah.


 Dylan Cave 34:27
And becoming responsible to your community--


 Brittany Ekelund 34:30
Yeah. So where, so where is your research on benefit corporations? You mentioned, it's new, it's not, um, complete yet. So I'm just wondering - now that we kind of know what one is - how are you examining them and, like, what exactly are you looking for?


 Fernando Angulo Ruiz 34:49
Exactly. So that's, that's a great question. So I kind of have started uh, to research ideas related with this Research Program. So one of them, is that - through funding, you know, through the school of business and with the assistance of research student here at the School of Business - I have asked that student to go to the B Lab websi and grab all those businesses,

in in-- that have received a benefit corporation certification, not only here in Canada, but uh, but in the world. Right. So so now I have a database, you of all certified Benefit corporations in the world, essentially--

 **Dylan Cave** 35:47
[crosstalk] Wow.

 **Fernando Angulo Ruiz** 35:47
From the perspective of the, of the B Lab. Right. So, and what we are doing now, you know, is trying to understand how cultural differences - because now we have information from different countries - affect the adoption of, of a B Corporation certification. So, that's, that's a one line of of research that, that we are doing right now. And the other one is, we are interested in understanding, how these organizations are managing, with conflict, you know, created by pursuing contradictory objectives. Right, so, so, for instance, research says that what some organizations do, is to create different structures, different areas within the organization - that one is focused on the, on the profit objective, and the other is focused on the, on the, on the social objective, right? And what our organizations are doing, is to, is to hire people, new employees with that dual mindset, so that, really, those new employees are going to place emphasis on, on both contradictory logics. For instance, in the case of profit, and, and social, right? So, we want to understand, what is the situation for the case of benefit corporations, but also - tying that up to my research on internationalization - imagine, you know, it's challenging for a benefit corporations on its own to do business domestically right here in Canada. So imagine if they go internationally, so how-- the fact that they are internationalizing, is creating much more challenge to that conflict - conflicts that already exist. So how they are managing, in this case, not only profits, social - but also the, the challenge that internationalization brings, right? And what they are doing internally. So, so we will be doing qualitative research--

 **Brittany Ekelund** 38:18
[crosstalk] Okay.

 **Fernando Angulo Ruiz** 38:18
On this, and hopefully, we'll be able to get funding, you know, because it's going to be a bit of a...

 **Dylan Cave** 38:27
A bit of work. [laughter]

 **Brittany Ekelund** 38:27
-

[crosstalk] Yeah, I mean it's the whole world. [laughter] Um, I'm curious, just in your, you know, preliminary research, have you come across any, um, like large international benefit corporations? Or are a lot of them operating in small-- like Poppy barley, it's a small local organization.

F

Fernando Angulo Ruiz 38:46

Right. Right. So I'm still, you know, I am not able to give you yet a name, you know-- But, but in that, you know-- one of the data points that I ask, my student to, to collect is, whether these certified B Corp., you know, is selling outside of the, the domestic market, if they have international partnerships, right? If they have offices outside of their domestic countries, so-- and it's interesting the level of the percentage, you know, of B Corps. that are, that are international. Yeah, I'm quite surprised, you know, how, I guess, you know, technology is very helpful in, you know, in the adoption of going international. And, yeah, I'm kind of, um, I guess, that's, that's what we want to explore.



Brittany Ekelund 38:52

[crosstalk] Okay. [Brittany laughs]

F

Fernando Angulo Ruiz 38:52

[crosstalk] Of an organization--



Brittany Ekelund 38:56

Yeah, I imagine it's also, you know, easier as time goes by to maybe have these corporations expand because there is an increasing demand from a workforce to work for a company that actually cares about, maybe the environment, maybe it gives back to the community. So I think it's going to be definitely something interesting to watch over the next, you know, five, 10, 15, 20, 45, 50 years. [Brittany laughs]

F


Fernando Angulo Ruiz 40:18

This is excellent, you know, when, when you talk about recruiting employees, right, and the reputation of, of, benefit corporations, especially compared to a non-benefit corporation. So, that's as well, on our radar. You know, I thank you for that - for that idea on the employee side. I perhaps I'm going to acknowledge you.


B


Brittany Samson 40:39


[crosstalk] Oh!


 **Dylan Cave** 40:39
[crosstalk] Oh, no way! [laughter]


 **Brittany Ekelund** 40:42
[crosstalk] Yay! I'm a researcher too! [laughter]


 **Dylan Cave** 40:45
I mean, on the topic of, you know, as we're talking about this new - well, I don't even know how old this idea is, a benefit corporation - maybe you can influence us on that as well. But, what do you think other corporations can learn from this practice? Like, do you think every corporation should follow suit with, with this? Do you think it works in benefit for these people? For these businesses?

 **Fernando Angulo Ruiz** 41:10
Right, so, you know, there is a research question by, by a colleague that says, Should all companies be hybrid businesses? Right, so that's a legitimate question. And obviously that is going to depend on the, on the organization, but, but I think the practices of these kinds of businesses towards a better world, I think are exemplary. Exemplary, you know? So, in the mainstream world, what we had was this notion of corporate social responsibility, right, and there has been lots of research on corporate social responsibility, right?

 **Dylan Cave** 41:57
[crosstalk] Right.

 **Fernando Angulo Ruiz** 41:58
So, so, the thing, the thing that I observe sometimes on CSR, is that, it is easier to say that you are socially responsible--

 **Dylan Cave** 42:10
[crosstalk] It's so easy to say. [laughter]

 **Fernando Angulo Ruiz** 42:11
[crosstalk] Than actually do it. You know? So, then, kind of, uh, one of the situations with CSR is that it became just a PR tool, you know? You have to say that you are socially responsible, but actually are you being socially responsible? So, that, that's one of the questions that I

personally have about these, these corporate-- this stream, you know, of of research. But, so, on the other side, what I wouldn't like to see in the future is that the B Corp, you know, become as well a label that you have to say you are just because you have to - but you are not actually being purpose driven, you know, in the in the core. I don't want that to become a communication tool in the future, right? [crosstalk] So overused. [crosstalk] Exactly--



Brittany Ekelund 42:48

[crosstalk] Well, greenwashed.



Dylan Cave 42:56

[crosstalk] And exploited.



Fernando Angulo Ruiz 42:58

There you go.



Dylan Cave 43:22

Just kind of and, and-- just using it as like a profit booster type of type of thing.



Fernando Angulo Ruiz 43:27

There you go.



Dylan Cave 43:27

Just like we do, when Pride Week comes around, you know. All the all the corporateness that comes along with Pride week now.



Brittany Ekelund 43:30

[crosstalk] Yeah. and the float and every company has a float, but like, maybe their policies aren't particularly friendly to the queer community, or-- I think it was H&M... H&M is a great example, I think of this, where a few years ago, relatively recently, they came out with a line of sustainable clothing. [emphasis] Just a line. [Dylan laughs] So what that said to me was kind of like, you know, you go to the grocery store, and they have free range eggs. And then the rest of the eggs - and some grocery stores now actually label all the eggs - so it's cage eggs, you know, free run, open.. nest laid, whatever. And that's what that said to me from H&M, is-- it was a glaring red thing of, This is the sustainable line of clothing, the rest of it - don't ask. [Dylan laughs] And I think that things should be labeled as non-sustainable. [laughter]

F

Fernando Angulo Ruiz 44:33

Yeah, you know, that's an interesting thing. These dynamics are interesting to research, and to further understand, and with the idea that hopefully there is going to be much more adoption, you know, of that, that philosophy of doing--

D

Dylan Cave 44:49

[crosstalk] Sincere adoption of it.

F

Fernando Angulo Ruiz 44:51

There you go. And, but as you know, going back to your question on can corporations, you know, mainstream corporations, benefit from this - absolutely. And, and the movement is still growing on benefit corporations, and I think that in a few years down the road, much more businesses are going to be aware of this, and there is going to be probably as well, a higher rate of adoption, right? And also it can be expensive--

D

Dylan Cave 44:56

[crosstalk] I was just about to ask--

F

Fernando Angulo Ruiz 45:19

[crosstalk] To get certified, you know--

D

Dylan Cave 45:29

And to enter remain in that practice, like just the practice alone, of, of, of becoming beneficial corporation would be quite expensive compared to, you know - okay, you have a product, you sell the product, and it's out the door - but now you have to do all these extra steps, and, you know, perhaps hire additional staff or, or, or additional employees to, to make sure that everything is what you say it is or beyond.

F

Fernando Angulo Ruiz 45:58

[crosstalk] Right, right. Yeah, so-- but I think, you know, it is, it is the growth rate is positive now, and so few years, just a few years down the road, you know, I believe we had half of benefit corporations that we have now, right? So it's, it's, it's growing, and I think it will continue to grow and as more governments as well, you know, include that as part of the legislation. So then he is going to be a legitimate form, as well.



Brittany Ekelund 46:01

And the public, I imagine, like-- I've heard that voting with your dollar is not like it doesn't work. Do you think that that's applicable in this situation? Like if people can show that they will overwhelmingly support a benefit corporation over like, you know, a big evil one?



Dylan Cave 46:54

[crosstalk] A big evil one. [laughter] Would that encourage more companies to kind of incur some extra costs to gain a more loyal or supportive customer base in the long run? Like, does voting with your dollar work here?



Fernando Angulo Ruiz 47:09

I think, you know, I think I think it has, it has an effect. Certainly, certainly, a group of-- a percentage of people in the population, not only in Canada, but in the world, that, you know, consciously prefer these kind of organizations, these kind of businesses. And it's growing. So-- it's expensive as well, [inaudible]--



Brittany Ekelund 47:18

[crosstalk] Yeah.



Fernando Angulo Ruiz 47:35

That's kind of the thing. So we had planet organic - I don't know if you remember.



Brittany Ekelund 47:39

[crosstalk] Yeah



Dylan Cave 47:40

[crosstalk] Yeah.



Fernando Angulo Ruiz 47:40

Right? Everything was organic, you know, but it went bankrupt, right?



Dylan Cave 47:45

[crosstalk] Oh wow

[crosstalk] Oh, wow.

F

Fernando Angulo Ruiz 47:46

Now, we don't have that anymore. Right. So, but--

D

Dylan Cave 47:51

It was hard to support when you had to pay. It was like \$30 for half pound of walnuts.



Brittany Ekelund 47:57

Yeah. But it's, I mean, that's the thing. It's hard, is like-- personally, I've decided I don't want to support fast fashion anymore. So I only want to buy secondhand, or clothes that are sustainably made. Doesn't have to be like organic cotton, but I want ethical and I want sustainable. And that means I never get new clothes anymore. [laughter] Because it's so, but it's so so so expensive. And the quality is you know better but you know secondhand is an option. Again, if you're a person who's on a budget, or a person on a time budget and you don't have time to go sift through a secondhand store, you don't have the money to ship in, you know your organic cotton sustainably ethically made pants that are \$300. Like there's very little choice we're given to make those choices often because it is so expensive.

F

Fernando Angulo Ruiz 48:47

Very true, yeah. And that is also an opportunity for businesses to think innovatively. So I'm sure that you know, if an organization intrapreneur, who is able to crack that model - that, the organic, really sustainable, is available, and accessible to a larger percentage of people. I think that that's going to be a winner.

D

Dylan Cave 49:14

You know, there's all these little little online shops that pop up - clothing pop up shops, and they're-- a lot of them are local, where they just they do the thrifting for you. They go to they go to the, the Value Village or the Salvation Army or wherever and they'll find all the cool things and buy them up and then they'll sell them to you. So you don't have to go through sorting through those. There's a one at Edmonton called Concrete Closet. That is that is really awesome and it's strictly like an Instagram account.

F

Fernando Angulo Ruiz 49:44

[crosstalk] Wow.

D

Dylan Cave 49:44

It's a it's a private business on a Instagram account, and they're doing extremely well and there is another one from Calgary or, sorry from Drumheller, and I can't the name escapes me, but it's all Western wear and tack. And their partner is a musician and they tour around and they tour around with them. And then they have their little Western wear store that they set up at their shows. So they sell all this western wear, that's all secondhand at their shows. And it's really, it's a really cool model.

F

Fernando Angulo Ruiz 50:20

[crosstalk] Yeah.



Brittany Ekelund 50:21

[crosstalk] Yeah.

D

Dylan Cave 50:21

As we're talking about clothing [laughter], I got so caught up on it.



Brittany Ekelund 50:25

So okay, so I just want to pull back just a teensy bit. Um, so you're, you've collected kind of your database of, of companies you're going to look at, and you're looking for funding?

F

Fernando Angulo Ruiz 50:39

Yes. Yes. So, especially, for doing this qualitative research, you know, that needs much more funds than just sending out surveys, and as well, building more partnerships, that, that's going to--



Brittany Ekelund 50:59

[crosstalk] Yeah.

F


Fernando Angulo Ruiz 50:59


That's going to be-- that also takes time, you know, traveling, meeting people--


D


Dylan Cave 51:06


[crosstalk] Sounds lovely. [Dylan laughs]


 Fernando Angulo Ruiz 51:07
[crosstalk] Networking, you know, but--


 Dylan Cave 51:09
[crosstalk] It's work.

 Fernando Angulo Ruiz 51:09
[crosstalk] You need dollars, right?

 Dylan Cave 51:10
[crosstalk] Yeah.

 Fernando Angulo Ruiz 51:11
For that, and as well, you know, when you build your own databases based on public information, you can not go that in-depth, right? So, for instance, in, in that database, I'm not able to see, how they are dealing internally with potential conflict that opposing objectives may create -- I mean, it's impossible to get that. So the best way to get that is through, through interviews, you know, one on one interviews, for instance. But what we are going to do as well, in the plans as part of that funding project, is that, after we have interviewed many of those business owners, or top management team, we are going to come up with our own survey and kind of trying to come up - and this is going to be difficult, you know - trying to come up with different strategies, right, that organizations are using to manage conflicts related with profit and social, for instance, right? And then measure that. And so we are planning to collect large scale data as well to try to generalize the different strategies that these are doing--

 Brittany Ekelund 51:36
[crosstalk] Yeah. [crosstalk] Yeah.

 Fernando Angulo Ruiz 51:37
And I'm really excited about that, that work. So we are hoping to get that as well published in an, in a very good journal, but, but that takes time and money, you know, and, and this is going to be my project for the next four or five years.

 Brittany Ekelund 52:54



Brittany Ekelund 52:54

[crosstalk] Wow.



Fernando Angulo Ruiz 52:55

[crosstalk] So, uh--



Dylan Cave 52:56

[crosstalk] Yeah, that's huge.



Fernando Angulo Ruiz 52:57

Yeah. So, yeah.



Dylan Cave 52:59

[clears throat]



Brittany Ekelund 53:00

Well, keep us posted. Hopefully, we're still up and running [laughter] in four or five years, um and we can talk about it because I am - I'm fascinated. As someone who is socially driven, and who knows a lot of socially driven people, the idea that the business world and kind of this big money making machine can-- is actually changing in a way that makes it more accessible for more people and maybe a little gentler on the world around it. Um, that's kind of all the questions we had for you today. But before we kind of end off, I want to give you the opportunity to lead the conversation. So is there anything important we missed, like about your research or anything?



Fernando Angulo Ruiz 53:50

I think we went through my end of the research programs that I'm mostly focused, you know, but perhaps, uh, you know, one, one interesting research program, that I, that I also have is higher education marketing, right? So, given that we are in a university, and, and that was kind of the starting of my career--



Brittany Ekelund 54:18

[crosstalk] Okay.



Fernando Angulo Ruiz 54:19



Fernando Angulo Ruiz 54:19

You know, how to recruit and attract students to our universities.



Brittany Ekelund 54:25

Oh, perfect. [laughter]



Dylan Cave 54:27

[crosstalk] That's huge.



Fernando Angulo Ruiz 54:28

So, that was kind of-- you know, I think it's important as well, and, and, I am partnering with and working together with some people involved in marketing here, for instance, at MacEwan with the international office, you know, that is interested in recruiting international students. That's kind of research that is more practical.



Dylan Cave 54:54

[crosstalk] Yeah.



Brittany Ekelund 54:55

[crosstalk] 100%.



Fernando Angulo Ruiz 54:56

But, my challenge, you know, as an academic researcher, has been to how to convert that into academic research, right And contribute to theories, for instance. And, and, that that's also keeping me awake, you know, and I find it very, very interesting, especially given that, that was-- my first paper was on that, you know, on, on international - sorry - marketing of higher education institutions. So on at that that's interesting, and I didn't talk about it in this podcast, you know, and yeah, that's, I guess that's one of the pieces. And the other piece is as well, you know, my own research on capabilities and marketing capabilities, and which kind of capabilities for instance, make organizations to have better performance, right? So, that was kind of the start as well of my career - my, my PhD thesis was on capacity and performance. And all that questioning that, you know, especially questioning the financial gains kind of thing, has led me to new avenues, right, which are the avenues that we have talked, you know, in this podcast--



Brittany Ekelund 56:22

[crosstalk] Which is nice. It's kind of like a river, and there's little tributaries--



Dylan Cave 56:26

[crosstalk] It just keeps flowing.



Brittany Ekelund 56:26

And then they come back to the, the main interest that you have, so - sorry, I just want to check - so your research on marketing towards students, you're still like, carrying on now?



Fernando Angulo Ruiz 56:40

[crosstalk] Yeah, yeah!



Brittany Ekelund 56:40

[crosstalk] So, your entire.. your entire career? [laughter]



Fernando Angulo Ruiz 56:43

Yeah. So I'm still working on that, and so today, I has a deadline actually to submit a revision of a paper--



Brittany Ekelund 56:54

Okay!



Fernando Angulo Ruiz 56:55

On the, on reputation and marketing, and its great, you know, I really like it, and I'm working with, with a BComm. honours student on that, on that piece. We have been able to collect data from current international students.



Brittany Ekelund 57:17

[crosstalk] Yeah.





Fernando Angulo Ruiz 57:17


To understand what are their motivations? What are their-- which marketing communication


to understand what are their motivations? What are their... which marketing communication methods are effective in their decisions? With the idea to kind of to extrapolate, and help universities to think about how they can attract, you know, and become attractive to international--


 Dylan Cave 57:41
[crosstalk] International, yeah.


 Fernando Angulo Ruiz 57:42
[crosstalk] Students, right?


 Dylan Cave 57:42
Yeah, that is huge.


 Fernando Angulo Ruiz 57:44
And that's part of the 2030 Alberta agenda.

 Brittany Ekelund 57:48
[crosstalk] Yeah.

 Fernando Angulo Ruiz 57:49
One of the objectives, he's attracting international students, you know, for a, for universities. So I find that very relevant, you know, still now.

 Brittany Ekelund 57:59
[crosstalk] Yeah.

 Fernando Angulo Ruiz 58:00
Especially for us here in Alberta. So, that's, yeah, that's interesting, you know?--

 Brittany Ekelund 58:05
[crosstalk] I mean yeah. I think it's fantastic that you've been studying this for so long. So, what
... .. "

I guess like what what do you know, what can you tell us about like, what makes a university attractive to students and why?

 **Dylan Cave** 58:21

And what do you think could increase that?

 **Brittany Ekelund** 58:25

Yeah.

 **Fernando Angulo Ruiz** 58:25

So is this these two are excellent questions, and so, so in marketing, you know, typically, what organizations - and in this case, universities - tend to do is to invest in a traditional marketing, right? So, traditional under this umbrella, we can have print, brochures, magazines, TV, outdoor--

 **Brittany Ekelund** 58:57

[crosstalk] Right across the street from the university. [laughter]

 **Fernando Angulo Ruiz** 59:01

[crosstalk] There you go. Right? So, but as well, organizations are doing and adopting new technologies, social media specifically. So, and as well our relationship marketing, you know, relationship marketing, is for instance, when people from the university can go and visit high schools.

 **Dylan Cave** 59:29

[crosstalk] Yeah.

 **Fernando Angulo Ruiz** 59:30

For instance, right? So to have that face-to-face interaction. So, what is my research telling about these three?

 **Dylan Cave** 59:38

[crosstalk] It's, it's telling me. That you're going to send me to Spain [laughter] to recruit new people and tell them about our podcast.



Fernando Angulo Ruiz 59:46

Absolutely. [laughter] So the research is telling that, of these three the, the activity that is more effective in attracting students, is relationship marketing.



Brittany Ekelund 1:00:00

Really? Like even over social media?



Fernando Angulo Ruiz 1:00:02

Even.



Brittany Ekelund 1:00:03

[crosstalk] Wow.



Fernando Angulo Ruiz 1:00:04

So that is, it's keeping, you know, it's-- it's a variable that has been significant in all the research that I'm doing, you know, relationship marketing. Traditional, however, doesn't - I'm yet to be able to find some results that are strongly, are supporting the use of traditional advertising in this case, right? And in the latest one, social media marketing is becoming important, you know, especially when we are recruiting or planning to recruit international students, right. So--



Dylan Cave 1:00:43

Building those partnerships with other international universities and stuff like that, maybe--



Fernando Angulo Ruiz 1:00:47

[crosstalk] As well--



Dylan Cave 1:00:47

[crosstalk] Right ?



Fernando Angulo Ruiz 1:00:48

 [crosstalk] You know--

D

Dylan Cave 1:00:48

[crosstalk] Going and visiting those places.

F

Fernando Angulo Ruiz 1:00:49

Exactly. That's, for me, that's kind of critical. In the end, you know, universities are part of a service environment. And when we're talking about service organizations, like banks, restaurants - that interaction, that personal interaction, right? Not necessarily face-to-face now with COVID, but - people seeing you, listening to you live, creates a different connection rather than just throwing something else out, you know-- Oh, it's so easy to dismiss advertising, because we've, we've been given so much advertising forced in our face, where we've now almost trained ourselves to reject anything that comes in, in in in site that we noticed is an advertisement.



Brittany Ekelund 1:01:35

We're over inundated, like, it's just so much all the time. So yeah, having that - a real human connection, which is funny to me, because I feel like a lot of people want to do online banking, they want to order their groceries, they want the Uber driver to leave the food at the door, like don't even knock [laughter]--

D

Dylan Cave 1:01:52

[crosstalk] I don't even want to see you. [laughter]

F

Fernando Angulo Ruiz 1:01:53

[crosstalk] Right, so--



Brittany Ekelund 1:01:56

And yet still--

F

Fernando Angulo Ruiz 1:01:57

[crosstalk] Exactly.



Brittany Ekelund 1:01:58



That personal connection--



Fernando Angulo Ruiz 1:01:59

Eespecially for those high involvement services, right, like, I mean, come into a university, you know, it's kind of an agreement for two or five years. Right?



Dylan Cave 1:02:09

Five, in my case. [laughter]



Fernando Angulo Ruiz 1:02:11

[crosstalk] Right? [laughter] So I think, you know, that, that's what we call in marketing, high-involvement decision making. Right? So I mean, I will be in that relationship for for that time, and I will be paying-- [crosstalk] Lots of money--



Brittany Ekelund 1:02:25

[crosstalk] Yeah. I'm paying for this relationship--



Fernando Angulo Ruiz 1:02:27

[crosstalk] Right, so?



Brittany Ekelund 1:02:27

[crosstalk] And if you're international- You're moving to a new country, away from your family, away from your friends, away from your support system [inaudible]. So I imagine that marketing towards international students has different, kind of, success rates?



Fernando Angulo Ruiz 1:02:43

Yes, so-- and the interesting thing of the of the latest research is that-- so which kind of impression organizations - universities in this case - have to build, have to create, and obviously, sustain so that their marketing practices are effective. And so this is kind of, you know, the model that I have been working on, linking marketing activities with impressions and reputation. And when we're talking about impressions, you know, the usual suspects are there from the research, quality of education has to be there, it's a still a desired trait that the university has to offer, has to have, [crosstalk] I'd imagine one of the more important ones. [laughter] [crosstalk] Exactly, exactly. [laughter] Right, and, and for the case of international students, for instance, is integration - student integration, right? So, because they want to be

integrated, you know? Culturally, they want to be part of this, they don't want to be-- they don't want to come here and feel outside, right? So, that-- these are kind of some of the, the key impressions for building reputation and attracting in this case, international students. But the, the research question that I have is, it's kind of linking the three. So, I was kind of asking myself, so, which kind of, which kind of impressions, marketing activities have to be built, so that they can affect reputation positively? So, it's linking kind of the three, right? So, yeah, and for instance, what I have been able to find is that relationship marketing, you know, when we are in those interactions, one of the drivers or the impressions that they have to build in those conversations is about quality of education, no? The message has to be about quality of education so that it builds effect and affects our reputation. And through social media, one of the interesting things that we have been able to identify is that, those impressions that international students may be looking, to hear and to read, is about the student integration. Right? So those social media posts, comments, you know, have to be all about the student integration.



Brittany Ekelund 1:05:31

Mhmm.



Fernando Angulo Ruiz 1:05:31

Right? So, but, but not just-- kind of the caution and warning that I have, you know, is not just a promise, you know, that you come here because you will be integrated, but actually have a system in place here that, that the students will be, will be integrated. So that that's kind of the interesting thing. So, so theoretically, kind of, or academically, I have been able to kind of tie in all the different aspects of the of the puzzle there to contribute to, to the literature, but also - as you can probably expect - that has real practical implications that - universities in this case - can quickly use and build their marketing strategies, right?



Brittany Ekelund 1:06:17

[crosstalk] Yeah. I think it's interesting that, like, from the benefit corporations, and hybrid businesses, and university, like marketing, kind of the overarching theme I'm getting is put your money where your mouth is, [laughter] like, you can't just say it, you have to do it. Because I mean, maybe you draw people in, but if you're not what you say, you are, in the end...



Dylan Cave 1:06:42

Yeah, that's 100%. Like, you gotta, you gotta, you got to put it behind what you say for sure. [Brittany laughs]



Fernando Angulo Ruiz 1:06:48

[crosstalk] That's good.



Brittany Ekelund 1:06:48

Well, that's almost all the time we have for today. I don't want to leave though, um-- very early on in our conversation, while you were talking about your own experience as a student and doing your your doctoral research, you said you found a secret to success, and then you went on to teach that. I'm wondering--



Dylan Cave 1:07:14

[crosstalk] Tell me your secrets. [laughter]



Brittany Ekelund 1:07:16

What was that secret, and has it changed over time? Like, is there a new secret? What was the first secret? [Fernando laughs]



Fernando Angulo Ruiz 1:07:26

So, if you want to know the secret, you need to register [Brittany laughs] in the marketing major BComm program at MacEwan. And I'm just doing advertising--



Brittany Ekelund 1:07:34

[crosstalk] Okay! [Fernando laughs]



Fernando Angulo Ruiz 1:07:36


So, you know, I think the principles are, are the same, and technology has, has had an impact as well to adapt and modify some of those principles, you know, but when people ask me, So what's the secret of marketing? [short pause] The secret of marketing, you know, is not just communications, right - this is what I tell them - in simple the secret of marketing includes having the right product, having the right price for that product, you know, making that product available to a target market, and obviously, communicate all that. Right? So that that's part of the puzzle, you know, and as well, you know, the target market is as well, part of the part of the puzzle. This is kind of a short idea of what we do in in marketing and what we teach in, in the marketing major, you know, that's-- and then technology is kind of affecting a little bit those principles, you know, but the principles I think, are still the same.





Brittany Ekelund 1:08:53


Okay--


 Dylan Cave 1:08:54
[crosstalk] I mean, I just--


 Brittany Ekelund 1:08:55
Well, thank you. [Brittany laughs]


 Dylan Cave 1:08:55
I use the example of Fyre Fest, I think as as like the the epitome of of like, good marketing but not following through. If you've heard of this music festival Fyre Fest...


 Fernando Angulo Ruiz 1:09:09
I've heard of it, but perhaps you can tell us.

 Dylan Cave 1:09:11
Yeah, of course. [Brittany laughs] So, you know, it's-- there was this, this big, big scheme to put on this amazing music festival on this remote island. And it was the, the marketing behind it was just like, insane. They put like crazy, crazy celebrities behind it and said that-- [crosstalk] Yeah.

 Brittany Ekelund 1:09:30
[crosstalk] Influencers, Instagram celebrities-- [crosstalk] Were all gonna be there at the party.

 Dylan Cave 1:09:35
Yeah. And so they sold so many tickets, and but they they weren't, they didn't anticipate, like they didn't plan anything. Once people got there there. They didn't even have places to sleep. They had to, they had-- or eat or anything.

 Brittany Ekelund 1:09:48
[crosstalk] No bottled water. It was crazy. [Brittany laughs]

 Dylan Cave 1:09:50
It was, uh, it was, it was absolutely insane. And they got sued for a lot of money for doing it, but

they got a lot of people there. Their marketing worked but they didn't follow through.



Brittany Ekelund 1:10:01

It's like the movies set--



Dylan Cave 1:10:01

[crosstalk] And it was a big failure



Brittany Ekelund 1:10:03

And you go and you touch it and it--



Dylan Cave 1:10:05

Falls over. [laughter]



Brittany Ekelund 1:10:05

Falls over. [laughter]



Fernando Angulo Ruiz 1:10:06

There you go. [laughter]



Dylan Cave 1:10:06

It was a big Mirage--



Brittany Ekelund 1:10:07

Good marketing--



Fernando Angulo Ruiz 1:10:08

[crosstalk] Yeah.



Brittany Ekelund 1:10:08



[crosstalk] But no product. [Brittany laughs]



Fernando Angulo Ruiz 1:10:11

I guess good promises--



Dylan Cave 1:10:12

[crosstalk] Right? [Brittany laughs]



Fernando Angulo Ruiz 1:10:12

Good communication-- And, uh, but uh-- [laughter] [inaudible]



Brittany Ekelund 1:10:14

[crosstalk] Yeah. [crosstalk] But put your money where your mouth is! [laughter]



Fernando Angulo Ruiz 1:10:19

It's it's not just an, and you know-- when you touch on influencers on social media, the success is not just that. I know it's easy, you know, it's accessible for everyone. But there has to be something there. For sure. Otherwise, you may catch people once, you know, but they are not going to repeat.



Dylan Cave 1:10:39

Exactly.



Fernando Angulo Ruiz 1:10:40

And that's not marketing. We don't want that.



Brittany Ekelund 1:10:43

No. [laughter]



Dylan Cave 1:10:45

[crosstalk] Awesome.[laughter] Thank you. Thank you so much for joining us today. This is this

has been really great having this conversation with you. And hopefully we can catch up, uh, again down the road soon to talk about where your research is at and and things moving forward. But we're just gonna go ahead and [outro music starts] do our outro. Well, everyone that's it for this episode of Research Recast(ed) if you're looking for some more bang for your buck, you can head to the episode description and get down to business with them links.



Brittany Ekelund 1:11:15

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Dylan Cave 1:11:28

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Brittany Ekelund 1:11:39

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