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TODAY'S
CULTURE DILEMMA
How to cultivate your company's culture
in today's ever agile global market

Today's Culture Dilemma

How to cultivate your company's culture in today's ever agile global market

MIKE THOMPSON, CEO, SVI

"Culture isn't a thing, it's the thing." Lou Gerstner, IBM's former CEO from 1993 through 2002, spoke those words while orchestrating IBM's turnaround effort from the brink of extinction to an industry leader, all of which he did within the first 10 months of his reign. When Gerstner took over IBM, he found business units operating in silos and leaders protecting every ounce of their own turf. Accountability, accuracy and communication lacked significantly at Big Blue, and Gerstner knew his first and foremost priority would be to restore a deteriorating culture back to health. If IBM was going to thrive once again, it had to build a culture that could leverage its abundant resources of talent in its efforts to gain the confidence and trust of its customers once again. Gerstner succeeded, and IBM is strong today.

We see culture as the differentiator between many of the world's most successful companies and the "also-rans." Think Google versus Yahoo, Southwest versus Continental Airlines, or Disney versus the whole hospitality and entertainment industry. For Google, Southwest and Disney, culture is king. And culture ignites performance. But today, culture is facing a bit of a dilemma.

How does a company protect its rich cultural heritage, yet evolve and adapt to an ever-changing and complex global business environment?

Many of the world's strongest companies have established a sacred heritage. Heritage can be defined as the working history of an organization or how an organization came to be what it is today. Through this heritage, good values have been formed, trusted relationships have been established, and core tenets have helped these organizations remain strong through many decades. Heritage helps establish the standards and the norms in cultural behavior. Heritage helps inspire consistent performance. And heritage is often comfortable and efficient. Heritage is good.

But what I've noticed lately is how a new level of complexity in our global business environment has challenged business heritage. This new complexity comes from many reasons, but I've listed five of the most significant:

1. Scandal-driven Accountability – At the turn of the century, we were faced with corporate scandals like we've never seen before in the likes of Enron, Tyco and WorldCom. These scandals forced



MIKE THOMPSON

businesses to take on new and significant processes for accountability, such as enhanced corporate oversight and involvement.

2. Communications – In today's world, anyone can communicate anything to anyone at anytime from anywhere. According to author Thomas Friedman, the world is truly flat and easily accessible. Businesses small and large can market themselves on a more level playing field. Many of the historic barriers have been broken, enhancing the competition among businesses.

3. Social Responsibility – Former Secretary-General of the United Nations Kofi Annan challenged us to "choose between a global market driven only by calculations of short-term profit, and one which has a human face." In order to succeed, businesses must think beyond their own personal gain and seek out ways in which they can have a positive impact on the world. Disregard for the world around us leads to failure and greed, but achieving this positive impact takes strength of character and tenacity.

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Today's Culture Dilemma CONTINUED

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4. Globalization - Today's successful organizations understand that the best ideas don't come from corporate headquarters. These organizations are now taking advantage of a global marketplace. They understand that they cannot exist within their own bubble. To flourish, organizations must connect with and access different cultures and local markets around the world.

5. Abundant Choices – Consumers have a tremendous amount of power in the market today. They have unprecedented amounts of choices due to the growing number of niche products and markets. As a result, they've become increasingly finicky. Remaining competitive in this environment has proven to be extremely difficult for many organizations.

There are obviously other reasons for such complexity, but few can argue that these times truly test and stretch our business acumen and our heritage. Because of this complexity, our businesses are experiencing a new and elevated need for agility. In fact, agility may just be the watchword for business in the 21st Century. We must be agile in order to respond to finicky consumer demands. We must be agile to take advantage of global opportunities. We must be agile to battle changing economic conditions. We must have the ability to change in order to remain relevant in the marketplace.

So how do you create an agile culture capable of change yet also committed to the company's heritage?

Even more, how does culture and heritage work in a truly cross-culture global business environment? How is culture consistent, valued and protected in your organization from Spain to Brazil, from China to India?

These are challenging questions for sure. But consider a few recommendations as you help support or lead an agile culture capable of driving change.

To establish a competitive advantage for your organization through culture:

1. Protect your heritage. Embrace the stories of the past that got your company where it is today. Heritage is the soul to your organization. Losing it would be like losing your childhood. Your past is important and relevant to your future.

2. Build transferrable leadership skills. You can achieve this by creating a standard leadership competency model for all leaders in all

business units. By having all of your leaders develop organization-wide leadership skills, your organization is better able to quickly move talent from one business unit to another determined by the business need.

3. Don't just develop skill sets; develop the proper mindset. Make sure you simplify and establish a core set of values to ensure that everyone is capable of understanding and even personalizing these values.

4. Define specific behaviors that support those values. Behaviors help people understand how they can most effectively live out these values in the most appropriate manner. Defined behaviors help everyone across cultures understand the spirit of the value.

5. Allow for cultural expression. Realize that a defined behavior that is appropriate and hospitable in one culture might be downright insulting in another culture. Give leaders the ability to recognize diversity and different cultural practices. Allowing leaders

to adjust for cultural expression helps keep our culture relevant in a diverse and cross-culture environment.

Heritage, transferrable skills, a proper mindset, defined leadership behaviors and cultural expressions are the keys to creating a thriving culture in today's complex business environment. By focusing on these areas, your leaders will champion an agile culture capable of driving organizational change without having to sacrifice your heritage.

Onward!

Mike Thompson is the author of "The Organizational Champion," a proven tool for enacting positive change through the use of an innovative new leadership model for the 21st Century.

SVI is an organizational development company that works with some of the world's most admired companies and executives, helping them establish a competitive advantage through culture, operational efficiency, and human capital deployment.

For more on SVI, visit sviworld.com.

For more on Mike's book, visit organizationalchampions.com.

Follow Mike Thompson (@ThompsonOC) on Twitter!

“Culture is king.
And culture ignites
performance.”

— MIKE THOMPSON

Cool Career

STACY SAVIDES SULLIVAN, CHIEF CULTURE OFFICER, GOOGLE



There's no question that Google, Inc. is a trendsetter. The company made web search both sexy and lucrative. With its lava lamps, simple doodle design, pampered employees and millionaires in its rank and file, it has become a cultural icon and an emblem of the gold-rush promise of the Web. Google was ranked by Fortune magazine as the best place in the US to work, and it has reached another zenith by becoming the most popular site on the web. It's even become a verb in the dictionary.

And it may even have started a new trend by creating a job that carries the title "Chief Culture Officer." Stacy Savides Sullivan is that person at Google.

Sullivan's mission is simple: retain the company's unique culture and keep the Googlers happy. In the following exclusive interview, she explains how she does just that.

What do you do as Chief Culture Officer?

Sullivan: I work with employees around the world to figure out ways to maintain and enhance and develop our culture and how to keep the core values we had in the very beginning -- a flat organization, a lack of hierarchy, a collaborative environment - to keep these as we continue to grow and spread them and filtrate them into our new offices around the world.

We want all of our employees to play a part in being involved in keeping our culture the way it is today but also growing and developing it. So some of it is coming up with different programs or processes, and just being there to talk with people when they have issues, setting up Web sites where people can report bugs in their culture and ideas on how to improve it, and those types of thing.

It's hard to imagine how you can keep a flat organization with nearly 20,000 employees. What are the characteristics of the Google culture in general?

Sullivan: I would characterize the culture as one that is team-oriented, very collaborative and encouraging people to think nontraditionally; different from where they ever worked before - working with integrity and for the good of the company and for the good of the world, which is tied to our overall mission of making information accessible to the world.

Who came up with the idea of having a Google Chief Culture Officer?

Sullivan: It was something that [Google co-founders] Larry Page and Sergey Brin came up with.

What are some of the challenges you are finding in your role?

Sullivan: I think one of the hardest things to do is ensure that we are hiring people who possess the kind of traits that we're looking for in a Google-y employee. Google-y is defined as somebody who is fairly flexible, adaptable and not focusing on titles and hierarchy, and just gets stuff done.

So, we put a lot of focus in our hiring processes when we are interviewing to try to determine first and foremost does the person have the skill set and experience potential to do the job from a background standpoint in addition to academics and credentials. But also are they going to be good culture or team fits.

Can you give me an example of a question that might be posed to someone during an interview to determine whether they are Google-y enough?

Sullivan: You know, there are no standard questions that I know of. But we might ask a question. This is just hypothetical, but it could be "How many bread boxes could you fit in an airplane?" or something like that. That's certainly not going to show if somebody is adaptable or flexible, but it's certainly going to show someone's thought process and reasoning, the way they can rationalize a true answer to something. Obviously, there's no right answer, but we're just trying to figure out how people think and the kind of the steps that they take.

When I'm doing the interview myself I always start by telling them that we will try to assess how successful they are going to be at the company and how much they are going to enjoy it and how much they are going to thrive. We know that they're qualified, that they're likely capable to do the job because they've gone through screening processes, but there are other questions we're trying to ask people around preferences, past experiences and areas they've really excelled in.

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Cool Career CONTINUED

STACY SAVIDES SULLIVAN,
CHIEF CULTURE OFFICER, GOOGLE

Can you tell me about the “happiness survey” at Google?

Sullivan: The last few years we’ve been doing a happiness survey as part of our annual global company survey. A few years ago, Larry and Sergey wanted to find out how happy people are and what it’s going to take to keep them working at the company.

We’re trying to figure out how committed people are to the company, what’s causing that commitment level to be high or low, what makes a difference to them and their management and direct managers. The results ended up being centered a lot on career development and growth. So career development is more of a focus than giving more stock options or increasing salaries.

What do you think is the most appreciated perk? What do you get the most positive feedback on?

Sullivan: It would have to be the food. We have some type of lunch in every field office right now, every Google office. In places where we have room to have a cafeteria, we have our own and we hire our own chefs. But in many of those places we just bring in catered food. Here in Mountain View, we started having the cafes back in ‘99. And the reason why it is such an incredible perk is it keeps people on campus, it’s all organic and healthy. At the headquarters we have breakfast, lunch and dinner.

How are you dealing with the possibility that there will be an exodus of people leaving when their options fully vest after four years?

Sullivan: Well, we have people now that are hitting their fourth year, actually, last year and this year. So, we are tracking it and watching for when different people are coming up each month and we’re starting to touch base with them, asking: how are you doing? Are you working on something interesting? Do you like what you’re doing? If not, what is one or two things that would make your life better here or increase your commitment level?

So we’re trying the personal touch approach right now because for many of these people providing more money or stock isn’t really going to be the key driver to keeping them at Google. So to answer your question, yes, we’re definitely concerned about it and we will continue to be concerned about it, probably forever.

What have we not covered that you think is germane to what you do at Google?

Sullivan: I think for any company that is growing as quickly as we are the work-life balance component is actually quite high. We don’t typically have early-morning meetings or late-night meetings. And people are welcome to do things via conference call at home and we pay for people to connect from home. We have a good paternity-leave policy where the dads can take off a couple of weeks when their spouse has had a child and we pay for peoples’ meals when they have new babies for the first few weeks.

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UNIVERSITY OF ARKANSAS

SIFE Update

The University of Arkansas Students In Free Enterprise (SIFE) team has been busy forming relationships and making an impact in the community. However, SIFE is more than just a community service organization. Our team executes projects that impart knowledge and fall in at least one of the following six criteria: market economics, success skills, entrepreneurship, financial literacy, environmental sustainability and/or business ethics.

Our projects range from partnering with the City of Fayetteville to educating teachers at Springdale schools. With regards to environmental sustainability, we have helped save the City of Fayetteville thousands of dollars by replacing bulbs with CFLs and teaching residents of low-income housing authorities how to live more sustainably. In success skills, our team is teaching computer, resume and interview skills to members of the Fayetteville Adult Education Center.

For the second year, our team will be participating in the Let’s Can Hunger Challenge hosted by Campbell’s Soup. Financial literacy has volunteered to spearhead this project, and we are hoping to spread the word about hunger and collect a substantial amount of food. Several companies in Northwest Arkansas are also involved with our team. One public company and two small, privately owned businesses are in the process of being consulted by our entrepreneurship team. Another large company is working with us to develop an ethics audit.

SIFE offers students the opportunity to develop leadership, teamwork and communication skills through learning, practicing and teaching principles of free enterprise. For more information, visit sife.uark.edu.

Meet the MACC Initiative

Providing Mom with the tools she needs to succeed at work and at home

AUTUMN MANNING, DIRECTOR OF RESEARCH AND DEVELOPMENT AT SVI, AND FOUNDER OF THE MACC INITIATIVE

The workforce is changing rapidly, and today, for the first time ever, the number of women in the workforce has caught up to the number of men. These women are striving to make a difference at work every day. But there's another goal for some women that is just as important, if not more: her contribution and impact at home as a mother.

These working moms strive to have a profound impact at work and at home without sacrificing quality in either area.

They are clearly operating under a different set of rules than people who choose to focus only in the home, or only at work. They don't show up to work every day just to get a paycheck. They show up fully engaged with the drive, the skills and the heart to make a difference. Nor do they leave the house every morning and forget about their kids until they return home at night.

Needless to say, the responsibilities and struggles of career moms are unique, making it difficult for companies to effectively engage, leverage and support these women in managing their dual roles. Consequently, many career moms are overwhelmed, underutilized and disengaged. These struggles make sense when you think about what options are available to these people: It's difficult to find quality childcare facilities that accommodate the hours of working moms. Doctor's offices and post offices open after most people are at work and close before they even think of leaving. This makes juggling home and work responsibilities difficult for many women.

Logistics aside, many working moms want to move up into the executive ranks at their companies without erasing the part of them that gets dinner on the table for their family, engages with their children for field trips, or runs household errands. With all of this, how do we expect a working mom to be successful in her current position, much less move up the corporate ladder into a highly demanding executive role without more support, more options, and the ability to drive her success in both aspects of her life?

In 2006, Lisa Mainiero and Sherry Sullivan began a conversation about women opting out of the workplace in their book, "The Opt-Out Revolt." They pointed out that as women continue to



struggle with the balance of work and home, they also lack engagement in their work and a sense of personal value in the office. Working moms need to be able to truly engage in their work and team without feeling guilty about sacrificing parts of their role as a mother. If this issue is not addressed, many companies will lose valuable talent and insight because women will opt out. And by the way, research continues to show that when women are in the executive ranks, the financial performance of the company is better than companies who lack female representation. The policies

and procedures created years before women had a significant presence in the workforce don't seem adequate to engage and leverage them today.

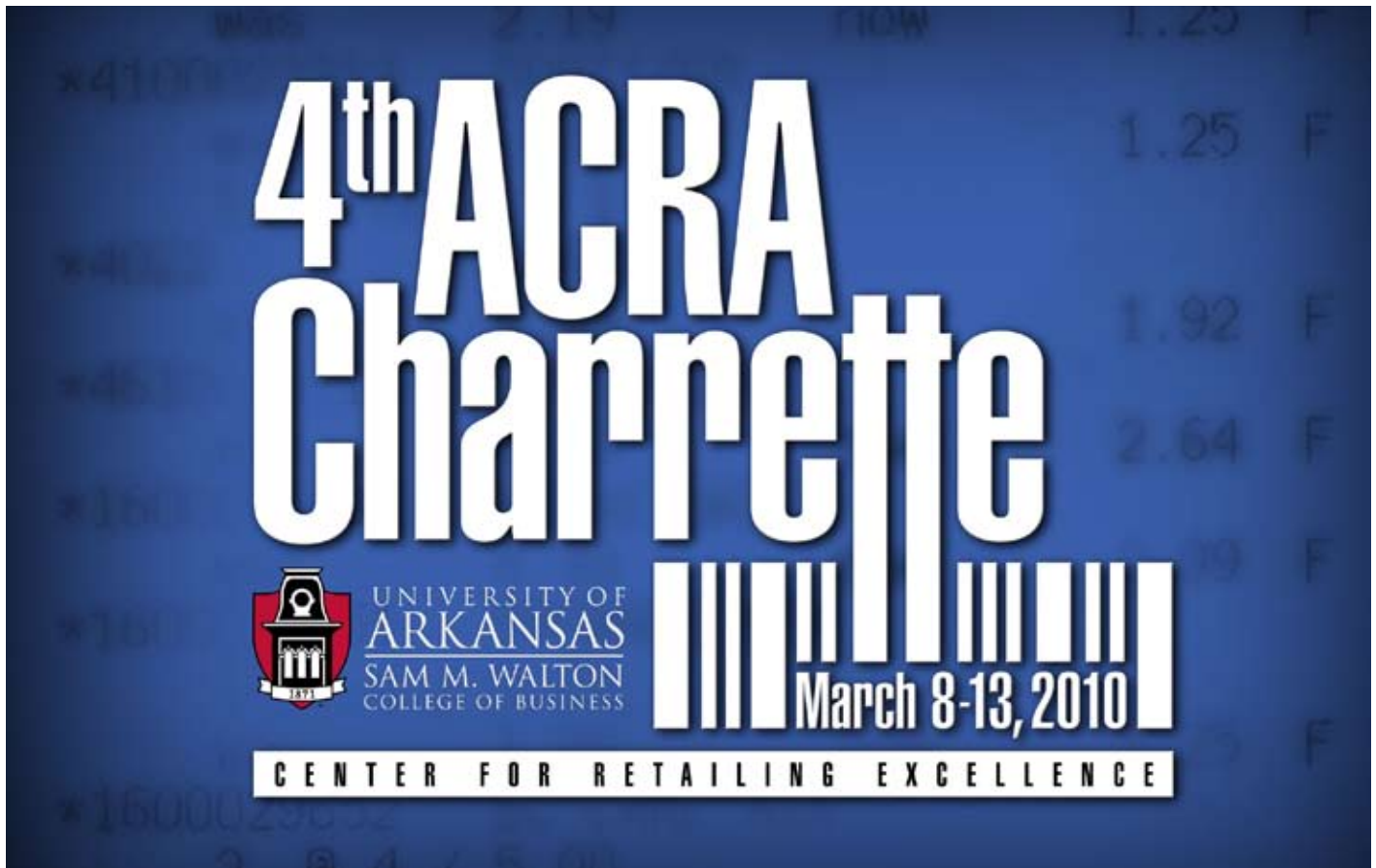
The MACC Initiative, which stands for Mothers and Companies Cooperating, is a non-profit organization aimed at providing the necessary resources and support working moms and their companies need in order to create an environment that supports the success and impact of these women. With this goal in mind, it would be a mistake to think that the responsibility falls solely on a company or a mom to find the solution. It is a cooperative movement that urges moms and companies to think bigger, work smarter, and figure out the right amount of flexibility needed for both to win.

The MACC Initiative approach is two-fold. Through a personal network of members and a variety of training and resources available to companies, The MACC Initiative works to create the kind of company culture that allows career moms to flourish at work and at home. By providing targeted resources to moms, The MACC Initiative can educate women and people in the workplace on such issues as flexible schedules or value-add areas that can be impacted from home. It can also provide guidance for approaching managers to address what options they wish to pursue in order to be successful at work and at home.

This initiative is pushing career moms and their companies to shift their mindset from traditional policy to ideal impact. In the end, both parties win.

For more on The MACC Initiative, visit themaccinitiative.org.

Follow Autumn Manning (@a_manning) on Twitter!



Applications now being accepted for ACRA Charrette

The Center for Retailing Excellence will host the 4th annual ACRA Charrette on March 8-13.

Charrette is a real world business competition where participants work together to reach a resolution for a challenge presented by a client. (Visit acraretail.org to view last year's winning presentations for the 2009 Charrette client, Ron Jon Surf Shop.)

This event provides students with opportunities to express their creativity, apply learned skills and knowledge, transfer ideas into actionable plans, work on real business/design issues with industry experts, and experience the value of teamwork across multiple disciplines. This is a unique opportunity to experience the business world by working with team players who have different expertise and cultural backgrounds toward a common goal.

The complexity of the assigned project will take students out of their comfort zone and challenge their cohesive team building skills. With communication being the key to success, the Charrette is an excellent tool for developing collaboration and preparing students for the real business world.

Meetings are designed to resolve a problem or issue within a limited time frame. The process stretches students to use logic and critical thinking skills that are essential to enter the job market.

The event is limited to 42 students, and a pre-selection screening will take place. Participants must meet eligibility requirements, and teams will be composed of diverse disciplines, including retail, interior design, merchandising, marketing, finance, communications, etc., from among the various participating universities. A maximum of 5 students per university is recommended; exceptions may be allowed for interior design students.

Application deadline is January 25. Final selections will be notified by February 1 and last day of fee payment is February 15.

Eligibility Requirements:

- B average or a recommendation letter from a sponsoring faculty member who is a member of ACRA
- Team player with dynamic, innovative, energetic and competitive leadership qualities
- Keen interest in retail
- Ability to take part in one of the following areas: retail, merchandising, marketing, finance, interior design, communication, management
- Resume
- One-page essay describing your interest in participating in Charrette

For more information, please contact Claudia Mobley at 575-2643 or cmobley@walton.uark.edu or Sarah Jensen at 575-7095 or sjensen@walton.uark.edu.



Internship in Italy

Jordan Difani, a senior business management major, spent six weeks interning in Italy this summer. This opportunity came about through a partnership formed between the Arkansas World Trade Center and Pescara-Chieti World Trade Center.

The Center for Retailing Excellence and the Career Development Center at the Walton College of Business at the University of Arkansas were also very instrumental in making this opportunity a reality.

“I was very fortunate to have the opportunity to be a part of the first-ever intern-exchange program between the two centers,” Jordan said.

After spending one week with the Pescara-Chieti World Trade Center in Pescara, Italy, Jordan worked in the international marketing department at De Cecco, commercial sales at La Donatella, international sales at Mataluni Group and finished his time with a week in the marketing/communication department at Sixty Group, a fashion company.

The following are excerpts from his blog, which chronicles his experience.

Mataluni Group Olive Oil Production/Bottling Company

While at Mataluni, located in small town Montesarchio (Pop. 10,000+), I worked alongside Gianluca in their International Sales Division and was able to see what their international sales/marketing strategy is and how it is carried out on a daily basis. They also allowed me to tour their laboratories where quality control is managed and standards of their products are tested

and protected. During my stay in this small town, they had their annual “Summer Classic” event where the community came together to compete in sports, listen to live music and interact together. Overall, it was an excellent opportunity to live, work and play in a smaller Italian community and spend time with local people.

La Donatella Dessert Production Company

Elisabetta Gottin and La Donatella treated me very well and offered me more opportunities to gain invaluable experience with Italian business, this time in the area of sales and visits to Italian retailers. I toured the production plant at La Donatella in Jesolo. This was a sweet experience for me, literally. I saw how La Donatella produces their products with such high quality and in such mass-production. It was very interesting and, like I said, sweet too. They had to let me taste a few of their favorite cakes! I also was able to sit-in on a few meetings today with the staff, which was also very interesting. Finally, we visited another buyer in Treviso, Italy, of Vega retailers to wrap up the day.

De Cecco Pasta Production/Packaging Company

Friday I was given the responsibility of reviewing [De Cecco's] website created specifically for the United States market. ... My job has been to thoroughly review the work-in-progress site to ensure its appeal to Americans and effectiveness. ... Another benefit of working with companies such as De Cecco is that I learn how companies outside the United States enter international markets. It is a long, tedious, and very competitive process. De Cecco is strong in the Italian market, many markets across Europe, Japan, and is growing in the United States. I continue to learn new things everyday and am very appreciative of the opportunity that I have to work at De Cecco.

For more about Jordan's internship, visit internshipitaly.blogspot.com.

What I Wish I Knew Then

TONY MURPHY, SENIOR TEAM LEADER, TIME WARNER RETAIL



THEN



NOW

When I received my undergraduate degree in 1987, the prospects for college and business school graduates were generally much better than today. I was especially lucky because the profession I chose was a growth industry, which guaranteed me a job and excellent managerial training upon graduation.

I went to school on an Army scholarship and one month after my graduation, President Reagan made his “Tear Down This Wall” speech in Berlin at possibly the peak of the Cold War. About two years later, I did learn an early lesson on downsizing (and definitely my only positive downsizing lesson) when the wall actually came down, and I entered the Reserves and the non-government work force.

As you start your own careers, I have listed some things that I wish I knew early and some lessons I learned (sometimes painfully) along the way.

1 Life is not fair. I read a lot of autobiographies and this was the No. 1 lesson from Bill Gates: Control what you control and don't worry about the rest. Some people get some lucky breaks along the way, but good work ethic and talent almost always prevail in the long term.

2 Protect your image. Most companies ask all the same questions during interviews, probably due to legal concerns, and recent college grads are well coached on the best answers. When interviewing, I always check references (knowing I will only hear great things). I also used to ask for additional references to dig deeper. Nowadays, I just ask if they are on social networking sites and can see the terror in some candidate's eyes. I'm not saying that I didn't have fun in college, but thankfully there was no record (that I know about) of everything I did. Facebook, Twitter, LinkedIn, etc., are great tools, but you should always be careful what you share.

3 Prepare business and personal goals and write your own mission statement. I still do this every year. I share my goals with my team and my boss, but I keep my mission statement to myself and grade my own progress. I try to keep my goals SMART (something I borrowed from an unknown consultant some years back): S – specific, M – measurable, A – attainable, R – results-orientated and T – timely. So instead of growing sales and getting promoted, you may want to use something more like: Our team will grow *Sports Illustrated* newsstand sales 10% next year by gaining distribution in a minimum of 700 outlets by July 2010. As far as your mission statement, make it your own and include what you want and who you want to share it with. For me, it has family, faith, friends and business elements and has greatly changed over the years. You will probably be surprised and amused as your priorities change over the years. For me, there is far less change on my recent editions (positions, locations, etc.), and I have added more goals around family planning as my kids get older and Earth-friendly goals that, embarrassingly, I just added last year.

4 Prepare a plan to attain those goals. In the Army, we used to say “Plan your work and work your plan.” As a counter argument, Mike Tyson would say, “Everyone has a plan until I hit them in the mouth!” Both are good lessons. Expect challenges, but a good plan will help you stay on track with attaining your objectives. Most good companies and leaders will NOT put you in a position to fail.

5 Stay informed. Back in the day, a very popular bumper sticker (the blogs of the '80s) besides “Sh*t happens” was “The One with the Most Toys Wins.” In my experience, in business and as a former Army Intelligence Officer, the one with the most information wins. This is also much easier now in the Information Age. I think learning has evolved from personal knowledge to knowing how to access knowledge. Which leads us to...

6 Stay in a cycle of continuous learning. As you progress in your career, your knowledge base will become less deep and more wide, like a reverse pyramid. Learn your next job and don't be afraid to share your knowledge and to teach a possible replacement for your position. Some recent articles suggest making yourself indispensable and protecting your job. Don't be that person! Demonstrate leadership from any and all positions throughout your career — it will be noticed.

7 Embrace change. Be aware of the positive and negative trends in your chosen field and the impact they have on you and your company. I was using GPS and satellite phones 20 years ago in the military, never realizing the real world applications. Innovate and apply innovations when you can. It will also be noticed.

8 Be flexible. Your career is a marathon, not a sprint. I moved frequently early in my career and was slotted in many different positions, some that I knew were outside my “sales” comfort zone. It was hard back then, as I missed my short-term business goals and perceived career path. The key was that I trusted the companies and my managers I worked for.

9 Exercise ethics and trust. You may not be able to pick your family, but you can pick your work environment. If you do not believe in the company you work for, look for one that most closely aligns with your mission statement. Two-way trust is absolutely the most important element of any business relationship.

10 Keep things in balance: work, family, faith, friends and fun.

Remember, it's never too early to think about retirement — that's mine, not yours. While keeping yourself well informed, make sure you balance your sources of information with *TIME* for your news, *SI* for your sports, *FORTUNE* for business, *In Style* for your wardrobe and *Playboy* for the articles!

Fall Conference



Recap



The Center for Retailing Excellence in the Sam M. Walton College of Business at the University of Arkansas conducted "World Trends in Retailing," its ninth annual full-day conference for the retail industry on Oct. 1.

Designed for members of the retail and vendor industry, the conference took place at the Donald W. Reynolds Center for Enterprise Development on the Fayetteville campus. Two hundred representatives from the supplier community attended the event in addition to 100 students and faculty. This is the first year the conference was held on campus since 2003, and it received positive reviews for the change in venue and the smaller, more exclusive setting.

"We are very excited to be able to present such a dynamic program this year," said Claudia Mobley, director of the Center for Retailing Excellence. "With ever-advancing technology, connected consumers, a wavering economy and pressures for more environmentally friendly business practices, the retail industry has many opportunities to take advantage of these global challenges. Our speakers addressed many of these issues and gave participants ideas for succeeding in a changing retail environment."

The "World Trends in Retailing" conference speakers included:

- Doug McMillon, President and CEO, Walmart International
- J. Walker Smith, Executive Vice Chairman, Futures Company; and President, Yankelovich Monitor
- Jeffrey K. Schomburger, President, Global Walmart Team, Procter & Gamble
- Andy Murray, President and Global CEO, Saatchi & Saatchi X
- Jerry S. Wilson, Senior Vice President, The Coca-Cola Co.
- Frank Higgins, President, Nestlé, Walmart Team, Nestlé USA
- Matthew A. Waller, Professor, Garrison Endowed Chair in Supply Chain Management, Walton College

Conference sponsors included Idelle Labs Ltd., Coca-Cola, Nestlé, Procter & Gamble, Saatchi & Saatchi X and Walmart Stores, Inc.

The job search Alum's persistence pays off

BLAKE AREA, UNIVERSITY OF ARKANSAS ALUM '07

This past summer, my wife and I decided to relocate to Denver, Colorado, so she could attend graduate school. It was a risky move for us but something we really wanted to do. And I found myself looking for a new job ... in a new city ... in the midst of a harsh economy.

So I contacted everyone I remotely knew in Denver, most of whom were friends of friends and connections through the University of Arkansas. I followed every lead, however obscure. And ironically enough, it was my wife who made the connection that led to my new career. She worked in a cosmetic boutique in Fayetteville and Stephanie, the president of the Arkansas Alumni Association of Denver, happened to stop in during a visit back to NWA. Stephanie gave my wife her business card, and I contacted her the following week to see if she had any job leads through alumni in Denver. She sent my resume to the CEO (also an Arkansas alum) of an internet retailer in Denver, and I ended up landing the job.



Finding a new job is no easy task, but sometimes it's the path you're least expecting that will lead to the job you want. Leave no stone unturned!

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CRE Mission Statement

To create strong partnerships with retail and supplier industries to become one of the foremost internationally acclaimed centers for retail studies that provides a bridge between University students, faculty and the retail industry by focusing on research and the development of students as future leaders in the retailing industry.



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