EXCHANGE

FALL 1988
BRIGHAM
YOUNG
UNIVERSITY
SCHOOL OF
MANAGEMENT

The Fractured
Retail Market

Education for Future Retailing Executives

Retailing is one of the most dynamic fields in today's business world. The last decade has brought astonishing changes. Unprecedented numbers of mergers and acquisitions have given businesses new life and have changed the way people think about retailing. Stores range from small, intimate specialty shops to large, sell-everything operations, and consumers are better informed, more affluent, and more demanding. Consequently, the education of future retailing executives and managers is more challenging for companies and educational institutions.

Retailing is a significant area of emphasis in the School of Management. Since the Skaggs Institute of Retail Management was established twelve years ago, it has provided a much-needed educational opportunity for students and faculty interested in the challenges of today's retailing industry. Among its more recent accomplishments are the endowment of the Fred G. Meyer Chair of Retailing by the Fred Meyer Charitable Trust and the establishment of the $500,000 J.C. Penney Retail Research Fund. Congratulations to Doyle Robison and his staff for their efforts in raising the funds for these two major projects.

Faculty interest and participation in retailing have also increased. William Swinyard, who has published on retailing for a number of years, has been named first recipient of the Meyer Chair. He is working with a faculty interest group to develop a retailing research agenda for the next five years. This agenda will include curriculum development and industry-oriented research. Heikki Rinne, an associate professor of business management, is pursuing retailing research from an international standpoint. He has spent the summer in Finland doing comparative research. Over the years the Skaggs Institute has awarded 41 major research grants that have resulted in 98 articles and professional presentations.

Students are becoming increasingly interested in the challenges and opportunities afforded by a retailing career. The institute has helped generate this interest through both its internship program and its retailing curriculum. To date, over 600 interns have been placed with retailers in 35 states, the District of Columbia, and three foreign countries. Over 100 retailing organizations have given students hands-on work experience at the management-trainee level. Nationally recognized stores, such as Nordstrom, Weinstock's, J.C. Penney, Sears, Wal-Mart, and Skaggs Alpha Beta, as well as several regional and local companies, are participating in the Skaggs program.

Skaggs alumni are also doing well. Many students have been offered permanent positions with the stores where they did their internships. Others have returned to their home states to find excellent job opportunities. Skaggs alumni are working in responsible positions such as vice-president of Fortunoff's, vice-president of Fred Meyer, Inc., and buyer for northern California at Nordstrom. Many others have entered retailing organizations at the management level and are advancing to senior management positions.

The retailing program at BYU is making a significant impact on today's retailing scene. With its expanding influence, and its potential for significant research, the Skaggs Institute can respond to issues and suggest solutions. At the same time, it continues contributing to quality retailing leadership by preparing students for management and executive roles. This combined research and student preparation will help the institute expand its role as a leader in retailing education.

Finally, let me mention briefly a significant event that the next issue of EXCHANGE will address in detail. On October 28, 1988, at a special afternoon session of the semi-annual National Advisory Council meetings, President Jeffrey R. Holland announced the naming of The J. Willard and Alice S. Marriott School of Management at Brigham Young University. The School of Management is fortunate to be associated with the Marriott name and will benefit greatly from the Marriott family's commitment to excellence. The winter issue of EXCHANGE, which you should receive in February, will present selected portions of the announcement proceedings, address the significance of this event, and highlight the lives and accomplishments of J. Willard and Alice S. Marriott.

Paul H. Thompson

Paul H. Thompson
Dean, School of Management

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Editor's Note

The American middle class has fractured into hundreds, if not thousands, of individualistic, consensus-fleeing life-styles. Not only is the once-dominant mass market dead—it is now almost inconceivable that one ever existed. The kingdom of Tide, Coke, Levis, and Corn Flakes has shattered into a kind of product anarchy where myriad brands and sub-brands skirmish not for supremacy but for 4 percent market share. Oh, you can still buy Tide (and its fellow survivors), but you now have to choose from regular Tide, unscented Tide, liquid Tide, Tide in "Redi-Paks, and Tide in "multi-action sheets." You can buy caffeine-free Diet Coke (even at BYU), mandarine orange Slice, and 7-Up Gold ("Never had it, never will"?). Levi Strauss & Co. now sells 5,000 styles of apparel, and at latest count the family coupon box held discount tickets for no less than 35 varieties of breakfast cereal (and we only clip the ones we might use).

This fragmentation of a once largely cohesive market brings up the old chicken-egg dilemma: Did affluence and the non-conformist baby-boom generation spawn multitudes of new market segments, or did manufacturers and retailers merely discover improved methods of identifying differences that already existed in customers and then intensify those distinctions by offering designer products and specialty stores and narrowly focused advertising? Perhaps a little of both? Regardless, all this creates both opportunities and challenges for retailers. They must now be much more careful in distinguishing between natural and artificial market segments (Is there really such a thing as the rich-old-ladies-who-drive-Cadillacs-and-eat-health-food segment?), and they must more consistently define and communicate their own identity (strategy) in terms of company strengths and the overall retail environment (Should we open belt and tie shops in the malls or build a super hypermart by the freeway?).

This issue of *EXCHANGE* delves into some of these issues and offers both insights and solutions. Bill Swinyard and Heikki Rinne, in a pair of articles, address the necessity for retailers to develop a consistent strategy and identify natural market segments in an environment that is rapidly polarizing toward specialty shops and megastores. Fred Langrehr discusses ten trends that are shaping the current retailing landscape, and a special feature by Sue Bergin looks at the past, present, and future of the Skaggs Institute of Retail Management, a program that is highly regarded by major retailers across the country.

I should mention that *EXCHANGE* won a couple of national awards from the Council for Advancement and Support of Education (CASE). We submitted the past two issues (on international business and ethics) and were awarded a silver medal in the College Magazine division and a gold medal in the Magazine Design category. Only two gold medals for overall magazine design were awarded in the entire country, and BYU won both (the Law School's *Clark Memorandum* received the other). This obviously says something about our art director, Linda Sullivan, who designs both magazines.

Finally, I'm disappointed to say that my mailbox has been empty since the ethics issue—hence, no Reader Exchange this time. I still invite your comments, and I'm still at 687 TNRB, Brigham Young University, Provo, UT 84602.

Roger K. Terry

Roger K. Terry
Editor

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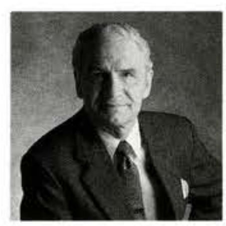

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William R. Swinyard

and Heikki Rinne

MARKET SEGMENTATION: IDENTIFYING THE CUSTOMER

Customers are the most important element in the retailer's environment. Customers are especially important, considering the competitive intensity retailers face today. Competition is exploding within store types, between store types, from overseas firms competing in the U.S., and from vertically integrated store systems.

Many retailers face stiff environmental headwinds. In particular, the polarity of trade—the blossoming of specialty formats, megastores (warehouse clubs and hypermarkets), and specialized mass merchandisers—is giving many traditional department stores a tremendous beating. These department stores must change and adapt. But how, and to what?

To combat these environmental changes, retailers can use a particular advantage they have over other consumer-product companies: retailing is a pure market-response activity. That is, retailers not only sell, but literally *create* their product or service package. Given six months, there is virtually nothing a retailer cannot change—except perhaps the escalators. Retailers have the capacity to adapt uniquely to environmental changes.

"Market-driven segmentation" is an approach that can help retailers make these changes. It can help them understand why people buy where they buy, why one store attracts shoppers and another does not, and how to gain a strategic advantage over competitors. This approach enables retailers to identify strategic opportunities among their segments and will give them focus in translating these opportunities into tactical plans.

Segment Identifiers

Segments exist because different people seek different benefits. Markets can be segmented according to various levels of identifiers: benefits sought by customers (atmosphere, service, quality), purchase occasion (routine, gifts, business), the customer's state of mind (personality, psychographics, attitudes), or customer demographics (socio-economic status, age, geography). Of these, benefits sought by customers will have the greatest impact on customer satisfaction (if the retailer responds to a particular segment by offering an identified set of benefits). And although demographics is the most popular method for segmenting markets, it will produce the least responsive segments since these demographic identifiers are furthest removed from customer satisfaction.

In today's turbulent retail marketplace, a focused effort on key segments is central to enduring success. In striving to identify current and potential customers, retailers can choose from either of two approaches. They can somewhat blindly decide *themselves* what defines their key customer groups. Or they can let *market* data disclose what defines them. The first approach is based on managerial intuition, and yields "management-defined" segments. The second is based on market measurements and yields "market-defined" segments.

Management-Defined Segmentation

Management-defined segmentation produces groups of customers described by easily-measured characteristics like demographics, the type of retailers preferred (e.g., specialty stores, discounters, department stores), frequency of patronage, or usage occasion. It is a popular approach among retailers, but can produce sloppy and misleading segment identifiers.

Management-defined segmentation involves using management's best estimate of just what those customer characteristics are. It involves choosing segments of the market and, through research, evaluating their distinguishing characteristics. The segment identifiers are selected before the research has been conducted, using retailer- or researcher-selected variables that appear to have the greatest value to management. Too often this means demographics, but other identifiers are also used.

The key to successful management-defined segmentation is the identification of responsive customer segments—whether they are women buying for large families, gift buyers, business customers, teens, simply "heavy users," or some other group—before conducting the research. Success rests upon the hope that the selected identifiers will produce groups of shoppers who are similar in what they want from the store. Unfortunately, this does not usually happen. For example, demographic information may lead management to identify a "wealthy" segment. But given three similarly wealthy shoppers, one may value a casual, family-centered department store, another a more formal and staid store, and the third may value low prices with little regard to other characteristics. Developing a single marketing strategy for a "wealthy" segment would be a failure, since these people simply will not respond uniformly to such a strategy.

Despite the care that a retailer might use to craft these segments, the management team typically does not have adequate information or insight about the totality of what their "natural" segments value. The segments, as they define them, thus cut across natural segment boundaries.

Market-Defined Segmentation

Market-defined segmentation lets these natural segments identify themselves. It produces groupings of customers who are maximally alike in key market response characteristics. This method produces segment identifiers that are precise and understandable, often leading to strategic redirection of operations and marketing.

Market-defined segments conform to natural segment boundaries. This approach clusters shoppers into segments according to key shopping characteristics (for instance, what they value in a store). While this data actually guides the development of the segments, other characteristics (e.g., psychographic and demographic profiles) should also be examined to paint a more understandable picture of the segments. The process is . . .

- Collect data from customers on what they value in a store, and then group the customers into homogeneous segments based on these values.
- Collect classification information (demographics, life-style).
- Profile each customer group by what is wanted from the store, demographics, and life-style.

Segments defined this way follow natural market boundaries because the research has permitted them to emerge in an order unhampered by management preconceptions. Within each segment, people will respond similarly to retailing strategies because the segments have been defined on the basis of what "strategies" (or benefits) they seek. The goal of the segmentation process—efficient and profitable allocation of store resources—can thus be better met.

For example, one study done for a floundering restaurant showed that 25 percent of the customers in its trade area wanted a country, family-oriented atmosphere; fine home-style food promptly served; and waitresses who enjoyed their work and were courteous to the point of being familiar. These customers were also indifferent to bar service and to prices (up to an identifiable level). The data revealed that this segment would view a restaurant that offered these benefits as distinctively appealing. The research also showed the segment to be frequent restaurant users who accounted for 40 percent of trade area restaurant volume. Restaurant management found such information invaluable in operations and strategy redevelopment.

The use of market-defined segmentation provides the marketing team with an understanding of segments that other retailers may not identify, and that may represent significant profit opportunities. The most appealing advantage of this process is that management need not pre-define either the segments themselves or the services sought by those segments; the data reveals this.

TABLE 1 *Illustrative Attributes*

A wide selection of merchandise
A good place to shop for gifts
Consistent quality of service from visit to visit
The lowest prices
Prompt, attentive service
Attractively styled children's clothes
Convenient location
A good place to shop for the whole family
Convenient hours
A large selection of clothes for me personally
Good value for the money

Shoppers would be asked to indicate—
how important each attribute is to them in deciding on a place to shop,
how distinctive each of the attributes is among their choice of stores, and
how well each store performs for each attribute.

TABLE 2 *Illustrative Life-style Statements*

I never seem to have enough money.
I like having one or more outfits that are of the very latest style.
I have trouble starting conversations with strangers.
I love to cook.
I use cash for almost everything I buy.
I like to meet lots of new people.
The world used to be a better place than it is now.
I enjoy listening to music.
People often come to me for advice about how to dress.
I have more self-confidence than most people.
My greatest achievements are still ahead of me.
I have somewhat old-fashioned tastes and habits.

Shoppers would be asked to indicate the extent to which each attribute is descriptive of them.

Questionnaire Design

Questionnaires typical of market-driven segmentation studies are usually much more complex than those used in management-driven studies. As mentioned earlier, these questionnaires should measure several dimensions of the respondents, and do so with some depth. For example, a single segmentation project might measure all of the following:

- importance of store attributes (see Table 1 for an illustrative few),
- the distinctiveness of these attributes in competing stores,
- the performance of competing stores, using these attributes,
- a definition of the ideal store, using these attributes,
- shopper life-styles or psychographics,
- store usage patterns, and
- demographics.

Let us comment briefly on this list.

Attributes. Customers choose the retailer that performs best in those attributes that are important to them. But "importance" alone tells only part of the story about how customers make their store choice. An attribute may be important, but if most stores perform equally on that attribute, it will not help the customers in their choice. Consequently, retailers might be similar in all important attributes, but a less important attribute—that is relatively distinctive—could be the one the customer uses to discriminate among stores. And so we suggest collecting information from shoppers on attribute distinctiveness as well as attribute importance and store attribute performance.

Life-Style Measures. Information about shopper life-styles can help retailers better serve them. The major aim of life-style measures is to draw recognizably human portraits of customers. Some life-style measures useful in retail research seem more like demographic than psychological measures (e.g., "I enjoy listening to music" or "I use cash for everything I buy"). But others tap deeper levels (e.g., "I have trouble starting conversations with strangers" or "My greatest achievements are still ahead of me." Table 2 illustrates a few.

Store Usage Measures. Many

procedures have been used to collect usage measures, from simple "last occasion of use" information to complex diary data. In our experience, a convenient and useful set of measures is provided with a retrospective tracing of usage, which asks shoppers to reconstruct their store purchase activities over a period of time.

Demographic Measures. Fairly comprehensive demographics should be included. Detail beyond standard demographics will provide a more complete picture of the segments.

Implications of the Summary Table

Table 3 illustrates a segment summary prepared for a restaurant from this type of information. Retailers presented with the data in Table 3 found it valuable for both strategy development and refinement. Although we use a restaurant example here, we could have equally well chosen a department store, discount store, specialty store, or other type of retailer. This was a struggling dinner house in a highly competitive environment, faced with declining sales. The firm is restaurant "X" (under "Consideration Choices" in Table 3)—straddling Segments 1 and 3. Its strategy had been focused on what management now saw as Segment 3—"Entertainers." The study showed that patrons of this segment perceived few opportunities for a restaurant to distinguish itself in this market and that this initially lucrative segment had attracted a disproportionately large share of strong competitors. These and other findings caused management to look for other segments that were less satisfied with their restaurant alternatives.

The data pointed to Segment 1. Customers in this segment reported relative dissatisfaction with restaurants. They sought restaurant benefits that included a country atmosphere; fine, promptly served, home-style food; and waitresses who enjoy their work and are courteous to the point of being familiar. The summarized segment profile persuaded management in fact to focus its entire effort on the family market, Segment 1, and not to dilute its effort by also trying to compete in Segment 3.

With quality data from this market-driven segmentation study and a valid interpretation, the likelihood of success for this change is very high. The firm must, however, continue to track the needs of these segments, periodically monitoring for changes in needs and changes in perceptions of the restaurants meeting them.

Conclusions

Every retail store is faced with a mixed population of customers, some wanting one benefit, some wanting another. But a retailer cannot reach all customers with equal effectiveness. To be successful in the long run, retailers must have a strategic competitive advantage. The first step is to understand and segment its market—to identify one or more subsets of customers within the total market and concentrate on meeting their needs.

As indicated, customer-based strategies are the basis of all good retailing strategy, for unless management continually accommodates its customers' needs as they change over time, competitors will. If a store consistently succeeds in giving its customers what they want, and doing it better than its competitors, success will follow. This can best be done, we believe, with an understanding of the natural segments obtained through market-driven research.

TABLE 3 *Restaurant Segment Summary*

Characteristic	Segment 1 "Family Diners"	Segment 2 "Romantics"	Segment 3 "Entertainers"
Market Share (patrons)	25%	50%	25%
(dollars)	40%	25%	35%
Valued Ideal Restaurant Factors:	Food Variety and Value Not Entertainment Not Discriminating	Fun and Social Food Variety and Value Entertainment	Discriminating Quality Food and Service Care Little about Food Variety and Value
Key Life-style Factors:	Traditionalists Restaurant-loyal Not Drinkers Traditional Moral Values	Somewhat Uninhibited Not Traditionalists Not Restaurant-loyal	Socially Secure Not Restaurant-loyal Traditional Moral Values Opinion Leaders
Typical Restaurant Usage:	Dinners	Dinners	Lunches and Dinners
Usual Number in Party:	3–5 people	2 people	4 people
Consideration Choices:	Restaurants A, B, **X**	Restaurants C, D, E, F	Restaurants F, G, H, I, **X**
Size of Check:	$34	$19	$60
Occasion of Use:	Family Dining	Dating	Entertaining
Typical Demographic Characteristics of Person Picking Up the Check:			
Sex:	Both	Male	Male
Age:	35–50	Under 30	Over 40
Education:	Some College	Some College	Advanced Degree
Marital Status:	Married	Single	Married
Annual Income, Personal:	Over $35,000	Under $20,000	Over $40,000
Family:	Over $45,000		Over $75,000

RETAILING STRATEGY

DEVELOPING A DESIRED IDENTITY

Heikki Rinne and
William R. Swinyard

During a recent conference at BYU a speaker observed that "The plural of anecdote is not data." This verity applies well to retailing strategy. Mere success stories do not give the whole picture of how and why certain retailing strategies work. Examples of successful retailing plans, such as service orientation at Nordstrom, J.C. Penney's promotion from within, management systems at May Company, Wal-Mart's extraordinary employee commitment, or anecdotes about Migros of Switzerland may well be useful, but such stories alone do not illustrate formulation and implementation of a total strategy in these organizations.

Successful retailing strategy is more than emphasizing service at Nordstrom, giving trainees early responsibility at J.C. Penney, or developing employee commitment at Wal-Mart; it involves the integration of all areas of a business into a balanced, overall scheme that offers long-term direction to the company. Retailing strategy directs the way the company does business and consistently extends to all its aspects. Successful strategy requires more than copying successful aspects of competition; it requires systematically implementating a specific management vision. This article will illustrate important elements management must consider while evaluating and implementing retailing strategy.

Is Strategy Important?

Over the past seven years we have studied the impact of different types of marketing decisions—including advertising, price deals, and promotions—on retail store performance. Our research has shown that these tactical, short-term decisions only change market share or sales for a short period, and only by small amounts.

While strategic decisions that define the overall course of a business may not cause an immediate change in market share, such long-term plans define the store's competitive stance and shape the perceptions of its customers. And these, in turn, establish a long-term market share level. Once this level has been set, the tactical decisions merely cause the market share to fluctuate around it. Thus, when a retailer redefines or creates new strategy and implements it, market share is generally redistributed between the significant competitors. Each competitor finds a new level of market share, just as if a new store had been built in the market.

A well-formulated strategy directs all tactical decisions, and tactical decisions support a well-implemented strategy. Strategy and tactics are inseparable, as noted by Yavitz and Newman: "Strategy is like a chess game: . . . smart moves without some broader strategy will not win the game against a capable competitor, and a grand design without a series of moves to achieve it remains but a twinkle in the loser's eye."[1] Strategy is essential, and it should be inextricably woven into the entire fabric of retail management.

What Is Strategy and What Is Not?

Strategy in a retail organization defines how the business is to compete and how business is to be conducted. The strategy should identify how the retailer can achieve superiority over its competition. One company may wish to compete as a low-price operator and establish superiority with its prices.

Another retailer may choose a high-fashion, high-service strategy and offer superior selection and service. Others may choose to compete with superior location, convenience, selection, one-stop shopping, or a distinctive store atmosphere.

Whatever strategy is selected, successful implementation requires that all areas of business become consistent with the overall strategy. *Fortune* magazine has reported that 90 percent of carefully planned strategies do not work. This is because the strategic statements are only management objectives and are not embraced by the total organization. Only a wisely formulated strategy that infiltrates the entire organization can be ultimately convincing to the consumer. Strategy is thus much more than a statement by top management. It is an implemented vision that defines the shape and identity of the total organization and brings consistency and direction to the various elements of the company.

Strategy is not a short-term response to fluctuations in the environment, nor is it a set of numbers simply projected out three to five years. Neither is it merely wishful intentions for the future. Strategy is a well-formulated, long-term definition of competitive position and its well-integrated implementation in the total organization.

Step 1: Differentiate

The purpose of strategy is to differentiate the retail store with a competitive advantage. If a retailer differentiates its stores and establishes a significant competitive advantage in the marketplace, its probability of success ie enhanced. And if that competitive advantage is lost, the retailer is in danger of losing its market presence. Let us illustrate this process by discussing the changes in the grocery industry in the past 10 years.

For decades, conventional supermarkets differentiated themselves by creating perceptions of lower prices and by having a large selection of merchandise. With these benefits they dominated the market. As recently as 10 years ago supermarkets had more than 90 percent of the grocery market. But recently several new store formats have entered the market and have reduced conventional supermarkets' share to less than 50 percent.

Initially, box and warehouse stores entered the market, distinguishing themselves with a low-price image and lower prices than the conventional supermarkets. The price advantage of supermarkets was lost, and their competitive advantage was reduced to selection and quality. As long as this advantage was present the warehouse stores had a limited impact on supermarkets' market share. However, once the warehouse stores expanded their selection and the quality of their merchandise, their share increased to 15 percent of the market. Now the market has seen a new phenomenon: superstores. These stores differentiate with wide selection, increased service, better store atmosphere, and high-quality merchandise, and have clearly eroded the already vulnerable supermarket share.

A similarly dangerous situation now exists for many traditional department stores. They are finding it more difficult to differentiate themselves by offering better service, higher quality merchandise, or more enjoyable store atmosphere than the top-line discount stores. And yet they cannot compete with the price image of discount stores and hypermarkets.

Differentiation of a retail store by selection or quality of merchandise, convenience, service, or store atmosphere can be a significant competitive tool. Entire segments of retail trade have based their success on these elements. For many years convenience stores were the fastest growing segment of the retail trade, and now superstores are experiencing significant growth by offering better service, selection, and store atmosphere.

For most retailers, price is an important competitive tool. However, differentiation cannot be established on price unless the retail organization is able to buy its merchandise cheaper or to have a more cost-efficient operation than its competitors. Warehouse stores offer fewer services, own less expensive real estate, and often buy deal merchandise. These elements allow the stores to follow a low-price strategy in the long run. Price leadership is a viable strategy only for those retailers who can sustain that cost leadership in the long run, not merely because it is easy to implement.

A retailer can also choose to differentiate its stores for a specific segment of the market—or focus its strategy. A good example of focused strategy is Von's "Tiangus" stores in Southern California. These stores offer an extraordinary grocery shopping experience for anyone, but the stores have been designed specifically for the large Hispanic population in the area. Almost half the store is fresh produce, meat, and fish. In the center of the store is the bakery, with relatively little space allocated for packaged goods. The strategy is extremely well implemented and serves as an excellent example of a segmentation strategy—differentiating the stores by offering merchandise to only a segment of the total market.

Differentiation of stores to gain competitive advantage continues to accelerate the polarity of retailing. New forms of retailing, such as specialty stores, high-quality department stores, megastores, and specialized mass merchants, are growing rapidly and at the same time are polarizing toward either a low-price strategy or a differentiation strategy that stresses quality, selection, atmosphere, or convenience. Conventional supermarkets, conventional department stores, and variety stores are stuck in the middle without any significant competitive advantage and are suffering a significant decline in sales.

Differentiation must be based on the retail environment. This means that differentiation must result from careful research in at least three important areas: 1) the customers' current and future preferences and shopping behavior, 2) the current and future competition, and 3) environmental changes. If the differentiation is not based on these environmental factors, effort and company resources may be wasted on a strategy that aims at a nonexistent market.

Step 2: Match

Retail store strategy cannot be developed in a vacuum, regardless how good the idea sounds or how well the strategy may have worked for some other retailer. Merely because upscale merchandising and service orientation have worked well for one company does not mean that the same strategy will be successful for any other company. The optimum strategy must be consistent not only with the retail environment, but also with internal company strengths. If this consistency is ignored, an organization can waste much effort, time, and money in developing an ineffective strategy.

For most retail organizations, changing the total way of doing business would be very difficult. Changing a discount-oriented retail operation into a high-service operation with high quality merchandise has generally not been any more successful than the exact opposite move. These retailers have too much strength in their current position to completely change it. For example, the president of one very successful grocery operation who failed in developing a successful department store said, "We just did not have enough know-how, and our strong past did not support the new operations."

An important question for management to ask is: "What are the current company strengths (and what are the company's weaknesses)?" Areas of retail strengths that have a significant impact on future strategy include: 1) the current direction, 2) corporate character, 3) cost structure, 4) financial resources, and 5) company skills and expertise.

Step 3: Create Vision

Based on the company's strengths and environment, management should carefully develop a desired identity for the store—the store position—through a strategic statement. This statement should answer the question, "What kind of store are we, and who do we serve?"

Once management determines how the company should differentiate its stores and how it should match future strategy to current strengths, it is time to develop a clear vision of the implemented strategy. Vision has become a popular word, and for good reason. Management must be able to clearly envision the end result before it can become reality. In fact, research on management effectiveness has shown that the most important attribute of exceptional leaders is this clear vision. One highly successful independent grocer said: "I have a vision of what the store can be at its very best, and then I follow that vision."

One key element in developing a clear vision is to see good examples, search them out, respect them, and learn from them.

Step 4: Communicate

Formulating a strategic statement and creating a vision based on company strengths and environment are essential elements of strategic development. However, to transform the strategic statement into a fully integrated strategy, the vision must be understood and implemented internally in all areas of the company. This requires that all employees see the same vision. While the most important attribute of exceptional leaders is their vision, the second most important attribute is the leader's ability to communicate that vision to everyone in the organization. This task is not trivial. Many managers carefully develop strategic statements, only to see them become merely another piece of paper in the desk drawer when they are not fully communicated and integrated into the organization as a shared vision.

A shared vision provides direction to everyone in the organization. As Alan Wilkins notes, a true shared vision provides inspiration for employees, unobtrusive control of decisions, a channel to focus energy in the organization, and integration of different groups' efforts. However, creating a shared value or a shared vision in the company does not result from a management announcement. The creation of shared vision is an incremental process in which the values emerge, rather than being externally created.

Management's task is to direct the emergence of this shared vision and to nurture the often evolutionary, experimental, and largely political process of establishing shared corporate values. Once the strategic statement has become a shared vision, it will extend itself to all areas of retailing, including structure, systems, staff, skills, and managerial style.

Step 5: Market

Strategy is often defined in terms of how the customer will perceive it—lower pricing, better service, higher quality, more enjoyable store atmosphere, etc. However, though these perceptions result from an integrated operation, they themselves are not the strategy. The strategic dimensions apparent to the customers include: store format, selection of departments, selection and quality of merchandise within departments, service, store atmosphere, store image, location, price level, merchandising, and advertising.

These strategic dimensions, if consistent, determine the consumers' perception of the store and identify the form of the store's superiority over the competition. Consistency, on the other hand, is a function of the strategy's full implementation within the organization. Lack of consistency in any area confuses the consumer and dims the strategy in the consumer's eyes; hence the strategy can be marketed only after it has been fully implemented within the organization—never before. A mere message of strategic change will never fool the customer. The change has to be sincere, complete, and consistent.

Conclusion

Strategy is more than a success story; it is more than a statement by top management, however well conceived. It is an overarching, long-term definition of competitive position. In developing this definition management must, while considering both company strengths and the retail environment, differentiate the company from its competition. Implementing the strategy requires a clear management vision communicated and integrated into the total organization. Only after the strategy has been well formulated and completely integrated can it be successfully marketed to the customer.

Notes

[1]Yavitz, Boris and William H. Newman, *Strategy In Action: The Execution, Politics and Payoff of Business Planning*, (New York: Free Press, 1982), p. 7.

10 TRENDS IN RETAILING

FREDERICK W. LANGREHR

It's been said that the one constant in life is change. This is certainly true for retailers. Not only are there changes, but the speed of change is accelerating. The following trends are broad based and have relevance to goods and services suppliers as well as retailers; for as retailing changes, so must the industry's suppliers. While the following list is not exhaustive, all of the items are influencing all types of retailers. Finally, the first trend, a switch from a merchandising to a marketing orientation, has been evolving over the last decade; while the last trend, the switch from a consumption to a savings society, is a prediction for the next decade.

1 *Market Instead of Merchandising Orientation.* A merchandiser's first focus is on goods (buying), while a marketer's first focus is on the customer, current or potential. The merchant's orientation is toward *buying* what a customer wants, in contrast to a marketer *offering* what a customer wants. Offering means designing the total organization in terms of what the market demands. Which business should we be in? Which markets should we serve? Where should we locate and how should we design our stores? How should our departments be organized? Who should we hire and what training do they need? What merchandise and services do our markets want? These questions flow from a market orientation. The market orientation serves to *integrate* the answers to these questions.

2 *Demanding Customers.* Customers want that "old-time" service. Often this is taken to mean personal service by sales associates. This is true, but customers are also demanding service in a broader respect. They want merchandise, location, layouts, and shopping services specifically designed for them. Customers want to shop at a store that has a clearly stated retail image that is consistently implemented across departments in the store and over time. They do not have the time to try to figure out who a retailer is.

3 *Target Marketing.* This is also called retail fragmentation. The mass market is dead. Since customers want to be treated as individuals, they appreciate a retailer who serves their unique needs. This means 60-year-old customers may not want to shop with 35-year-olds, and both certainly do not want to shop with "teeny boppers." And even for teenagers, there is a segment that still wants a classic look, while another group demands the avant-garde. Thus, a specific retail store will service a specific segment. If retailers want to serve a total market, they will do it with a portfolio of store formats.

4 *Increasing Scale in Convenience Goods Retailing.* Everything is "super" or "hyper" in food retailing—superstores, super warehouse stores, hypermarkets, hypermarts. Although some retailers are saying they and their customers think small is beautiful, the prevailing view is that bigger is better.

This seems to run counter to the ideas of segmenting, targeting, and specialization. But now we are looking at a different customer, or maybe the same customer shopping for different goods or with different motives. The customer who is ego-involved with his or her shopping (and goods acquisition) wants service and specialization. But this same customer—shopping for low-involvement, low-ego goods—may want to buy things as cheaply, easily, or quickly as possible. When consumers are short on time, short on effort (working in today's lean and mean American company means less stamina for shopping in America's stores), and are buying mundane goods for the hundred and sixty-ninth time, they want to be done with it. "Supers" and "hypers" may make it easy to do it all at one place. The customers may spend more time in the mega-store, but they save travel and checkout time by buying all their functional goods and services in one place.

5 *Data Overload.* The age of data has arrived. Unfortunately. data, in most cases, is not information. Data is numbers, output. Information is input for analysis, leading to understanding and resulting in decision making. This data deluge is the result of machine-readable codes and the technology to read them and store the information. The challenge in the next decade will be converting the front-end data capabilities into information for decision making.

6 *Remote Retailing.* Has the time finally come for technology-driven remote retailing? Some consumers prefer mail-order shopping, but technology-driven remote retailing has come up short. Part of the reason may be that technology, and not customer needs and benefits, has been driving the innovation.

As consumers become more familiar with technology, especially personal computers and microprocessor-driven appliances and cars, they may want computer-driven shopping. But to reach a broader market, the technology will have to be simple on the consumer end. Unfortunately, this usually means the retail system becomes complex. Penney's Teleaction is a good example of a system that seems simple in concept—combining cable television, touch-tone phones, and retailers' computers with armchair ordering—but results in complex hardware and software.

Retailers are facing customers who are time constrained, who find shopping, stores, or other shoppers boring, and who would rather trade time and effort for dollars. Given the success of catalogue shopping and—in at least two cities—telephone ordering and delivery of groceries, the time may be approaching when the "store" will be on a media-room wall in tomorrow's smart house.

7 *Power Shift to the Retailer from the Manufacturer.* Retailers are exercising increasing power over manufacturer decision making. This is especially true in the convenience, functional good (food, health and beauty aids, liquor) industries—the reasons being that the retailer has more information on product movement and costs (direct product profitability) and that the scale of stores has increased.

The increased importance of trade deals, the requirement of slotting allowances for new products, and the rapid deletion of slow movers are all results of this information advantage.

8 *Shortening of Retail Life Cycles.* If imitation is a sincere form of flattery, many retailers should be very flattered, very soon after they introduce a concept. Store concepts reach maturity much faster today, with maturity being defined as slow or no growth in new customers and sales gains coming from successfully attracting competitors' customers instead of first-time customers. In other words, retailers are playing a zero-sum game much sooner. Retailers, like manufacturers, must be innovative and plan on obsoleting themselves by rapid change.

Some have called retail stores theaters. If this analogy is correct, then store square footage is a stage and retailers are in the business of changing the "scenery" to continually attract customers. One example of this approach is the change in Banana Republic from a safari outfitter to a broader-based, travel-oriented store. This means the planes, jeeps, and thatched huts may be replaced with other motifs. The merchandise is changed and the promotional themes are altered. Many Montgomery Ward stores became minimalls by subletting excess square footage. Thus, retailers may need to think more like mall managers. The retailer is committed to a retail concept only as long as it is fresh and growing. When the concept faces accelerating competition, the retailer needs to change the decor, change the goods, change the concept, or change the target market.

9 *Shortage of People—Employees.* Retailers are facing a shortage of people. At the very point when customers are demanding more service and retailers want to provide it, the people necessary for improving service are missing. The impact of the birth dearth has arrived in retailing.

There are at least two solutions to the problem. The first is to continue retailing operations as they are, and try to attract the people necessary. This approach may mean paying more money (some argue the "minimum" wage in the Boston area is six dollars an hour), attracting new groups of people (through providing free bus service or advertising for retirees as McDonald's does), or making it easier for current employees to stay with the company (day care, part-time work by request, flexible hours).

The other alternative is to change the retail operation. This may be Kroger's and the American Fork Ream's self-service supermarket checkouts. It may also be video players substituting for sales associates or the already-discussed Teleaction replacement of the store and store personnel with television, telephone, and computers.

10 *Shortage of People—Customers.* The following are some quotes from recent *Wall Street Journal* articles: "The U.S. economy remains sharply out of balance, consuming more than it produces, investing more than it saves, and borrowing from abroad to pay for the difference. . . . The U.S. will have to produce more than it consumes. . . . The shift will mean a decline in the potential living standards for future U.S. generations!"[1] "It may be difficult to generate an actual trade surplus for debt servicing without reducing the living standards of the American people. . . . Another surge in consumer spending is the last thing the U.S. needs right now."[2] "In other words, *consumer spending will have to decline.*"[3]

There are many ifs. If consumers' level of living declines, if they increase their saving rate (which is very likely as the baby boomers move out of their spending years, 25–44, to their saving years), if they reduce their debt accumulation, if a value-added national consumption tax is passed, will we look back at the 1980s as the glory days, the bygone era of the born-to-shop generation?

This may seem an excessively pessimistic prediction, but it's a scenario that needs to be considered. American manufacturing certainly does not find it easy to compete, but unlike most American retailers, manufacturers can follow the developing spending booms in Japan, Asia, Latin America, and Europe. They can follow the spending flows either though export or manufacturing in the growing economies. But at this point, most U.S. retailers do not have this advantage.

The above is in no way a suggestion that retailing is moribund, but it is a suggestion that we cannot predict the future by using rearview mirror forecasts. The 1980s represent an era of conspicuous consumption, a time when consumers spent freely. This may not be true in the 1990s. People will still buy, but they may be more deliberate. They may decide to save; they may be encouraged to save and not consume.

As American consumer spending declines, retailers may need to look for international growth opportunities. This is not an easy way to build profits, as Sears and Safeway have found. But as Benetton and McDonald's have demonstrated, a hot retail concept is not bound by national borders. With the possibility that other countries will grow faster than the U.S. economy, developing foreign markets may be the key to higher-than-average returns for many retailers.

Notes

[1] Kenneth H. Bacon, "Future Pressures on Living Standards," *The Wall Street Journal*, August 3, 1987, p. 1.

[2] Henry F. Myers, "A Consumer Cutback Could Prove Beneficial," *The Wall Street Journal*, February 22, 1988, p. 1.

[3] Ibid.

SKAGGS INSTITUTE OF RETAIL MANAGEMENT

PAST PRESENT AND FUTURE

Bruce Galbraith
Divisional
Merchandise Manager,
Famous-Barr

Kelly Jenkins
Buyer,
Nordstrom

Gordon Wilson
Vice President,
Fred Meyer

Sue Bergin

THREE YEARS AGO, during the Skagg's Institute's "Retail Fortnight," the giant discount retailer Wal-Mart recruited at BYU for the first time. The company sent one executive, who had budgeted one day. Before that day was even half over, the executive had hiked his starting salary offer and decided that next time he would bring help — and they would spend more time. "Doyle, I don't believe it," he told Doyle Robison, director of the Skaggs Institute. "If we're going to get these students, we have to pay more." He ended up interviewing 15 students, making 12 offers, and garnering six acceptances. The next year the store sent two people, and in 1987 it sent four people — including a vice-president and the director of education. Wal-Mart's experience speaks volumes about the institute's accomplishments in the dozen years since its birth. Its original two major goals — to attract more students to retailing and to improve the quality of talent available to retailers nationally — has been achieved with resounding success: Students who complete the institute's program are in high demand, to the point that a few stores have stopped recruiting at BYU, because they can't offer jobs attractive enough to compete. Mervyn's pays Skaggs Institute graduates, who are hired for corporate office positions, $2,000 more in starting salary because it has found they're worth the extra money. And in 1987 J.C. Penney, for the first time on any campus, recruited for its stores in every section of the nation. "It's a competitive situation because there are so many stores coming," said Robison. "It's a challenge to keep up with their demand." He says his students are sought by retailers nationwide — and increasingly worldwide — for three important reasons: their broad education, combined with a solid business background and then topped off with training in retailing, prepares them exceptionally well to assume management responsibilities quickly; their predecessors' reputation for honesty, hard work, and competence precedes them; and they almost always have significant retailing experience through the institute's internship program. In addition, many retailers recognize and appreciate the fact that the retention rate for BYU alumni is significantly above average. A recent survey estimated that more than 67 percent of these alumni are still in retailing or related fields. (One exceptional example is May Company, where a recent evaluation showed that of the 52 BYU graduates they have hired, 75 percent are still employed by the company. One, Don R. Clarke, is the chairman and CEO of its largest division.)

Many graduates of the institute have risen quickly in their companies. They can be found in the management ranks of the nation's most profitable and most prestigious stores—from Nordstrom to Lord & Taylor to Mervyn's. (See related story, page 17.) Increasingly, the recruiters are BYU graduates—company executives being sent back to their alma mater to return with more workers like themselves.

As of April 1988, the institute had placed 635 young men and women in jobs with 130 companies in 37 states, plus France, Switzerland, and Canada. The placement rate exceeds 95 percent. Also, for each person placed through the institute, it is estimated that another two are placed indirectly because of the institute's ongoing publicity about retailing and its ability to attract recruiters. This year alone, a record 33 stores cooperated with the institute in both internships and recruiting for permanent jobs.

During the last 12 years, the institute has also granted $247,632 in student awards and assistantships to 541 students, has disbursed more than $350,000 to 45 research projects, and has been recognized with awards and accolades in trade publications as one of the leading institutions of its kind in the nation. In 1978, the institute—just two years old—was honored with the prestigious Western Electric Fund Award as the nation's most innovative undergraduate program for business administration.

Numbers, of course, tell only a fraction of the story. Robison is the first to say that his aspiration for the institute is not to claim matchless size, but peerless quality. With that goal in mind, students interested in using the institute as their retailing training ground are screened carefully for both aptitude and interest in the field. They are given career interest and psychological inventory tests, then are interviewed one-on-one. Robison estimates that of those students who attend orientation meetings, about 25 percent eventually are accepted into the program.

"We apply no pressure for a student to come into the institute, and as a result our retention rate is much better," says Robison. "New recruiters are typically surprised that we have such good candidates. We consider retailing good for students only if it's right for them, and if we think they can be successful. We're not looking to create the biggest program on campus or in the United States."

The Skaggs Institute was established in October 1976 with a $1.8 million, 10-year commitment from the Skaggs Companies, Inc. (now American Stores) under the leadership of L.S. "Sam" Skaggs. His idea was to provide seed money for a campus-based program that would infuse retailing talent with the sophistication and broad-based learning that a college education provides. Skaggs' plan proved visionary, as retailing burgeoned during the last decade, putting retailing executives in search of new employees equipped to move quickly from the sales floor to the management suite.

Skaggs, whose empire of drug and food stores yielded $14 billion in sales last year, has proven to be one of those rarest of benefactors—a donor who stands back and trusts those he has benefitted to use his money wisely.

"Sam didn't dictate how the institute should be formed," said Robison. "He left that to the university, so we've had complete flexibility in how to run the program."

Before Robison was brought on board, School of Management faculty laid the foundation for the institute. They visited other campuses to see what their retailing programs offered and visited retailers to ascertain their needs. They then began to develop the curriculum. They found that the few existing programs were too pragmatic, and none were adequate to serve as a model for BYU's new program. Even the retailing master's program Robison completed at New York University in 1952 was being reevaluated when BYU people looked at it and has since been dissolved because it was too narrow and vocational in its approach.

"At NYU, everything we did was from a retailing point of view," said Robison. "We want our students to have much more—a background of arts and humanities plus the business foundation, including marketing, organizational behavior, economics, and accounting. Retailing is really the icing on the cake."

The School of Management decided that the Skaggs Institute program would not offer a retailing major per se. Instead, students interested in retailing careers should major in other areas, then add three retailing courses beginning in their junior year. One course is pure retailing instruction, the second is the semester-long retailing internship, and the third is a capstone seminar for those just coming off their internships.

"If a student wants to become a buyer or a store manager, BYU isn't going to train him or her for that—the store is. We'll give them the foundation on which the store will add the practical nuts and bolts," said Robison.

The institute is unusual in its invitation to students across several disciplines, not just those within the School of Management. It regularly works with 10 undergraduate and three graduate programs in helping students prepare for a career in retailing. Accounting majors, for example, would go into merchandising or financial control. A human resources major would aim toward working in a store's personnel office. The computer science major might focus on electronic data processing, the fashion merchandising major on buying, and so on.

In addition, the institute has developed a type of farm system. Six junior colleges in Utah and Idaho bring their students to BYU to meet retail executives and to participate in activities sponsored by the institute. Many of them later transfer to BYU and become affiliated with the institute.

Perhaps the most powerful tool for teaching students retailing—and helping them make sure they really want retailing as a career—has proven to be the internship. Students are sent for 14 weeks to all types and sizes of stores throughout the United States—from Fred Meyer in Salt Lake City to Lord & Taylor in New York to Wal-Mart and Neiman-Marcus in the South. About 85 percent have already had some kind of retailing experience, usually in sales, so they've "touched and felt retailing," Robison said.

The internship was designed to give students junior executive experience rather than punching a cash register in a clothing store or stocking shelves in a drugstore.

"We want them to have an opportunity to work at such positions as assistant department manager, assistant to the buyer, or an assistant in the financial control area," said Robison.

To help the students structure their internship experience and gain as much as possible from it, they must complete 22 small "projects" from a list of 75. If they're interested in store management, for example, they might interview the manager at the store where they're working. Or they might choose to report on the effectiveness of a particular store promotion if they lean toward marketing. With these assignments, the interns learn more about the company than they normally would, and they make contact with important store executives.

"One of the institute's purposes is to help make an intern a star in the store," said Robison. "They do that themselves with the tools we give them. The internship is not just another class—it prepares them to rise more quickly once they have a permanent job."

Attracting young men and women with potential for the retailing industry is one of the prime objectives of the institute. Many, if not most, people who make retailing their career end up there by accident, said Robison, and "our goal is to put more people into it on purpose."

To that end, the institute has, since its inception, used flyers, innovative posters, and advertising in *The Daily Universe* to inform students about its program and to attract them to activities for further information.

Twice a year, once each in fall and winter semesters, institute students, recruiters, store executives, and prospective students are brought together for lectures, discussions, workshops, job or internship interviews, and "store orientation" meetings run by company executives.

These activity-packed days are among the institute's most successful innovations. Last February, representatives from 33 stores interviewed more than 700 students during "Retail Fortnight" (its counterpart in the fall is called "Retail Career Days").

As the institute has matured and its influence in the retailing industry has grown, national retail companies have become involved through both financial support and a willingness to let key executives become affiliated with the program.

By the end of its original 10-year commitment, American Stores had recognized the value of the program and agreed to continue its support, though at a reduced level.

At about the same time, the Fred Meyer Charitable Trust announced its pledge to fund a $1 million endowed chair in retailing in the School of Management. This donation, aside from being an extraordinarily generous gift, was unusual because the institute would not normally be eligible for assistance. The trust was set up with a general policy of granting money only in the Pacific Northwest, where Fred Meyer began his business career. But because the institute prepares young people for retailing careers and sponsors viable retailing research—efforts Mr. Meyer felt strongly about—an exception was made. (See announcement on page 20.)

The J.C. Penney Company also has expressed its confidence in the institute by establishing the $500,000 J.C. Penney Retail Research Fund. This money enables qualified professors to research matters concerning American and international retailing.

Besides these major contributions, seven other retail companies have regularly provided funding for the institute through their membership in the Affiliate Program.

About three years ago the institute decided to form a National Advisory Board. Today this group consists of nine top-level executives from a cross-section of retail companies around the nation. The purpose of the board, which meets on campus once a year, is to help the institute continually evaluate its curriculum and keep its programs on the cutting edge of retailing. (See related story, page 18.)

"The people on our board feel strongly that one of their purposes is to make retailing better understood as a desirable career option, and they have done a great deal toward that end on this campus," said Robison. "They also want to be on our board because it gives them a rare opportunity to associate with other top retailing leaders."

In addition to these executives, 28 chairmen, presidents, and executive vice-presidents of major retail firms have come to campus as guest lecturers, providing students invaluable insights into the profession. As part of this lecture series, Donald G. Soderquist, vice-chairman of Wal-Mart, spoke to School of Management students in October; David F. Miller, vice-chairman of J.C. Penney, will lecture this month; and Walter J. Rossi, chairman of Mervyn's, will participate in March.

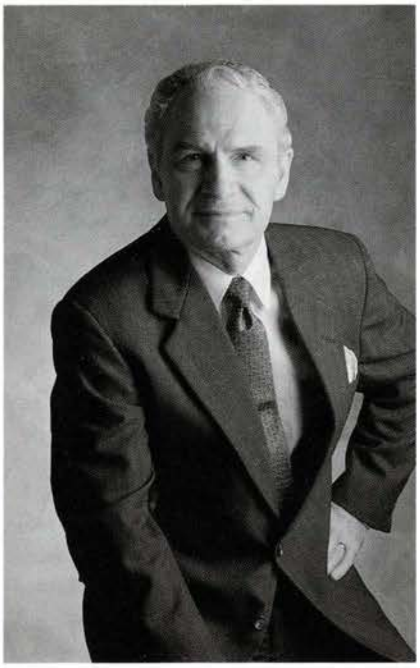
Robison and the School of Management have ambitious plans for the institute's future. One area not yet developed to their satisfaction is research. With the J.C. Penney fund and the retailing chair in place, the institute will be able to change its research direction, emphasizing a strategic survey of the field—in order to come up with more innovative, relevant topics for study—and finding the best people to carry out this research.

In addition, Robison hopes to begin offering executive seminars that address the educational needs of those already experienced in retailing. The first such seminar, on effective management, was held in September.

New directions, of course, will be mixed with continuing efforts to improve long-standing programs. The internship experience will continue to be refined; the curriculum will be updated; the role of the National Advisory Board as a guiding body for the institute will continue to unfold; and increasing the endowment of the institute will remain a top priority.

That said, Robison doesn't want an important role of the institute to be overlooked, one that reflects his personal bias—helping students understand what retailing is and how much excitement and exhilaration is waiting for anyone who gets bit by the retailing bug.

"Too many students do not understand what an executive career in retailing entails," he says. "For me, it has been a financially rewarding career filled with challenge, personal gratification, and fun, allowing me to achieve personal goals for my family and in the Church. If the institute can lead others to the satisfaction I have found in retailing and help meet the needs of the industry at the same time, I couldn't ask for more."



Doyle Robison

When Sam Skaggs requested that the director of the new Skaggs Institute for Retail Management be a practitioner rather than an academician, he could hardly have hoped for a more fitting candidate than Doyle Robison. Likewise, Robison would have been hard pressed to find a better capstone for his career. Skaggs and BYU got a highly experienced, respected retailing executive to head the new venture; Robison got a change in direction that would allow him to pass on his hard-earned wisdom to aspiring retailers while still being involved with the retailing world he loves.

"I can have my cake and eat it, too," said Robison during an interview in his Tanner Building office. "I'm in contact with the top retailers all over the country on a daily basis, and yet I can have the fun of helping students recognize and receive good career opportunities."

Robison sees the directorship as a way to repay both BYU, his undergraduate alma mater, and a BYU professor who pointed him toward retailing. He also sees his work of supplying retailers with top-quality talent as a way of settling his debt to the industry, which, he says, "has been very kind to me."

After finishing his master's degree in retailing at New York University in 1952, Robison took his first job with the Halle Brothers Company in Cleveland, Ohio, where he rose to the position of merchandising manager. In 1962 he moved on to Celebrity, Inc., in New York City, where he was assistant to the president for two years. From 1965 to 1976, he held positions with Associated Dry Goods Co. at three different stores in three cities. He was vice-president and general merchandise manager with Sibley, Lindsay & Curr Co. in Rochester, New York, just prior to his coming to BYU to head the institute.

In 1981, after five years of getting the institute on its feet and running, he was lured back to Celebrity in New York City and took a three-year professional development leave. There, as executive vice-president and general manager, he ran the company in conjunction with the president's son, grooming him to assume leadership of the business.

Robison's enthusiasm for retailing is hard to miss. His love for the industry is obvious, and he readily expresses his desire to steer as many students as are suited for it toward the professional opportunities he has found there. He succeeded with two of his sons, who have made successful careers in retailing, though he realizes the field isn't for everyone. "One of my sons-in-law tried it for three months and hated it," he says.

For Robison, the attractions include a fast-paced, stimulating, and challenging environment that lets one know quickly whether a particular decision was good or bad; an incentive reward system tied to results; planning, following through, and contributing to the success of a company; and working with good people and helping them to develop.

"It's fun to evaluate, plan, make decisions, see the results, and reap the rewards. It's an ego builder."

The institute has thrived under Robison's leadership, and he says he is determined to make certain that its future is just as bright.

"My personal goals," said Robison, "are to see that the institute is permanently endowed to ensure its future and the benefits it provides to students and the retail industry, and to help prepare young people for leadership positions in the business world, and simultaneously, in the Church."

Alumni

Since the Skaggs Institute was established 12 years ago, hundreds of students have completed the program and gone on to succeed in the world of retailing.

Gordon Wilson, for example, graduated in 1979 with an MBA and took his first job with a retail division of General Mills in Chicago. Now vice-president of soft goods with Fred Meyer in Portland, he said he finds retailing rewarding and challenging.

"It's fast paced, very forward looking, and very current," said Wilson.

The institute prepared the way for Wilson's career, he said, especially through his internship with Kaufmann's in Pittsburgh. "The internship process was invaluable and completely unique. There's nothing like it. When I was thrown into my [first job] training program, I knew what to ask. The learning curve is accelerated dramatically, and in the same vein, how you're perceived by others is enhanced."

Denny Downs graduated in 1985 with a degree in finance and is now an assistant buyer with Famous-Barr in St. Louis. He also likes the fast pace of retailing and the autonomy his job gives him.

"It's like running your own business," said Downs. "With our $3 million, we decide pricing, advertising, purchasing. Ultimately, we're also responsible for profit.

In 1978, Leslie Cannon Rudd graduated in fashion merchandising, then worked as an assistant buyer, then buyer for Auerbach's in Salt Lake City. After Auerbach's closed, she went to ZCMI as a buyer until February 1986. When she began raising a family, she became the supervisor of the personal shoppers at ZCMI, enabling her to work fewer (and more flexible) hours.

Dana Dawson graduated in fashion merchandising in 1981 and since then has been with I. Magnin in San Francisco. She is now a buyer, traveling regularly to New York, Los Angeles, Hong Kong, and Europe.

Ronald Harris is a divisional manager with Mervyn's in West Valley City, Utah, after starting out as a sales manager for Dayton's (now Dayton-Hudson) in Minneapolis. At Mervyn's, he manages one of four distribution centers for the company.

With state-of-the-art mechanization, which includes 21 miles of conveyer belt, the center handles goods from clothing to cosmetics for up to 60 stores. Harris enjoys retailing because it is people-oriented, not theoretical, and because the feedback is immediate. "I like the sense that you know every day whether you had a good day or not. I like to know where I stand," he said.

Cody Kondo left BYU in 1979 to work at Nordstrom, hoping to finish his degree by homestudy. He moved so quickly at the company, though, that he wasn't able to finish until last April. Kondo's first job was stocking in a back room, and nine years later he is regional manager over four Nordstrom stores in Los Angeles.

"Retailing has fulfilled my expectations and more," he said. "There are easier ways to make a living, but it's an exciting, fast-paced, never-two-days-the-same kind of job."

Dayl Nordstrom Fullmer finished her degree in fashion merchandising in 1986 and landed her first job at Dillard's in St. Louis, where she is an area sales manager. She's been working 50- and 60-hour weeks, but plans to cut down her hours and move into personnel after the birth of her first child in August.

"I love retailing," said Fullmer. "It's constantly changing. I like everything being so different, and I like working with people."

In the small town of Sumner, Washington, Alan Nasson, a 1981 graduate in marketing and retailing, is managing a small community Safeway store, what he calls "one of a dying breed." Among the 16 stores in his district, his was the leader at mid-summer for the greatest increase over last year's sales. He credits an innovative "customer appreciation day" for the increase. "Our sales had an extremely high increase for that day and have been up ever since."

National Advisory Board panel. Top photo, from left to right: Don R. Clarke, chairman, Caldor; Richard T. Erickson, senior vice-president, J.C. Penney; Thomas W. King, chairman of the Executive Committee, Alpha Beta Stores. Bottom photo, from left to right; John A. McMillan, president, Nordstrom; Joseph C. Vesce, president, Mervyn's; C. Dale Warman, president, Food Division, Fred Meyer.

National Advisory Board

"In just a few short years, the National Advisory Board for the Skaggs Institute has become an invaluable aid in helping the institute reach its goals," said Doyle Robison.

Established three years ago, the board is charged with keeping the institute abreast of the changing trends and needs in the retail industry and with providing an ongoing review of the institute program. Its official objectives are threefold: increase student awareness of retailing, suggest research and seminar topics, and critique the institute programs for timeliness, appropriateness of content, and instructional value.

"The board is accomplishing these goals in a very dramatic way," said Robison. "They have assisted us in many ways—with contacts, counsel, research, seminars, and even fund-raising activities in which they are not expected to participate. They are just outstanding to work with."

Once each year, the board gathers at BYU for its own activities and to meet with students. During the last two years, board members have spent one entire evening of their stay discussing retailing issues with students and answering their questions in a panel discussion format. Each board member has also met with students in smaller groups to answer more personal questions. "This 'Evening with the National Advisory Board' has proven to be one of the single most valuable and stimulating activities for our students interested in retailing," said Robison.

The board consists of Don R. Clarke, chairman and CEO of Caldor; Richard T. Erickson, senior vice-president and director of corporate personnel for J.C. Penney; Thomas W. King, chairman of executive committee for Alpha Beta Stores; John A. McMillan, president of Nordstrom; Donald G. Soderquist, vice-chairman of Wal-Mart Stores; Joseph C. Vesce, president of Mervyn's; C. Dale Warman, president of food group and corporate executive vice-president for Fred Meyer; and Edwin H. Wingate, senior vice-president of personnel for Dayton Hudson.

In addition, two unofficial members of the board, Michael A. Weiss, president of The Limited Express, and William Dillard II, president of Dillard Department Stores, have agreed to attend the next meeting of the National Advisory Board to be held in February of 1989. During their visit they will become better acquainted with BYU, the Skaggs Institute, the board members, and the board's activities.

The chairman of the National Advisory Board serves for two years. After successfully fulfilling his pioneering role as the first chairman, Don R. Clarke handed over his responsibilities at the last meeting. According to Doyle Robison, Don Clarke was an excellent sounding board and counselor, and he assisted in laying a strong foundation for the board's activities. Joseph C. Vesce, the former vice-chairman, was elected to replace him. Richard T. Erickson is the new vice-chairman.

Executive MBA Program

As a result of rapid changes in both management theory and the business environment, executives are seeking more education. Until the early '80s managers in Utah who wanted to pursue an advanced degree had no alternatives except returning to graduate school on a full-time basis. For several years directors of the MBA Program at BYU received inquiries about the possibility of establishing an executive MBA program. During the 1982–83 school year, Stephen Nadauld, then director of BYU's MBA Program, began developing a response to these inquiries.

The experience of other universities indicated that an executive program would provide a demanding teaching environment, promote course development, and provide research contacts. After receiving support from School of Management administration and faculty, Nadauld, with the help of professors Burke Jackson and Gary McKinnon, developed the philosophy and curriculum for just such a program. This executive program was designed to provide formal academic training for managers who are unable to leave employment and return to campus for a full-time academic experience. The Board of Trustees and the Graduate School of Management approved the proposal for the Executive MBA Program in 1983.

The curriculum focuses on a general management education with particular emphasis in five broad areas. The first of these, the administrative stem, embraces the principles of human behavior, group dynamics, organizational development, and business policy. The second area, complementary to the first, considers the external environment and looks at issues of economics and the relationships among business, society, and government. In the third area students study the functional principles and problems of business: finance, marketing, and operations management. The fourth area helps students develop quantitative skills, including accounting, computer science, mathematics, and statistics. Finally, in the communication stem, EMBA students learn and practice written and spoken communication through analysis and presentation of cases and reports.

Some MBA programs emphasize the theoretical approach—the idea that conceptual knowledge of economics, mathematics, statistics, and behavioral science can be applied to solve unpredictable problems that students will someday encounter in management positions. Other programs emphasize the case method—vicarious problem solving using examples of past dilemmas encountered in various industries.

The BYU program combines both approaches. It offers an exposure to the underlying disciplines while providing the opportunity to apply this conceptual knowledge to hypothetical business situations. Such an approach develops judgment and wisdom through the decision-making process.

EMBA students complete the same core classes required of full-time MBA students. The students then select elective courses to prepare them for individual career opportunities. All EMBA courses are taught by Graduate School of Management faculty members.

To be admitted to the EMBA Program an applicant must meet Graduate School of Management academic standards and admissions criteria. The most qualified students—in terms of college grades, GMAT scores, work and leadership experience, adherence to BYU standards, and evidence of consistent success in management positions—are accepted to the program.

Brigham Young University's Executive MBA Program offers a number of advantages over competing programs. First, completion time is short. Due to the intensive course schedule of two nights each week, graduation is just two years from the time the executive begins the program. Second, BYU offers the manager knowledge of current business theory as well as practice in applying this knowledge. Third, two locations offer convenience for all students living along the Wasatch Front. Based on class size and demand, EMBA courses are taught in both Provo and Salt Lake City (alternating years). Depending on employment and residence conditions, executives can choose the location most convenient to them.

Paul H. Thompson, dean of the School of Management, commented on the Executive MBA Program: "Past participants in the program have recognized that the BYU Graduate School of Management has achieved a reputation as an excellent school. They are beneficiaries of that reputation. Persons looking for the right educational fit should consider the following when making a decision about pursuing additional management education: faculty members who are productive scholars with a strong commitment to teaching; an established reputation for high ethical standards and behavior; a program committed to developing students' analytical abilities; and the opportunity to spend at least two weeks of concentrated study on campus, with access to computers, library materials, faculty time, and interaction with other students."

The first EMBA class, a group of mid-level management employees from a large Utah business, was graduated in April 1986. Four more classes, consisting of executives, managers, and specialists from many Utah businesses and varied undergraduate backgrounds, have been admitted.

The program has become a major source of graduate management education for women and men in the workplace who want to further their education and is also a vehicle through which businesses can develop the management skills of selected employees.

The EMBA Program's attention to both theoretical and applied knowledge, combined with BYU's quality faculty, state-of-the-art facilities, and support from the university community and national alumni network, add up to a quality education for the executive willing to dedicate two years to intensive study.

Briefly

Video Information System

The Tanner Building has a wonderful new addition—the Video Information System (VIS). Three TV monitors, placed in heavy-traffic areas of the building, run news and publicity items 24 hours a day. Student organizations, speakers, recruiters, and special events all receive greater visibility on the new VIS. A large menu of graphics provides for variety and interest. The VIS is already a very popular and widely-used feature of the Tanner Building.

Fred G. Meyer Chair

The first recipient of the Fred G. Meyer Chair of Retailing is William R. Swinyard, professor of business management. He joined the faculty in 1978 and was named the Stephen Mack Covey Professor of Entrepreneurship and Small Business in 1986.

Prior to joining the School of Management, Professor Swinyard taught at other universities, including Arizona State University, and worked for several companies in the private sector. He received the Outstanding Faculty Award (1984) and the Exxon Teaching Excellence Award (1982) and is recognized as a productive scholar whose articles have appeared in major refereed Journals.

The Fred G. Meyer Chair is funded through an endowment gift from the Fred Meyer Charitable Trust. The chair expands and complements the activities of the Skaggs Institute of Retail Management.

White House Visit

Weldon J. Taylor, former dean of the College of Business, was selected as a 1987 national award winner in the Take Pride In America National Awards Program for his leadership in the Provo River Trail project. He was invited to a July 26, 1988, awards ceremony on the south lawn of the White House. Our congratulations to a former colleague and leader for this award.

Outstanding Faculty Award

The 17th recipient of the Outstanding Faculty Award, Robert H. Daines, was honored at an evening banquet on February 24, 1988. Professor Daines was director of the MBA Program before becoming director of the Institute of Business Management. He is a professor of finance and author of many publications, including: *Contemporary Issues in Management and Organizational Development* and *Principles of Strategic Management.*

A graduate of Utah State University, Daines received his master's degree from Stanford and his doctorate in business administration from Indiana University. He has taught at the State University of Iowa and was a consultant for Aetna Life and Casualty.

Although committed to professional growth and development, Professor Daines has always maintained his priorities with regard to his family and Church service. He married

the former Janet Lundgren, and they are parents of seven children. He was called to preside over the Pennsylvania Harrisburg Mission from 1979 to 1982 and is currently serving as stake president for the BYU 11th Stake.

Exxon Teaching Awards

Also presented at the February 24 banquet were the Exxon Teaching Excellence Awards. The 1987–88 recipients were Gary W. Hansen of the Information Management Department and Boyd C. Randall of the School of Accountancy.

Hansen, an assistant professor of information management, received his Ph.D. in mathematics from Indiana University in 1974. He came to BYU in 1983 after spending several years in business as a programmer, systems analyst, manager, and consultant. His research and publishing deal with data models and languages.

Randall, first recipient of the Ernst & Whinney Professorship in Accountancy, received his Ph.D. in 1972 from the University of Minnesota. He also received his J.D. from the University of Utah in 1967. He teaches courses in taxation and is co-author of *West's Federal Taxation: Comprehensive Volume*.

SOM Reunions

Many alumni and friends of the School of Management returned to campus October 6, 7, and 8, to participate in reunion activities. Alumni who graduated in years ending in "3" or "8" (such as 1963 or 1978) were honored at the reunion.

Guests were able to meet and listen to Elder L. Tom Perry of the Council of the Twelve; Glendon Johnson, president of the John Alden Life Insurance Co.; Stephen R. Covey, of Covey & Associates; and Robert Bennett, president of the Franklin Institute. The school also offered ten outstanding professional seminars to update alumni on the latest business technology and information. The general theme of the activities was "Mormon Business Ethics."

On Thursday night, a special reception was held for students and alumni. Students had the opportunity to meet alumni from all over the country and from a wide variety of professions. A number of individual classes held their own activities, as well. For example, the 1978 MBA class had a great time swimming in the Richards Building pool, playing

Open house for new students.

Ice cream bash at Alumni House.

whiffle ball on the quad, and dining at Sundance. The reunion concluded with a tailgate party and the homecoming game with Colorado State University.

The success of the reunion was due largely to Sherman B. Hawkes, who chaired the events.

Student Involvement Days

Student Involvement Days, a new School of Management event, took place during the first week of school. The purpose of the three-day activity was to give new students a more complete introduction and orientation to the school. Dave Checketts (MBA '81), who became general manager of the Utah Jazz at age 29, was a very popular keynote speaker.

An all-day open house on Thursday gave students the opportunity to learn about and join any of approximately 30 SOM student organizations. There was also a "Meet the Dean Reception" during which students were able to meet the dean and other SOM administrators in a less formal setting.

Late in the afternoon an "ice cream bash" was held on the back lawn of the Alumni House. Students and faculty enjoyed mingling together and creating their own sundaes.

On Friday the various SOM programs held separate orientation sessions for newly admitted students. The school also conducted a large orientation session in which Dean Thompson spoke and the students received information about the Business Advisement Center, the Placement Office, the Student Council, student activities, and the Alumni Relations Office.

Student Involvement Days were capped off with a panel of successful alumni who shared information about career opportunities and insights gained through their experiences.

1989 Dean's Seminars

The tentative schedule for the 1989 Dean's Seminars is:

Las Vegas, NV	Feb. 8
San Diego, CA	Feb. 9
Los Angeles, CA	Mar. 14
Orange County, CA	Mar. 15
Phoenix, AZ	April 25
Mesa, AZ	April 26
Salt Lake City, UT	May 9
Provo, UT	May 10
San Jose, CA	Sept. 19
Palo Alto, CA	Sept. 20
Oakland, CA	Oct. 10
Sacramento, CA	Oct. 11

These seminars are open to all alumni and friends of the School of Management. The cost (including luncheon and materials) will be $35 (plus an additional $30 for spouse or business associate). Each seminar begins at noon with a luncheon and ends at 5 p.m. For further information, please contact the SOM External Relations Office at (801) 378-4800.

Quotable

Menlo F. Smith, founder of the Sunmark Companies and president of Sunmark Capital Corporation, presented the convocation address to School of Management graduates on April 22, 1988. The following is an edited version of his address.

President Monson, in his April conference address, gave us a helpful perspective. He encouraged us to remember that life is not a career, but a mission.

Some years ago I ran across a little item in the *Reader's Digest*, and it has always stuck with me. A bookbinder had been asked, "What do you do?" The sense of the question being, "What do you do for a living." He responded by saying, "I serve the Lord, but I bind books to pay the expenses." Now, I have found that to be a helpful perspective in my own life. When I have attempted to keep my life in that perspective, it has not only been more enjoyable but also more rewarding. I happen to have used the candy and snack food manufacturing business to pay my mission expenses.

I would like to commend you on your choice of management for a career. To me, management is the greatest field for service to others, for personal fulfillment, and just incidentally, for paying the expenses of your lifetime mission. If I had to do it all over again, I would do exactly the same thing.

Some years ago I met a college professor, who has since become a friend, and I asked him, "What is it about your work that you find most rewarding and fulfilling?" He responded by saying that to him, teaching gave him the opportunity to help others learn and grow, prepare themselves for life, and develop the skills necessary to make a living. Then he turned the question to me and said, "What do you like most about your work?" I said, "Exactly the same things you have named about yours." Then he said, "But isn't there a real difference between the two?" I said, "Yes, I suppose there is. For one thing, your students pay you. I pay my students."

I observed to Dean Thompson recently that in my view, BYU is the leading source of highly qualified management graduates offering integrity, ability, stability, and dependability. And I believe that BYU will become increasingly recognized as such, especially considering the inordinate representation of second-language capability among the student body. Your careers are going to take you to all corners of the world. Your training at BYU and your training in the Church will enable you to have great success. Many of you will build or lead great companies; many will hold important positions in government, in various administrative functions, and in great organizations. Remember that the Lord is sending you out not just to build a career, not just to make a living, but to fulfill the mission that you were called to serve throughout your life.

I suppose that anyone, given the privilege of speaking at such an occasion, would have to be indulged in offering some secret of success. So if you will indulge me, I would like to share with you what I consider to be the single most important ingredient for success in business and in life.

Some 2,000 years ago a group of graduates was sent out into the world who had been trained by a carpenter in Galilee. They were going out without means, and they were greatly concerned for their material well-being. In response to the anxious pleas about their welfare, their teacher offered the counsel found in Matthew 6:33: "But seek ye first the kingdom of God, and his righteousness; and all these things shall be added unto you."

Now, to some that counsel may seem out of tune with the realities or apparent realities of today's world, where the formula for success often appears to be "cheat, steal, and connive," and where the Golden Rule has been revised to read "Do it to others before they get a chance to do it to you."

I would like to share with you four basic facts of life:

1. Business neither lacks nor possesses ethics. Business is an activity, not a conscious entity. Only conscious entities having free agency can have ethics.

2. No business has been promised salvation. That is a blessing reserved only to individuals.

3. We cannot judge the world or business by those great paragons of truth: the daily newspaper and the six o'clock news.

4. For every unprincipled businessman that you hear about, I submit that there are at least a thousand hard-working, honest, salt-of-the-earth types, doing their jobs in an unheralded way, delivering value with integrity. In my own business experience I cannot identify a single example of anyone who I believe has ever consciously tried to cheat or defraud me or one of the companies with which I have been associated.

There are many things that most of us cannot be in this life, but there is one thing every one of us can be, and that is honest. The world may beat a path to the door of the man who builds a better mousetrap, but he is not going to have many repeat sales unless he offers integrity along with his better mousetrap.

I would like now to talk for just a moment about environment and the importance of it. The accomplishments that we are able to achieve in the American business system, sometimes called our system of free enterprise, are not due nearly as much to the brilliance of the practitioners, to our hard work, to our bright ideas, or to our excellent education as they are due to the environment in which we are privileged to live and operate. And I am speaking of an environment that is created through, among other things, a government of constitutional law, and not of men.

I speak of an environment that permits a degree of individual freedom that has never existed with any other people at any other time of record. I speak of an environment that makes possible for those who live in this country a degree of growth and fulfillment that is attainable no place else—an environment that encourages integrity, which, in turn, engenders trust, which, in turn, makes possible credit transactions. I speak of an environment that encourages private property ownership, which in turn, enables us to retain a portion of the fruits of our labors.

As you go forth to accomplish, to earn, to build, to teach others, and to fulfill your mission, I would encourage you, above all else, to appreciate, study, and understand the system of enterprise in which we are privileged to live and operate. Our free enterprise system today is battered and bruised and often bent out of shape, but it still functions better than anything else in the world. Do not just take our system for granted. It will not continue to exist automatically. It will only continue to exist if we understand it, appreciate it, nurture it, enrich it, and care for it.

Go forth. Secure your corner of the Kingdom, wherever it may be. Build your lives by striving to build the lives of others—build your families, your businesses, your communities, your Church. Develop your career in the context of a lifetime mission.

Anita Farnsworth, wife of entrepreneur Ross Farnsworth, spoke to School of Management students on March 29, 1988, as part of the Entrepreneur Lecture Series.

One thing that is important in entrepreneurship is your integrity and honesty. I don't think that anything is more important than being honest and having everybody know that you are an honest person. I would have a very hard time living with dishonesty. You have to be able to look people in the eye.

I know a man who was always kind of on the borderline—they either had a million dollars or they had nothing. And you could always tell, because if he had a million dollars, he drove his Cadillac, and if he had nothing, he sold everything in the house. One summer they lived in Arizona with no air conditioning, no electricity in the house, because they had nothing. And I don't know how his wife ever stood it. But I know that every time he'd make some money, she'd go buy food, and then during the lean times, which were always longer than the good times, she would live off the food storage. He was always on the borderline of honesty, and finally ended up in prison. She was left out, of course, with four sons to raise. And she was really a fighter, really a great lady. Sometimes she would say, "This is not fair. I wish I could go to prison and sit there and read. He ought to be out here raising these boys and earning a living."

Robert H. Daines, recipient of the 1988 Outstanding Faculty Award, made these comments on February 24, 1988, at the Outstanding Faculty Award Banquet:

First and foremost, a university is a community: you and I as individuals, our character, our lives, and, in part, our families. That is a university.

A university, secondly, is dedicated to the common pursuit of truth and the education of the student. The final justification of a university is that a student learns. It seems to me, therefore, that quality scholarship and quality teaching are essential, and that we need to find the balance in our faculty as a whole. We cannot substitute scholarship for teaching, nor teaching for scholarship.

Thirdly, a university is dedicated to the pursuit of all truth, religious and temporal. In fact, one can argue that the goal of universities was to abolish such a distinction. Intellectual and spiritual development were not subject to division of labor.

I would just like to suggest that over the years many universities have lost sight of that third objective. [They] have begun to compartmentalize. I believe that we have begun to compartmentalize in the School of Management, that it is the temporal on the one side and the spiritual on the other. Many of our students reflect [this] compartmentalization. I received a note from a student late last week who said: "Here are some quotes [from] particular lectures." The first quote: "The first thing you have to do to succeed is to learn to separate your religion from your business; you cannot mix the two." If we can do no better than this, if this is the best we can offer our students to help them live morally in the world, then God help us, for we are rejecting our stewardship.

Admiral Paul A. Yost, Jr., commandant of the U.S. Coast Guard, received the MPA Program's 1988 Administrator of the Year Award. In speaking to the MPA students on April 6, 1988, he said:

I have found in my career that living the standards of the Church has been a major plus. In rising to the top of this profession, Jan [his wife] and I have tried to live the gospel both privately and publicly. We have entertained ambassadors, senators, congressmen, the Joint Chiefs of Staff, mayors, and leaders of industry in our home without ever serving alcohol. We have tried to keep the Sabbath holy and do not attend functions on that day. We have raised five children in the Church, and all three boys have served honorable missions.

But don't think your Church responsibilities can be an excuse for not competing in the world of work. In fact, those two worlds go hand in hand. You can't do the best for your home and family and church if you're not doing the best you can in your profession.

Nyal McMullin, a venture capital investor and member of the School of Management's National Advisory Council, spoke to students in the Entrepreneur Lecture Series on November 3, 1987.

Creative people view mistakes and failures simply as valuable learning experiences. They know the downside; they weigh the downside as entrepreneurs. "What happens if this does not work? What am I going to do?" They are motivated largely by the love of what they do rather than what it will bring, and certainly most of the people I know who are entrepreneurs did it more for the challenge than for the monetary reward—although they expected that to come.

Entrepreneurs do not automatically accept conventional wisdom. They are able to have their own wisdom and judgment. They trust their "gut instincts." Entrepreneurs are absorbed in their work. This does not mean that they are workaholics. It simply means that when they work, they are completely focused on the activity at hand.

LeRoy Speirs, a member of the School of Management's Entrepreneur Founders, spoke to students in the Entrepreneur Lecture Series on March 15, 1988.

I am going to tell you three laws. Number one, you need to be aware that there is a rule of threes in business, and the rule of threes is this: It takes three times as long, costs three times as much, and generates only one-third the profit you thought it would.

The second law is also a negative statement. The law is this: If you want to be eminently successful, you must increase your rate of failure. Because if you don't try and fail, you will never reach the level of success that you hope to. Failure is not a terrible tragedy in your life. It is only a terrible tragedy if you fail to be obedient to correct principles, in particular, gospel principles. But failure is not a bad thing. People learn from failure.

Third, and this may be the most controversial statement of all: Money has no value except as a way to keep score. You can only spend so much. There is only so much that you can do with whatever you have. Especially for entrepreneurs, in the final analysis, the game is what counts. It isn't the money; it is doing something that only you can do. It is to invent something, or to develop something that is yours. And that is what counts. And to some extent, you measure your success by whatever the dollar situation may be."


ROBISON

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TRAINING EXECUTIVES

A TRICKY BUSINESS

KEN SHELTON

Management consultants and trainers are, by and large, a curious bunch. The breed requires a healthy ego, ambition, some stomach for airline flights and food, a flair for showmanship, a stack of slides, an engaging personality, sharp appearance or wit, and a penchant for high fees and conceptual models. Oh yes, credentials, competence, substance, and character can also come in handy. Whether working inside or outside the company, the basic task is to advise and train managers and executives. That's like training lions. And if lessons are to be learned from Daniel, it helps to have clean hands and a pure heart. Indeed, the motive of most consultants and trainers associated with the BYU School of Management is to serve as light, leaven, and salt—to raise the standards of performance in organizations worldwide, to lift and enlighten people. To borrow the dictum of Stephen R. Covey, the ideal is to "bless, not impress." But it's tricky business. Unlike the line manager, outside consultants can do little directly; they can only exert influence and hope for the best. Corporate management may read the consultant's book of life and begin to quote chapter and verse; but when things go wrong, the book will be burned—and the consultant will get the boot: alas, it's always nice to have someone to blame. And if you're successful, clients will want more and more of you. That may mean traveling the world, speaking to every corporate executive, spreading the word, injecting your ideas and jargon into the organization. For example, *Stephen R. Covey* and his associate *Roger Merrill* got hooked up with Procter & Gamble recently, and now they're regularly flying off to Cincinnati, Singapore, Caracas, and Europe. A long-time professor of organizational behavior and business management, Covey left the university in 1983 to start his own firm, Covey & Associates, and to establish The Institute for Principle-Centered Leadership. "In management, as well as other fields, there are a lot of false creeds, maps, models, and humanistic paradigms of man," says Covey. "I'm trying to bring the insights and principles of the Restoration into organizations by influencing executives and master trainers toward a more principle-centered approach to leadership." Covey is one of scores of trainers who are talking about restoration, renewal, renaissance, retooling, innovation, change, vision and values—all part of the drive to regain lost market share and be more competitive in the global economy. As part of his leadership institute, Covey publishes a monthly newsletter, *Executive Excellence*, to disseminate timeless principles and values. "I'm trying to teach principles based on natural law and revealed truth, working with many other people and organizations, a network of people who are trying to bring about a better society." Most societies, cultures, and organizations that have survived over time are based on timeless principles and natural laws, says Covey, adding that he hopes to help people manage by those principles and integrate the sacred and the secular. "I'm trying to bridge the gap between abstract theology and day-to-day practice," he says. "I'm trying to teach such principles as responsibility, integrity, consistency, creativity, synergy, and unconditional love in ways that impact people's lives and organizations. Correct principles unleash tremendous energy. People look with fresh eyes at everything and come up with creative combinations and solutions."

Ultimately, suggests Covey, management by correct principles is the most practical and progressive way to lead people. "Most managers agree on the principles," he says, "but many won't pay the price to live and manage others by them. It's too threatening—it might force them off their treadmill or hobby horse."

Another leading management consultant, *Craig Hickman*, says that everyone is searching for truth in one way or another. "Most executives are constructive. They seek truth, light, and increased understanding, but they don't know where to find it. They often overlook the ultimate sources of truth and turn to secular sources, trying to find better ways of doing things.

"I'm trying to help them in their search for truth and in their efforts to apply correct principles in both their personal and professional lives."

Hickman and his partner, *Michael Silva*, both BYU graduates, are coauthors of two national best-sellers, *Creating Excellence* and *The Future 500*, and recently completed a new book, *The Soul of the Leader*, to explore the spiritual side of leadership.

"Most people find themselves working for or affiliated with organizations and are subject to management practices," says Hickman. "Our talent is to look at the whole picture and help managers see how things relate and how they affect each individual in the organization.

"Basically," he continues, "I'm just trying to do good in the world, trying to apply principles of the gospel of Jesus Christ in ways that make a difference, creating a combination of products, programs, and services to help people become more enlightened and live more productive, peaceful, and joyful lives."

Some premier training and consulting groups recruit from the BYU School of Management because its graduates often share their particular vision of enlightening and improving people's lives. Senn-Delaney in Long Beach, California, is just one example. The firm has hired three BYU graduates. "We find they fit well in their thinking, philosophy, and communications ability," says *Larry Senn*. "Our vision is to make a difference in the business world—in the results, spirit, and lives of people in organizations—and that vision resonates with BYU graduates."

It seems that BYU graduates do best in groups like Senn-Delaney that deal with vision, values, beliefs, strategy, and style—the softer side of the organization. "It's an unconventional approach to leadership," says Senn. "We work with many industries in transition, and we find many leaders who are innately competent—they have great values and beliefs but do not articulate them. That hurts when they step from an organization where they are well known into a new company. When they try to turn the wheel, nobody follows."

For the past decade, *Dale Miller* and his Zenger-Miller colleagues *Jack Zenger*, *Steve Mann*, and *Dick Wilson* (all BYU graduates) have tried to create effective change tools for organizations. "We consciously try to raise the performance standards of organizations," says Miller, who graduated from BYU in business with a minor in marketing and then got a master's in international management from USC. "In doing so, we are sensitive to values; in fact, we build values into our training programs. These values come from our backgrounds and upbringing, and they are replicated and reflected in our programs."

In addition to creating its own programs, Zenger-Miller works with Tom Peters and other best-selling authors. "They come to us with ideas, and we turn their books into action programs.

"We're very selective in who and what we choose to work with," continues Miller. "We look for the values, vision, and service ethic of the people. For example, we've taken on projects to boost performance in third-world countries.

"We're changing the way managers see and treat their people—from an emphasis on structure and systems to empowering principles and practices. We want people to apply these principles, to take action—the moment they return to work. If they don't, nothing will change."

No stranger to the principle of empowerment is *Steve Hansen*, senior vice president of Human Resources for Norwest Corporation, member of the BYU School of Management's National Advisory Council, and national president of the BYU Management Society.

From his office in Minneapolis, Hansen suggests that internal consultants can greatly influence the direction of an organization, especially when management development programs are linked to the selection of new executives, performance appraisal, and succession planning.

"Where those elements are linked, we can, through the senior officers of the corporation, have a profound influence on the organization by molding behavior, communicating vision, setting standards, assessing talent, and engaging in executive interaction."

He is not optimistic that one can make dramatic changes in people through training and development alone. "At Norwest, I'm trying to create an environment where managers are vision setters and obstacle removers and partners (not controllers) to enable and empower people. Under the right circumstances, people can unleash and channel their abilities and accomplish much more than they ever thought they could."

While Hansen, for one, would rather work from the inside, he acknowledges that "it's appropriate to bring in outside talent where a third-party perspective or facilitator is needed. And if an internal human resource director doesn't have the credibility to perform, a wise CEO will commission outside consultants and trainers."

Kent Stephens, chairman of Sage Analytics International, is often commissioned to help CEOs see the causes of failure. Stephens, who was a professor at BYU from 1972 to 1980, is "bringing the benefits of failure avoidance technology and services to corporate America."

Stephens and his staff are applying these services and technology in government, business, industry, and education to "fail-safe" existing systems and products (such as communications networks, strategic and tactical business plans, reorganizations, and mergers) and projected systems and products (such as future battle plans and weapons systems). In fact, they recently delivered a proposal to save the Stealth program.

"In effect, we're fail-safing hopes and aspirations," he says, adding that the business of failure avoidance is all very positive. "In his book, *The Smallest Part*, Elder Neal Maxwell explains why the emphasis is on 'Thou shalt not' commandments. He says that the preference for issuing such directives in scripture is rooted in God's efforts to enhance our freedom and free agency. Commandments given in the form of 'Thou shalt' actually close options while 'Thou shalt not' leaves all other ways open."

Indeed, Sage services have sparked dramatic improvements in initiative, creativity, and innovation among client companies, resulting in the emergence of Wicks from Chapter 11; the diversification of the Mayo Clinic; economic independence of Montgomery Ward from Mobile Oil; fielding of weapons systems for the Pentagon; and the application of Sage technology to all California high schools after successfully working with 50.

Another success story is *Guy Hale*, chairman of Alamo Learning Systems in Walnut Creek, California. In addition to receiving an MBA from BYU, Guy also played football and baseball. His game now is "helping clients be more productive, competitive, and profitable."

"We can't be everything to a company. Training is not the total answer. It must be followed up internally with support systems. But training lets people know management is serious about performance and change.

"In today's competitive environment, companies must focus on the human resource," he says. "In the past, senior management expected people at lower levels to follow orders and get the job done. Now, most realize that many of the best ideas come from lower levels of the organization, and that the key to quality and productivity and competitiveness is to make continuous improvements based on those suggestions."

Hales says that many managers were trained to think of organizations as hierarchal structures that insulated executives from people at lower levels. "And organizations continue to reinforce that concept. What we're saying is that you can't afford to think that way anymore—and that's a painful lesson for management. In fact, some are unwilling to change, others don't know how. We provide systems to make it easy for them to start seeing and doing things differently."

The need to "do things differently" is not lost on executives of companies fighting to survive or recover from tough times, reports *Dave Hana*, who received a master's degree in organizational behavior from BYU in 1974. Since then, he has worked for Procter & Gamble as an internal consultant, first in the Pampers (diapers) division, then in employee relations and the European operations, and most recently at corporate headquarters in Cincinnati. His job: to improve the climate for innovation, corporate restructuring, and culture change.

"As I consult with John Pepper (president of P&G) on what we need to do as a company to be more competitive and tap resources more effectively, we often find that we need to make changes in our procedures, structure, and work climate—in how we do things day to day. For example, to keep on our toes and not become more bureaucratic, we created smaller business units by product category."

Hana says the message is: we don't pamper people. "With smaller business units, we have more accountability—and that's good. People here love a challenge. We hire people who are self-starters, achievers. Our challenge is to create a working condition where they can contribute all of their talent and energy.

Hyrum Smith, chairman of The Franklin Institute, is meeting the same challenge. "I discovered as a freshman at BYU and again in the military that I liked to manage and market. I became the senior VP of marketing for ADP computers in New York. After serving as a mission president in California, I wanted to teach, speak, and train, and so I formed my company in 1981."

The idea, he says, is to create curriculum, seminars, and products that impact people's lives in the area of productivity. "We teach the difference between being proactive and reactive. As people gain more control of their lives, they experience inner peace. Inner peace only comes when what I'm doing is in line with what I believe."

Smith's Institute is now teaching about 5,000 people a month in live seminars with 26 full-time instructors. Some 150,000 people use his Franklin day planner. "Value-based goal setting gets under the skin," he says, "because it makes people come to grips with what matters most to them and brings their daily activities in line with their beliefs."

He says that without a tool to implement what you learn, all you get in training seminars is a warm bath. "Your behavior won't change unless you are enabled to change," he continues, adding that a great consultant or trainer does three things: informs, entertains, and enables or empowers.

"In a shaky economy," he says, "the productivity of people becomes paramount. I have a strong belief in the divine nature of man and in the potential productivity of people in organizations. People resonate with our material because we teach true principles. We talk about governing values, ask them to identify what matters most and allow those things to direct their daily activities."

Finally, lest anyone suppose that consulting is a cakewalk, let the record show that even for $10,000 at day, each of these men has wondered at times if it's worth it.

"I pour myself into my presentations," says Stephen Covey. "Recently, after a week of training three major clients from coast to coast, I came home emotionally wrung out. Those things are like marathons to me, particularly if I prepare myself fully and try to draw out the best I have. I'm really putting out, not just giving a speech."

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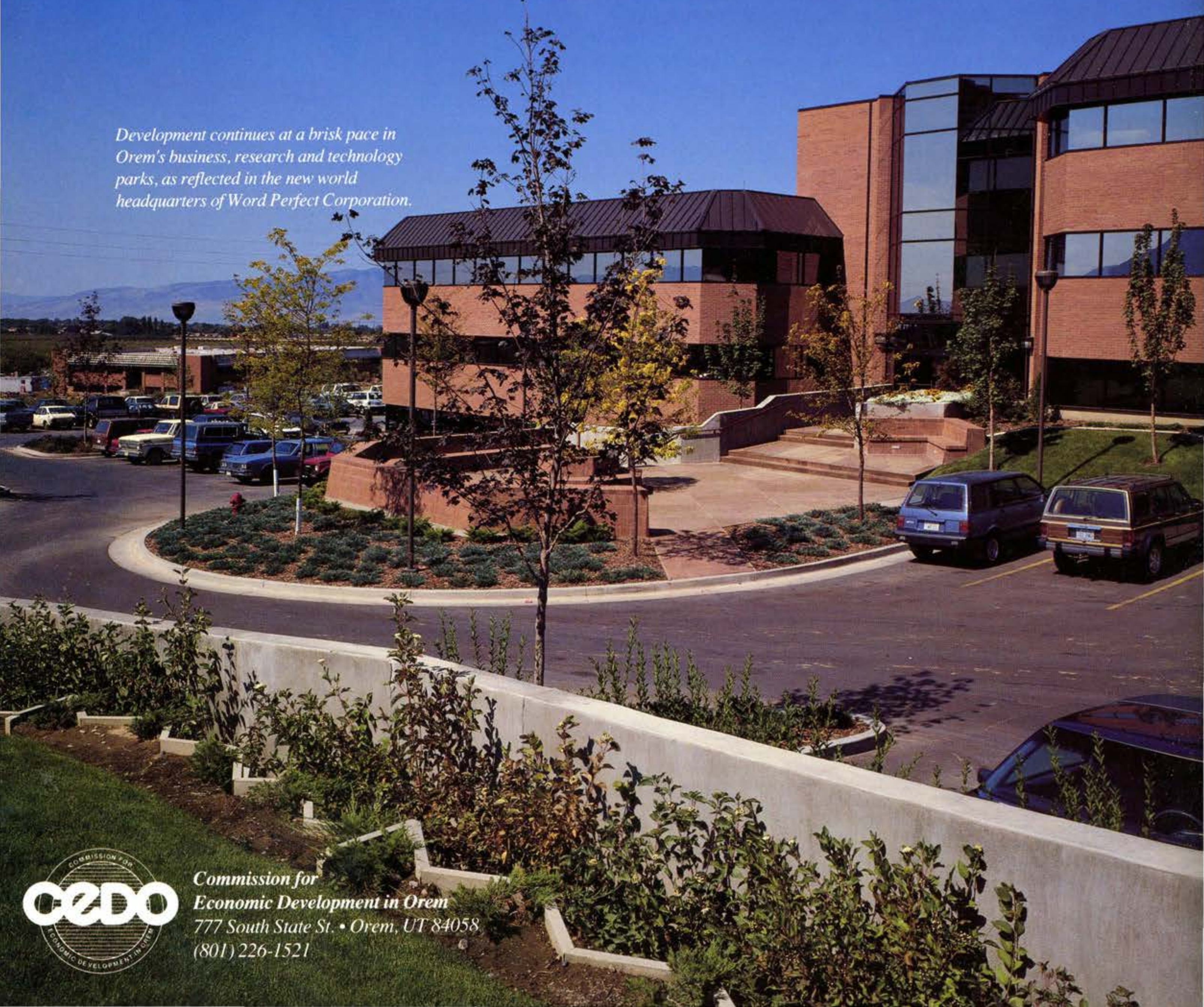

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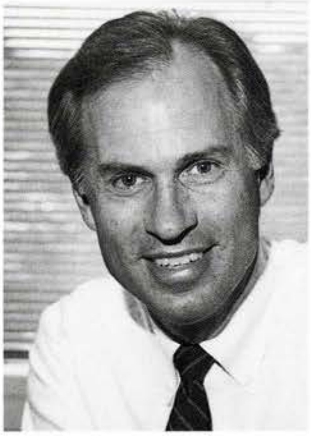

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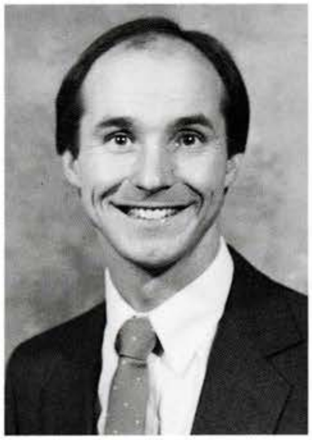

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