

8 | HOW TAKING A CHANCE WITH WALMART  
CAN CHANGE YOUR LIFE

22 | VPI TIPS FROM A  
MASTER OF MERCHANDISE



# World

THINGS ARE  
LOOKING UP

ISSUE 521 // DECEMBER 2018 - JANUARY 2019

44

Go ahead,  
**BREAK THE  
RULES**

## HE'S FOR REAL

Find out how this store manager  
saved his Supercenter.

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Proud  
Walmart  
Associate





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RED SUIT CONFESSIONS



When kids ask me if I'm Santa in July, I tell them, 'Well, you never know.'

Charles "Charlie" Geer

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# INSIDE THIS ISSUE:

Walmart is all about change. And so is *Walmart World*. That's why the magazine you're holding has a whole new look.

Tell us what you like and want to see more of at [wmworld@wal-mart.com](mailto:wmworld@wal-mart.com).



WHERE'S "MR. P."?

7

Times **Porfirio Gonzalez**, our cover star, appears in this issue (You'll have to search for the last one.)

LET'S TALK

100+

Associates spoken to in the process of creating this issue



THROWBACK FACT

\$20

The amount won by the associate who came up with the name *Walmart World*. Sam Walton began the first issue by asking for help naming the new publication.



**m**r. Sam once said, "To succeed in this world, you have to change all the time."

I've always believed that. I spent 10 years in the stores, starting at a Sam's Club membership desk and climbing up to Walmart store manager, and I saw it firsthand: The way people shop is changing—and how we serve customers is changing along with it.

But as much as some things may change, some stay the same. Like our culture and the fact that **our people make the difference**.

And that's why we have renewed our commitment to **listening to YOU** and sharing what we hear.

With your help, we'll make *Walmart World* the destination for everything you need not only to thrive in your job, but also to make a positive impact on the world. We ask that you share your stories or advice, get involved, and share feedback. If we all continue to work together, we won't just succeed as a company—we **will also improve our world one associate, one customer, and one day at a time**.



OH, BABY!

Baby born to a *Walmart World* team member during this issue's production

1

DANCING KING

Former MTV dancer featured in this issue (that we know of)



BUT FIRST, COFFEE

1,000+

Cups of coffee/tea consumed by the *Walmart World* team during the creation of this issue



THE PROS



Walmart experience held by all of the associates celebrated in the anniversaries section of this issue



SAM WALTON SAYS:

"Our future lies in our associates. If we can instill in them the feeling that they're out there to serve, we can keep the company right-side up."

When it comes to moving merchandise, you either go big or go home. And this store manager *always* goes big.

Hardly anyone calls **Guillermo Santizo** by his given name. He goes by Willy. Or “Jefe.” And at Store 2091, he’s known for being an aggressive merchant.

Market managers used to question his ambition, says **Marvin Balduff**, Willy’s regional manager.

“We’d ask, ‘What are you going to do with all of this merchandise?’” Willy’s response: “I got it, boss. I’m gonna sell it.”

And he does.

Bikes are one of his favorite things to sell. Willy’s store normally sells between 75 and 100 bicycles a day, on average. Through November and December, that number jumps to about 200 bicycles *every day*. That’s because bicycles are difficult to hide in most homes, and many customers wait until the last minute to purchase them as Christmas gifts.



Willy loves to sell merchandise, and he loves buying merchandise. He’s very aggressive and knows which items will sell in his store.

Marvin Balduff

This is Willy’s third year at his store; during his first holiday season there, he ran out of bikes. So last year, he started building his inventory in October, ordering \$250,000 worth of bikes and storing them in his store’s warehouse.

Willy says his divisional manager was surprised by the increased volume and asked what he was going to do with all of those bikes. Willy told her not to worry. The day after Christmas, he sent Marvin a photo of his empty warehouse, and Marvin forwarded it to her.

This year, with the closure of Toys “R” Us, Willy ordered about \$350,000 worth of bikes. “I’m ready for my customers,” he says.

For all that he sells, Willy also enjoys donating bikes to families in need. He happily

recalls the blue BMX bike his uncle and grandmother sent to him in Guatemala, where he lived as a boy.

“I loved, loved, loved my bike,” he says. “I would do everything with that bike.” \*



## GUILLERMO SANTIZO

JOB TITLE  
Store Manager

STORE  
2091 | Doral, Fla.



### Mopping Up the Competition

Orange mops are big with Willy’s Spanish-speaking customers: His store sells about 3,600 a week. “Those mops are amazing. My abuelita (grandmother) used them. You put some Fabuloso cleaner on it and start cleaning your house!”

Para leer este artículo en español, visita [walmartworld.com/TheMover](http://walmartworld.com/TheMover).

THE

# a brand new dance

*They may not have won the Walmart Shuffle Challenge, but this store's viral video led to an unforgettable live concert. It goes to show that associates can make amazing things happen.*



In September, Walmart Radio DJs **Bo** and **Antonio** partnered with hit-maker Cupid to challenge associates to make videos of themselves dancing to the “Walmart Shuffle.” Store 375 in Huntsville, Ala., won the challenge and got to star in a music video for Cupid’s new “Walmart Shuffle.”

Store 3626 was a bit late submitting their video. Their video featured associates dancing in the front end, led by **Ralphie Hollifield** break-dancing and wearing a gold shirt with his Walmart vest—and gold shoes! It went viral, hitting more than 5 million views. Cupid took note. So did **Doug McMillon**, Walmart president and CEO.

So to celebrate the achievement, the store held a special concert event. It showed that anything can happen at Walmart when associates work together to create something special.

## RALPHIE HOLLIFIELD

**JOB TITLE**  
Department Manager,  
Chemicals

**STORE**  
3626 | Winston-Salem, N.C.



Cupid leads the “Walmart Shuffle” with dancers from a local school.

**“EACH AND EVERY ONE OF YOU HAS A GIFT. USE IT—AND BE YOURSELF.”**

RALPHIE HOLLIFIELD

## Pure Energy, Pure Love, Pure Dance

That’s Ralphie’s motto. And it guided him when he led his team in creating their Shuffle video. A former professional dancer featured on MTV, he never thought he’d be able to incorporate dancing and fun into his workplace and get a thumbs-up from his store manager in return, but he did. “To see my store manager smile and say, ‘You’ve done a good job,’—that means the world to me,” he says.

Ralphie didn’t expect his video and his break-dancing to go viral, but he says he thinks it caught on simply because it made people happy. And to Ralphie, whether he’s talking about dancing or working at Walmart, that’s what it’s all about: “I believe that we’re here for a purpose,” he says, “and that one purpose is to make somebody else’s day.” \*



**TODD USHER-COCKERHAM**  
JOB TITLE  
Department Manager,  
Lawn and Garden  
STORE  
3233 | Bemidji, Minn.



## A PLACE TO Call Home

Taking chances—whether on an unproven associate or an uncertain career—can lead to changing a life.



**Todd Usher-Cockerham** made a note of May 21, 2013, on one of his old Walmart discount cards. He didn't want to forget that date. It was the day he began work at Walmart, the day his life changed.

He was about 21 and homeless. After six months on the streets, Todd came to Store 3233 for an interview. With a tattooed neck and arms, he was dubious about getting hired. But during his interview, Todd made it clear to store leadership that he was a hard worker who just needed someone to believe in what he could accomplish.

Walmart believed in Todd. He was offered a job in the backroom and went to work.

"I used to be a little hoodlum, but they looked beyond the cover of the book and gave this kid a chance," he says. "I really appreciate Walmart for that. That's why I work so hard."

Within just a few months, Todd was off the streets, moving into an apartment and then a small mobile home. At work, he was always willing to help out and eager to learn. He was given more and more responsibility, fueling his desire to keep growing.

"Walmart gave me a chance to be a CAP2 supervisor and now a department manager," he says. "Me, of all people! Expecting me to take care of their inventory and even sending me down to the Academy. I worked hard for it, but it still comes down to Walmart giving me these opportunities."

Today, those opportunities mean even more: Todd is married with a 2-year-old daughter and another child on the way.

To provide for his growing family, Todd worked with **Ben St. Pierre**, his store manager, to create a schedule to put in more hours so he could save up to buy a house. "We planned, we set a goal, and we created a deadline," Ben says. It worked, and Todd was able to purchase a home.

"If it weren't for Walmart and the people who saw potential in me, I wouldn't be able to reach my goals. I really don't see another place giving me a chance like that," Todd says. "When I came in for my interview, I wasn't really looking at Walmart as a long-term job or anything. But now I'm thinking that I might do it forever." ✨




You could see the passion in what he did every day. Not only did he achieve something for himself, but he gave back to the store, too. He just did a pack of work for us.

Ben St. Pierre

Visit [walmartworld.com/Todd](http://walmartworld.com/Todd) to find out more about how Todd's managers helped make purchasing a home a reality.

# GIVE HER A HAND

THIS PAST SUMMER,  
EBONY BECAME A  
WALMART CELEBRITY.

 **Ebony Harris** overheard that Angela Peters, a customer with cerebral palsy, had been unable to get a manicure at the in-store salon. So Ebony sprang into action and gave Angela a glittery blue manicure herself. The story became a sensation and attracted national news coverage. If you missed it—or not—there’s more to the story. Here are some highlights.



**EBONY  
HARRIS**

**JOB TITLE**  
Cashier

**STORE**  
2273 | Burton, Mich.

## PERSONAL CONNECTION

Ebony understood Angela’s condition well. “I had a god-nephew with cerebral palsy, and I used to take care of him while his mom was at work,” she says. “Some people might be scared of anyone with a disability, but you don’t have to be.”

## WALMART FAMILY

Ebony practiced her manicure skills on her mom, whom she spent nine years taking care of. “I lost her just a couple of months before I applied at Walmart. I heard a lot of really great things, and I wanted to be a part of the family here.”

## CUSTOMER SERVICE

Ebony steps in when she sees a customer in need. One time she unloaded a cart for a new mom trying to calm her baby. “You don’t know what customers are dealing with. I put myself in their shoes to better understand their situation.”

## INSPIRATION

Ebony made a difference for the customer, but Angela made an impression on Ebony, too. “Angela has her own business. She gets out and does things. She’s an inspiration. If she can do it, we can do it!”

# WHO INSPIRES YOU?



**TYLER MORGESON (L)**  
(Photographed with **Zach Daniel**)

**JOB TITLE**  
Fresh CAP Supervisor

**STORE**  
3656 | Cincinnati, Ohio

## DORIS

“Everybody who works here inspires me. **This store has an amazing bunch of associates.** It’s funny because I hired some of them; I was in personnel when I first started.”



**DORIS FREEMAN (R)**  
(Photographed with **Trixie Cochran**)

**JOB TITLE**  
Asset Protection Manager

**STORE**  
1510 | Florence, Ky.

“I know you don’t want to do this, but you’ve got the mentality that could help with the morale. You’ve got the leadership skills that can fix a problem.”

**His supervisor’s encouragement gave him the confidence he needed to become a leader.**

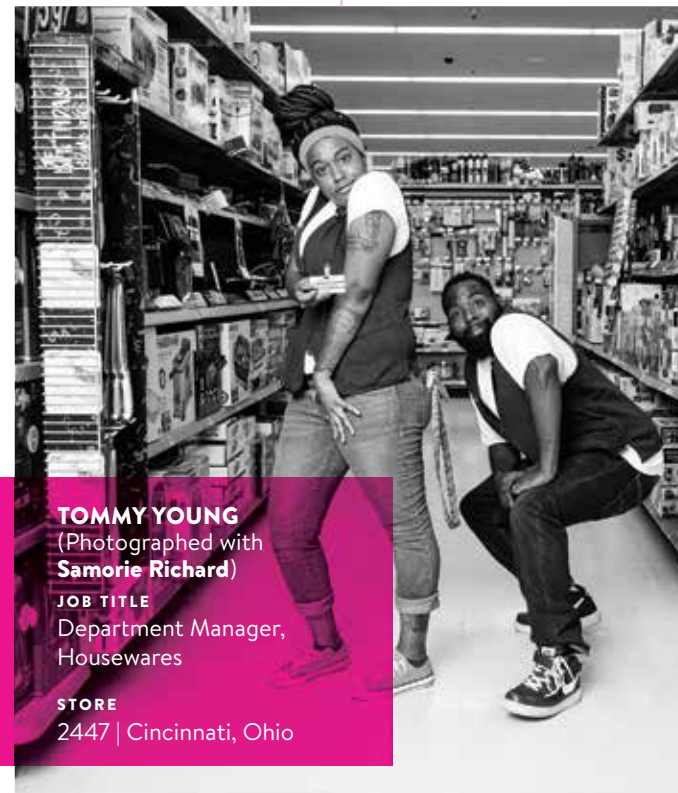
## TYLER

He has what he calls mild cerebral palsy. It affects his left arm and hand and, to a lesser degree, his walking. He used to be really down about his physical challenges.

Then, a few years ago, **Zach Daniel**, assistant manager at the time, asked him to wrap some items. “Zach saw me struggling and noticed how hard I was trying. He wanted to see how open I was to working in a different area.”

Tyler eventually moved to the deli, where Zach needed help. He told Tyler, “I know you don’t want to do this, but you’ve got the mentality that could help with the morale. You’ve got the leadership skills that can fix a problem.”

It worked. Tyler raised morale and helped train the new department manager. That success led to Zach’s being able to rely on Tyler even more. “Zach inspired me and stayed on me, making sure I was doing everything the way I was supposed to,” Tyler says. And Zach says of Tyler: “He was one of my go-to people.”



**TOMMY YOUNG**  
(Photographed with **Samorie Richard**)

**JOB TITLE**  
Department Manager,  
Housewares

**STORE**  
2447 | Cincinnati, Ohio

## TOMMY

“I know we’re about to have a fun day when I see Samorie. The **party has started when she gets to work.** We shake it up by dancing. There’s one song that plays, and she’ll do the swim and the jitterbug. Or that dance move called the Watusi. It’s funny!”



Scan here and tell us who inspires you. Be sure to include your store number.



# RED SUIT

## CONFESSIONS



### WARNING

Do NOT show this page to any associates who haven't heard the news about ol' Saint Nick.



### Once upon a time ...

A kid told **Donald Hooper** he wasn't the real Santa Claus. Donald, who's been a Santa in his store for many years, looked at the kid and replied that he knew where the kid lived, so he'd just send his gifts back.

The kid started crying.

Sometimes that's life for a 21st-century Walmart Santa. These Saint Nicks are on their feet, logging steps, and taking selfies with customers. Here, Donald and **Charles "Charlie" Geer** share pro tips and stories from their years in the holiday trenches.



**CHARLIE GEER**

**JOB TITLE**  
Sporting Goods Associate

**STORE**  
361 | Collinsville, Ill.



**DONALD HOOPER**

**JOB TITLE**  
Team Leader, MoneyCenter and Service Desk

**STORE**  
3566 | Denver, Colo.

#### 1 **BYOB (Bring Your Own Beard)**

Neither Charlie nor Donald need fake facial hair. Their own beards—and figures—are so authentic that kids ask if they're Santa even when it's not Christmastime. When kids ask Charlie if he's Santa in July, he says, "Well, you never know."

#### 2 **Find Mrs. Right**

Every year for about a decade, Charlie has partnered with **Elsie McCartney**, department manager, fabrics and crafts, to be his Mrs. Claus. He says their holiday partnership is "a perfect fit."

#### 3 **Walk, Don't Sit**

Both Santas advise staying on the move. "Kids get really excited when they see me come around the corner," Donald says. Charlie racks up about 20,000 steps on his pedometer during a shift.

#### 4 **Santa Swag**

Donald asks kids how they've behaved over the year (answers are based on the honor system): They get a whole candy cane if they've been nice and a broken one if they've been naughty. So what do you get: broken or whole?

# UNDER THE TREE



**“It’s tough, but we’re prepared.”**

We started working on the schedule in October. It’s always a new experience, and that’s what it’s all about.”

*Duquan Waight, Customer Service Manager, Store 2341, Quincy, Mass.*



**“One of the biggest challenges: making sure all of our stuff is working and we have the staff to meet the demand.”**

*Josh McDonnell, Front End Assistant Manager, Store 2142, Salem, N.H.*

**ASK YOURSELF**

**What does the holiday season mean to you?**



**“I LOVE SEASONAL SECTIONS. I ZONE EVERY DAY TO KEEP THEM LOOKING NICE AND NEAT.”**

*Moise Manigat, Department Manager, Lawn and Garden, Store 2341, Quincy, Mass.*



**“MY LEAST-FAVORITE HOLIDAY MEMORY:** setting the candle pods a few years ago. Their cinnamon smell, it made me sneeze all the time.”



**“MY FAVORITE HOLIDAY MEMORY:** setting up lawn and garden with all the Christmas trees and all the decorations and stuff.”

*Shahnam Askarpour, Assistant Manager, Online Grocery Pickup, Store 1510, Florence, Ky.*



**“The holidays mean a lot.”**

Basically, I love Christmas. That’s my favorite season. I love being with family. Presents. All of it.”

*Moise Manigat*



**“I love this time of year, putting everything together for Christmas. I’m gearing up for the holidays with my wife and children and grandchildren!”**

*Jim Osborne, Sales Associate, Lawn and Garden, Store 2904, Brockton, Mass.*

“What we do on Christmas is we’ll get into our holiday PJs and all the kids run downstairs to the Christmas tree to open their presents. Then my wife comes up; she’s got to get me out of bed.”

**I’m like, you wanted me to be the elf that had to stay up to put all the presents together!”**

*Shahnam Askarpour*



**Scan here and tell us what the holidays mean to you!**



# The Giving Kind

**RHONDA BUTCHER**

**JOB TITLE**  
Asset Protection Manager

**STORE**  
1503 | Dayton, Ohio

Community service not only helps the needy—it also helps connect a store to its customers.



Partnering with local police and fire departments to establish a fund for children. Leading community service efforts in her store. And, oh yeah, being a mother to 10 kids (nine adopted, one biological). It's all just a day in the life for Rhonda.

"If you reach out in different ways, it creates relationships that help establish regular customers," she says. And sometimes—those customers can also lead to even more ways to connect to the community.

That's what happened when officer Rebecca Eavers of the Forest Park, Ohio, police department visited Rhonda's store while on patrol.

They became friends and partnered on community-aid efforts. They bought sneakers for children, got Walmart involved in a church-based after-school program for at-risk youth, and launched a drive that filled more than 100 backpacks with school supplies for needy students.

## TEAM EFFORT

None of this would've been possible without Walmart's support. "She'd bring ideas to a morning meeting, and the store was 100 percent behind her," says Store Manager **Kristen Falhaber** of Store 3656 in Cincinnati, Ohio. Other associates volunteered to help, and the store donated merchandise and awarded corporate grant money to qualifying groups.

**"It makes me feel good to help others, and I'm proud of Walmart for supporting me,"** says Rhonda.

Rhonda recently moved to Store 1503 in Dayton, Ohio, and there's no doubt she'll find ways to help her new store's community, too.\*



Rhonda is just one of many associates who gives back. Here's a snapshot of the difference YOU make:

**2.5 BILLION**

Pounds of food donated by Walmart for hunger relief in the U.S. since FY2015

**850,000+**

Hours volunteered by Walmart associates locally in FY18

**\$330 MILLION**

Total cash grants given by Walmart and the Walmart Foundation in FY18



*If you reach out in different ways, it creates relationships that help establish regular customers.*

Rhonda Butcher

# MEET THE NEW "BOSS"

This robot will help scan for outs so associates can focus on their customers and sales.



When the Bossa Nova robot (called "Boss" for short) was introduced at Store 2142 in Salem, N.H., some customers were concerned that it might take people's jobs. But according to

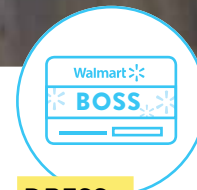
**Melisa Clayton**, co-manager over general merchandise and Pickup, the team is excited to work with Boss.

"Our departments are really competitive and want to have the least amount of outs. So they're excited to have another resource to keep in-stocks for customers. They can't wait to get their Get Lists faster."



## SHINE A LIGHT

A bright light shines from Boss's side as it scans aisles. When it senses an out, it sends a Get List through the Section Work App to the department manager of the area it's scanning. Then they can restock right away.



## DRESS CODE

Boss has its own nametag. Associates gave it a bow tie, but that fell off. Melisa says, "We've got to get him a new one."



## PRACTICE MAKES PERFECT

Robotics service technician Irving Recio (who works for a third-party company) guides Boss with a modified Xbox controller. "Each day it keeps learning," he says. "It used to get stuck, but now it'll turn around and go to the next aisle. I'll keep guiding it until it has pure autonomy."



## SCAN LIKE A BOSS

When Boss is fully operational, it'll be able to scan the whole store two times every day.

Want to create a VPI feature that makes a big impact and has great appeal?

# IMAGINATION- ATION ON DISPLAY

There was a school bus in Action Alley. It was made up of hundreds of boxes of bright yellow Little Hug Fruit Barrels, and customers walking by couldn't miss the display. That is, until it started disappearing piece by piece, as customers grabbed Fruit Barrels and dropped them into their carts.

This VPI display was the work of **Emily Ellison**, who says that just four years ago, she didn't even "know what VPI was." But now she's a merchandising master.

"You want customers to stop what they're doing, see something that looks awesome, and say, 'Hey, I want that!' With the Fruit Barrels, we went from selling an average of two or three a day to selling roughly 15 to 20 packages a day," she explains. It took less than

two weeks for the bus to sell out—more than 250 units (aside from a few leftovers that went into an endcap).

As a salaried assistant manager, Emily isn't eligible for the VPI cash prizes, but she enjoys the chance to embrace her creative streak and bring her imagination to life. ✨

**EMILY ELLISON**  
JOB TITLE  
Assistant Manager  
STORE  
82 | Perryville, Mo.

**SETTING UP CAMP**  
Emily created this outdoor scene in Action Alley to merchandise fire pits. "They came in plain white boxes, so

I wanted to create eye appeal." Setup took only about an hour. "Thinking through all the tiny details took the longest."

**the CHAIRS**  
"I pulled these from sporting goods. I picked neutral-looking chairs to keep the focus on the fire pit."

**the TREES**  
"These are Christmas trees that came from our Garden Center. Another assistant manager had the idea to add them to give more of an outside feel."

**the S'MORES**  
"I had marshmallows and graham crackers out, but at the last minute, I opened the crackers and made a s'more. We didn't have real fire, so I cut a marshmallow in half to make it look melted."



Scan here to follow @Walmart0082 on Instagram and see what Emily has been up to.

**SHANE MOSELEY**  
JOB TITLE  
Order Filler  
DISTRIBUTION CENTER  
6073 | Pageland, S.C.

# STANDING STRONG

**BY SHANE MOSELEY**  
As told to Walmart World

## BY THE NUMBERS

3

Weeks he was hospitalized

5

Months after the crash that he returned to his job

27

Age at the time of his accident

## What does it take to pull yourself up? Find out how Shane took a stand.

**O**n July 12, 2017, a pickup truck hit me head-on.

I was riding my motorcycle, and the truck turned into my lane without warning. When we collided, my left foot was detached. The leg was severely damaged, too, and had to be amputated.

I told some co-workers that I was going back to my old job. I could see they were surprised. As an order filler, I stack merchandise onto pallets and move them by forklift. It's tough, physical work, but I wasn't ready to give it up.

Physical therapy was a challenge. I couldn't even sit up in bed at first, but eventually I could do one-legged squats. Soon I was using a wheelchair, then a cane.

I thought about what some family and friends who've served in the military have gone through, and that inspired me to keep pushing myself.


I focused on regaining mobility, and was back at work in early December 2017. I'm grateful to be alive and grateful for the job that I enjoy so much. ✨

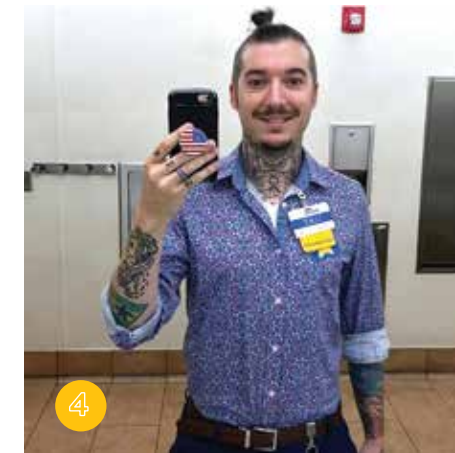
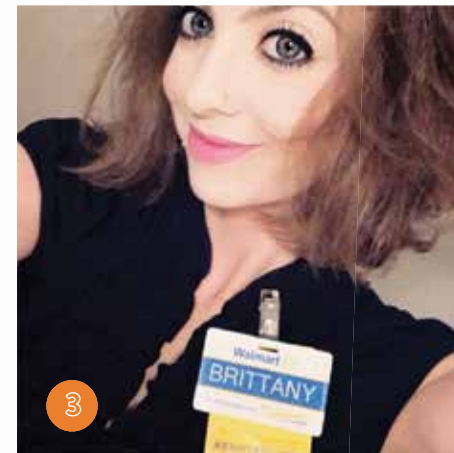
HOW DO YOU STAND STRONG?  
Share with #StandingWithShane.






1. Hey, Parents!  
November 3rd we are going to be showing you some of the top toy picks this year!  
 @Walmart1388

2. At Palm Harbor Walmart We're All Happy to Help Each Other! We're all in this together to #sparkchange #Sparkasmile  
 @Walmart1513



3. First day as an official Walmart Assistant Store Manager!  
 @Boxing\_cl3v3r Brittany LoGuirato

4. Walmart encourages associates to bring their true self to work. So I bring my nerdy, smiling, inked up, man bun having, flamboyant shirt wearing self to work every day.  
 @LukePKerley Luke Kerley



5. "This is what love looks like. This is what community looks like. This is what selflessness looks like."  
#HurricaneFlorence  
 @Walmart

6. We are pumped up about the Spark a smile challenge!  
#SparkASmile #TeamWalmart  
 @Walmart1949

### Walmart World is now on social!

Follow us and tag us on Facebook, Instagram, and Twitter using @WalmartWorld.



# HE'S FOR REAL

A STORE IN CRISIS NEEDS A LEADER  
who trains his team—and gives associates  
the space to make their departments  
their own.



WHEN YOU CARE ABOUT PEOPLE  
AND WHAT THEY'RE DOING, THAT'S  
WHEN THEY BECOME RECEPTIVE  
AND REALLY WANT TO WORK  
AND SUCCEED.



**Porfirio Gonzalez** is a Care Bear.

Well, he's dressed as one, anyway. The store manager—"Mr. P." as he's called—has put on the purple Care Bear outfit as part of a deal with his associates: If they raised enough money for Children's Miracle Network Hospitals, he'd put on an outfit of their choice. They hit their goal, so: purple Care Bear.

It's not the first time he's inspired his team to achieve something special. It likely won't be the last either. Inspiration is his thing. And for Store 2293 in Evergreen, Colo., it's made all the difference.

#### A STORE IN CRISIS

Only four people showed up to Porfirio's first meeting at Store 2293. It was a little more than a year ago, and he'd just arrived as manager. "The team felt deflated," he says. "They looked like zombies."

The Evergreen store, about 30 minutes from Denver, has a demanding, affluent customer base and competition from retailers online, in Denver, and at a nearby premium outlet mall. The store struggled to serve that customer base and had inconsistent in-stock in consumables and seasonal products.

"Honestly, for about five to eight years, it was just kind of up and down, and we would get stuck in a rut," says **Kris Robison**, Auto Care Center service manager.

**Bob Messner**, a sporting goods associate and a Navy veteran, isn't one to mince words. He describes several "years of hell" he experienced working in the store.

Problems abounded. The Clean, Fast, and Friendly (CFF) score was in the red. Inventory was out of control. Associates were disengaged, and turnover was high. Some departments were ignored or not given room to succeed. "It was always 'the beatings will continue until morale improves,'" says Bob. "Of course, morale never did improve."

Then Porfirio arrived.



*Bob Messner*  
Sporting Goods  
Associate

Bob's department wasn't maximized for his customers and location. He'd been frustrated with management, too. But with Porfirio's blessing, Bob overhauled the department's gear, stocking proper fishing equipment for area fish and switching out many starter guns for high-end models. Now, his department is one of the store's top sellers.

#### THE RIGHT PERSON FOR THE JOB

Like many associates, Porfirio's path to Walmart wasn't a straight one. "I went to school to be a teacher," he says. But while working in a Garden Center in North Dakota, his store manager took him aside to discuss his potential. Three months later, Porfirio was an assistant manager.

Porfirio kept advancing, eventually becoming manager of Store 4471 in Rawlins, Wyo. "It was a brand-new store, and the first manager had only been there a short time," he says. "When I came in, I helped create a culture of win-win, where we talked about how we were going to be successful, about being champions, and about becoming family."

As it turned out, his background was invaluable. "They taught me, as a teacher, that everybody is on the playing field. If your weakest player isn't good, you have to help them improve," he explains. "People learn in different ways, so I try to find out what that way is for every person I work with."

While Porfirio was working in Wyoming, back in Evergreen, disgruntled associates were going over the heads of management and reaching out to their market managers to get things done. When a market manager noticed Porfirio's work in Rawlins, she sensed he might be a good fit for Evergreen.

#### THE TURNAROUND

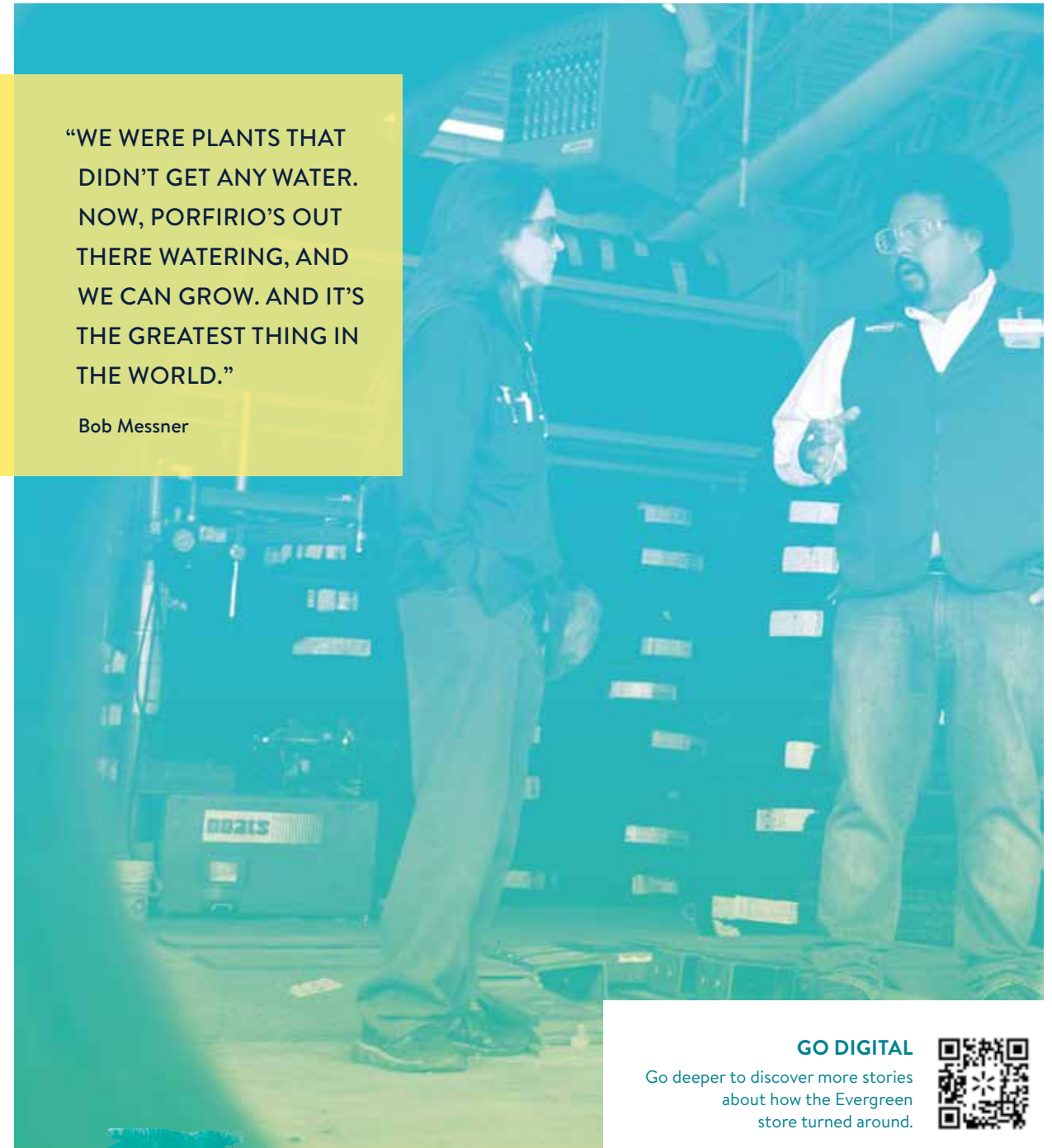
Once in Evergreen, Porfirio got to work. "Our first year was tough," he says.

But slowly, things started to improve. How'd he do it?

He started with staffing. "You have to lay the foundation. That's our hourly associates."

"WE WERE PLANTS THAT DIDN'T GET ANY WATER. NOW, PORFIRIO'S OUT THERE WATERING, AND WE CAN GROW. AND IT'S THE GREATEST THING IN THE WORLD."

Bob Messner



#### GO DIGITAL

Go deeper to discover more stories about how the Evergreen store turned around.



*Kris Robison*  
Auto Care Center  
Service Manager

"Most of management didn't understand automotive, so they didn't put in a lot of effort," Kris says. But Porfirio listened to her concerns, and she was able to replace the old hydraulic lifts that handle larger vehicles. He also made it possible again for her to order the tire studs people want for winter driving. "Half of our winter money was studding tires," she says.

Next came tackling opportunities like inventory. "This backroom was blown up. Every aisle was double-stacked with pallets of freight," says **Chris Vandeburgh**, CAP2 supervisor, who worked overnights then.

He recalls: "When Porfirio came in, he said we were going to get the backroom empty. I told him there's no way. He was the fourth manager to say that, and none had been able to do it. But he came up with a plan. He came in overnight with a couple



Chris Vandeburgh  
CAP2 Supervisor

“The intensity he brought—just through the roof! He ignited me,” Chris says of how Porfirio cleared the backroom. Chris is able to help his team get their work done every day thanks to Porfirio’s support. “Porfirio got all the associates, including me, to buy into and trust the process.”



IT'S A  
BIG  
PARTY  
UP  
HERE.

Has someone led a turnaround in your store? Share the story and tag it **#ForRealSuccess.**

managers. I never saw a manager come in overnight and just take back control of the backroom—and that’s what he did.”

Changing the store’s culture was tougher—but vital. “I’m not trying to knock the managers before me,” Porfirio says, “but it was a go-do culture. Now it’s a teaching culture. We teach and train.”

Porfirio’s emphasis on teaching takes many forms: Sometimes it’s getting his hands dirty and showing how something can be done. Other times, he takes a “sidekick” when he walks the store. “I do that so that person can learn and develop.”

“Mr. P. has just been phenomenal,” says **Doug Fuller**, department manager, lawn and garden. “He never gets mad at you. He says, ‘Oh, I see you don’t understand; let me teach you.’ I have learned all kinds of stuff in sales.”

Beyond training and teaching, the biggest thing Porfirio did to change his store was simply to trust his associates and give them the support and leeway to run their departments like their own businesses.

“We have people in the building who are very knowledgeable. And what I embrace is their being their own people,” he explains. “They come to me and say what they want to do. I challenge them to say why, and then we allow them to try a lot of new merchandise.”

This approach has allowed associates like Bob, Kris, Doug, and Chris to take control of their departments and really cater to their customers. (See sidebars.)

“We were plants that didn’t get any water,” says Bob. “Now, Porfirio’s out there watering the plants, and we can grow. And it’s the greatest thing in the world.”

“I NEVER SAW  
A MANAGER  
COME IN  
OVERNIGHT  
AND JUST TAKE  
CONTROL  
OF THE  
BACKROOM—  
AND THAT’S  
WHAT HE DID.”

Chris Vandeburgh

#### A NEW DAY IN EVERGREEN

Once, when Porfirio was helping out at another store, an associate misheard his name and called him “For Real.” That name became something of a joke, but it also fits. Because what Porfirio accomplished—is still accomplishing—is *for real*.

The store has seen a 2.6 percent increase in sales so far this year, and CFF scores have gone from red to green. Turnover is down, and the Associate Engagement Survey score has gone up 7 percent year over year (from March 2017), up to 71 percent. The team, for the first time in a long time, is happy.

Porfirio explains, “I made my team a part of my family, you know? My real family is eight

hours away, so we create a family in the store. I think that’s the biggest piece. People don’t understand until they are part of it, but when you care about people and what they’re doing, that’s when they become receptive and really want to work and succeed.”

Which brings us back to the Care Bear costume. “I’m not trying to be a Care Bear all day, but it’s what we do. This is the first time we’ve hit our CMN Hospitals goals in years.”

He explains: “We want you to have fun while you’re here. Because at the end of the day, we have one common cause: making customers happy and getting better.”

“We have fun,” Porfirio adds with a smile. “It’s a big party up here.” \*



Doug Fuller  
Department Manager,  
Lawn and Garden

Porfirio taught Doug to use the LAG tool to order special inventory. When a couple of area spa stores went out of business, Doug started carrying more spa items and ordered products for whirlpool spas and hot tubs. This led to a huge increase in sales. “I can run my department like my own business,” he says.



## MARGARET ASHBACHER

**JOB TITLE**  
DSD Grocery Receiving Associate

**STORE**  
72 | Pittsburg, Kan.

**HIRE DATE**  
Dec. 1, 1973



*When I started I was kind of shy, but I learned to get out of my shell and talk to people. When you make friends at work, the day goes by faster.*



## JUNIOR EVANS

**JOB TITLE**  
Claims Supervisor

**STORE**  
698 | Cleveland, Tenn.

**HIRE DATE:**  
Jan. 15, 1974



*For me, the key to success in retail is getting along with people. Having a good attitude makes all the difference.*



## JOYCE PLOTT

**JOB TITLE**  
Assistant Manager

**STORE**  
233 | Anna, Ill.

**HIRE DATE**  
Oct. 25, 1978



*A lot of people took the time to help me learn and grow.  
That's the teamwork culture of Walmart.*



## SHERRIE LAMBETH

**JOB TITLE**  
Assistant Manager, Fresh

**STORE**  
12 | Claremore, Okla.

**HIRE DATE**  
Dec. 1, 1978



*I love learning new things and teaching people.  
It's important to get involved and make connections.  
It makes us a stronger team.*



## VONDA SELLERS

**JOB TITLE**  
CAP2 Associate

**STORE**  
222 | Sparta, Ill.

**HIRE DATE**  
Dec. 2, 1978



*We work as a team to get things done. If we get all caught up with our own work, then we find out who needs help. That teamwork brings us closer.*

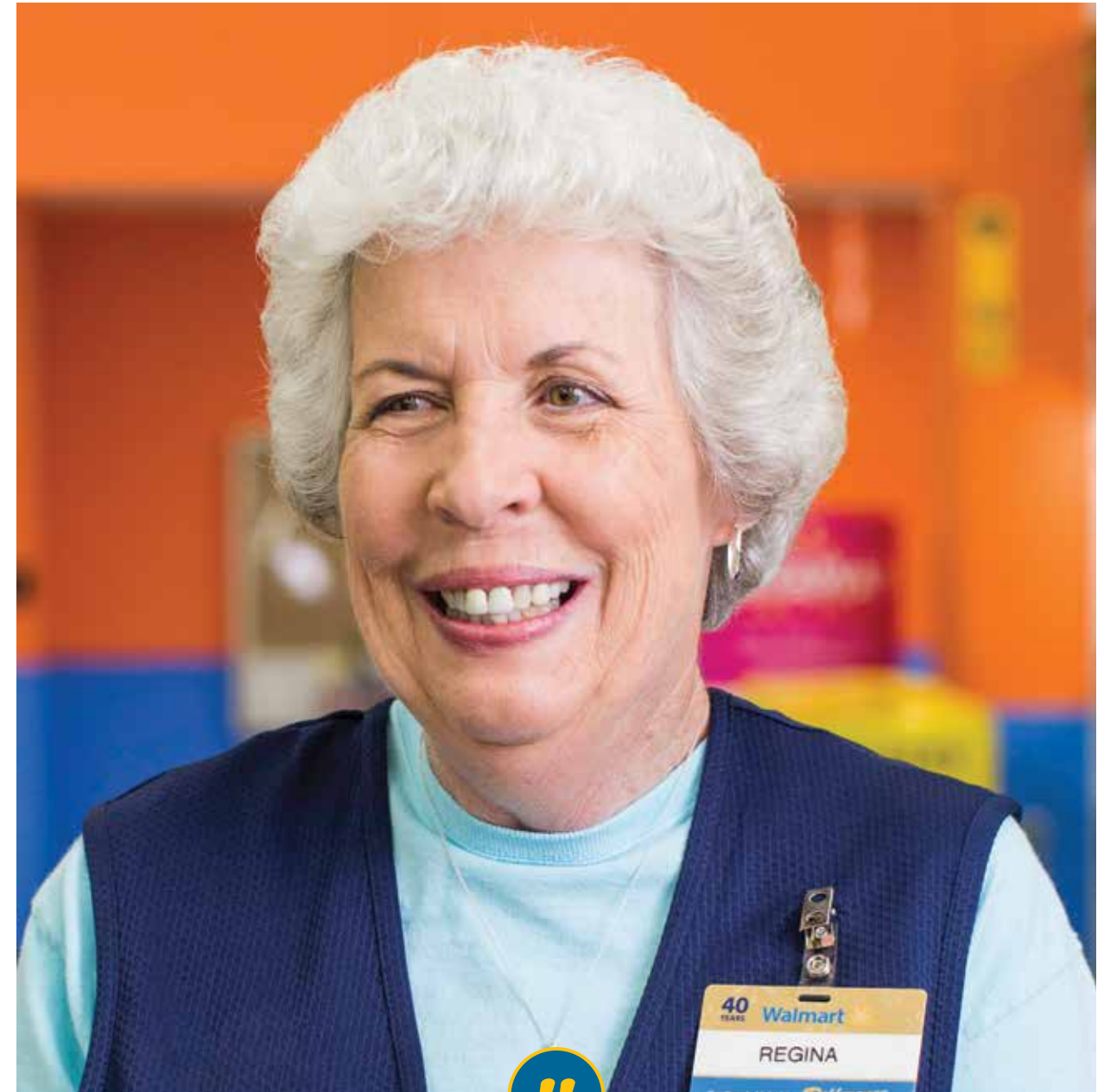


## REGINA BRADLEY

**JOB TITLE**  
Claims Associate

**STORE**  
683 | Lawrenceburg, Tenn.

**HIRE DATE**  
Dec. 5, 1978



*I remember a couple of associates asking for Mr. Sam's autograph. He said, 'You need to be getting your customers' autographs, not mine.' That's really stuck with me.*



## JUSTO ORTEGA

**JOB TITLE**  
Financial Analyst,  
Accounting and Control

**HOME OFFICE**  
Carolina, Puerto Rico

**HIRE DATE**  
Dec. 18, 1978



*Working at Walmart has helped me provide for my family, own a house, and travel across the world.*

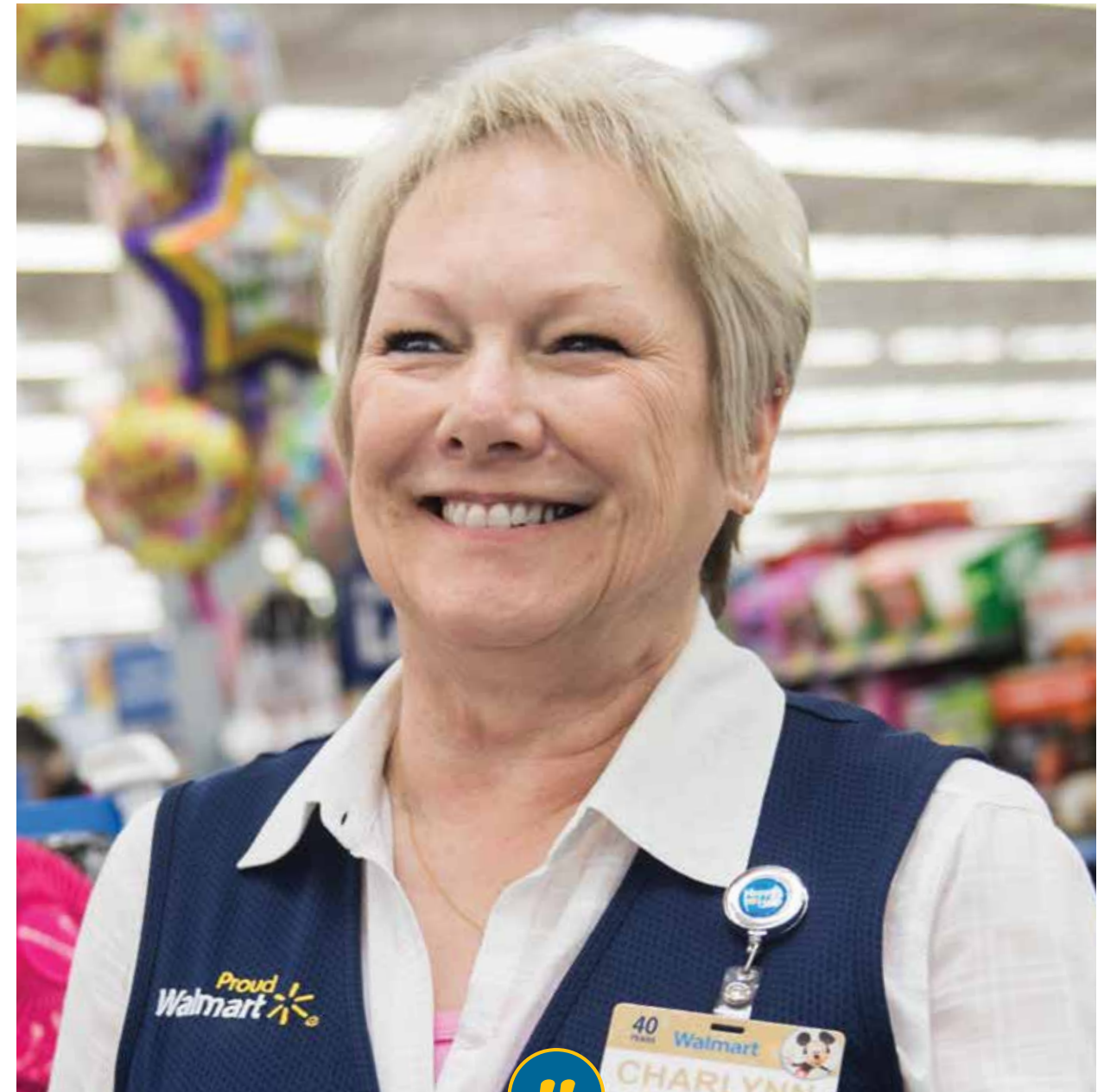


## CHARLYNN REED

**JOB TITLE**  
Cashier

**STORE**  
173 | Potosi, Mo.

**HIRE DATE**  
Jan. 26, 1979



*I know everyone says they love working at Walmart because it's like a big family, but it's true. I look forward to seeing my friends and helping customers.*



**COBY JAMES GRAY**

**JOB TITLE**  
Department  
Manager, Produce

**STORE**  
4734 | Arvada, Colo.

PRODUCE LIKE A

# ROCK STAR

**HEAVY METAL DRUMMER BY NIGHT. PRODUCE MANAGER BY DAY.**

*You don't have to give up your passion to be a success.*

Being a member of a heavy metal band is a lot like being on a team at Walmart. At least that's what Coby—a drummer and a rising star in his store—says.

“Art can be so biased. There’s no such thing as perfect art. It’s similar at Walmart: There can be different opinions about how you want to merchandise things. So being open to new ideas is helpful.”

Coby knows what he’s talking about. He started at Walmart as a cart pusher to pay the rent, but stuck with the company when he saw all the opportunities available. Since then, Coby’s side gig has provided the beat to his success in his store. ✨

**See Coby in action!** Search for his band, *Manxome Foe*, on YouTube, iTunes, or Spotify.

**Rock on.**



*How an Off-the-Clock Passion Helps on the Job*

**PERSISTENCE**

As a drummer, Coby learned the importance of practice. “You can’t get good overnight. I want to be an assistant manager, but I want to get a strong feel for what type of manager I need to be. I’m still learning a lot.”

**STRESS RELIEF**

Running a department can be stressful, but playing music is a great outlet. “Working at Walmart has helped me with patience. I know to stay positive. The bigger picture is where it’s at.”

**FLEXIBILITY**

“People don’t realize how flexible the schedule can be as long as you talk to assistant managers. As long as there’s coverage, and I get done what I need to get done, they’re supportive.”

# RULE BREAKER

## for RETENTION

**TIRED OF LOSING NEW HIRES?  
SHE DEvised AN ORIENTATION  
APPROACH TO KEEP THEM AROUND.**

■ **Holly Tipton** had heard Store 2447 in Cincinnati, Ohio, had high turnover, and she “wanted to be part of the big comeback of this store.”

But during her first training session, the new associates looked “half asleep.” The training manual had great information, but it wasn’t written the way she spoke. She went to Store Manager **Brad Terry** with her concerns.

### COLORING OUTSIDE THE LINES

“I came from a store where management was a little more strict,” Holly says. So she was surprised when Brad empowered her to bring her personality and passion to the orientation process.

Holly now starts training with videos. Then, she takes new associates on a store tour and uses this time to cover topics like attendance and schedules. She also does the Walmart cheer to make them laugh.

Holly’s sessions cover the same points as the original but in a different order—and in her own words and style. “Now I feel like ‘me’ doing the orientation,” she says.

### RESULTS TALK

Co-manager **Jason Fisher** says, “We have our guides and One Best Ways, but it’s OK to put a little bit of a personal touch to it. If everyone acted the way Holly did, I think we’d see great improvements.” \*

**STORE 2447  
TURNOVER**

February 2018  
316 percent

August 2018  
210 percent

October 2018  
165 percent



Holly also takes time to sit with associates and help them if they are struggling.



SAVORY STARTER

## Cold Avocado and Cucumber Soup

PREP TIME: 15 MINUTES



### Ingredients

- 2 large cucumbers, peeled, seeded, and chopped
- 2-3 avocados, peeled and chopped (use 3 if avocados are small)
- 2 tbsps grated or minced fresh ginger
- 2 tsp grated lime zest
- 1 13.5-oz can unsweetened coconut milk
- ½ cup freshly squeezed lime juice
- \*¼ tsp Great Value Organic red pepper flakes
- \*Great Value salt (to taste)

### Garnish

- ½ cup unsalted cashews, coarsely chopped
- Cilantro sprigs

Puree all ingredients together. Cover and chill for a couple of hours. Serve in chilled bowls and lightly top with garnish of chopped cashews and cilantro sprigs.

Makes 4 bowls.



### WE WANT YOUR RECIPES!

Do you have an original, go-to dish? Want to see your recipe in print or on **Walmartworld.com**? Share it with us! And if there’s a special story behind the dish, we’d love to hear about that, too.

**Submit your recipe to [wmworld@wal-mart.com](mailto:wmworld@wal-mart.com).**



# Sweet Potato Shrimp Cakes

PREP TIME: 45 MINUTES | COOK TIME: 10 MINUTES

## Ingredients

- 2 cups peeled and grated sweet potato
- 12 large shrimp (raw)
- \* ¼ cup Great Value cornstarch
- \* 2 Great Value eggs
- 2 scallions, sliced very thin
- ¼ cup minced yellow onion
- 1 tsp minced garlic
- 1 tsp grated fresh ginger
- 2 tsp fish sauce
- \* 1 tsp Great Value sugar
- \* 2 tsp Great Value Organic curry powder
- \* ½ tsp Great Value ground black pepper
- \* ¼ cup Great Value olive oil

1. In a food processor, puree the shrimp until it has the consistency of a paste. Don't overprocess.
2. In a bowl, mix the shrimp paste and the rest of the ingredients, except the olive oil, making sure the shrimp paste is evenly incorporated.
3. In a cast-iron or nonstick pan, heat the olive oil over medium heat until hot but not smoking. Drop individual tablespoonfuls of batter into the oil and press down to create a small pancake. Cook for 2 minutes on each side.
4. Remove from pan and drain on paper towels. Serve with Ponzu Dipping Sauce. See Ponzu Dipping Sauce recipe online or go to [Walmart.com](https://www.walmart.com) for Asian-inspired dipping sauce options.

Makes 18 to 24 small cakes.



### SPICE UP THE PARTY!

You should find everything you need for these recipes in store or online.



Scan here for Ponzu Dipping Sauce recipe.

# Goat Cheese Polenta Bites With Tomato Relish

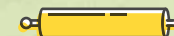
OVERALL TIME: 1 HOUR, 30 MINUTES

## Ingredients

- 4 cups water
- \* 1 tsp Great Value salt
- 1 cup polenta or coarsely ground yellow cornmeal
- 1 8-oz log goat cheese (you can also use other cheeses; Parmesan is a great choice)
- \* 2 tbsp Great Value unsalted butter
- \* Great Value olive oil

1. In a saucepan, bring water to a boil. Add salt. Pour cornmeal or polenta into boiling water in a steady stream while whisking. Lower heat to medium-low. Continue whisking until polenta begins to thicken. Cover saucepan and whisk every 10 minutes. The polenta will need to cook for 30 to 40 minutes.
2. When polenta is thick, stir in cheese and butter. Pour onto a 9-inch-by-13-inch pan lined with parchment paper. Set aside until firm. (This can be done the day before.)
3. Cut firmed polenta into small squares. Place them on a baking sheet and lightly brush with olive oil. Broil in oven until just lightly browned.
4. Remove from oven and place on a tray, top each with a spoonful of Tomato Relish, and serve immediately. See Tomato Relish recipe online or go to [Walmart.com](https://www.walmart.com) to peruse the selection of ready-made bruschetta toppings.

Makes 12 to 18 pieces.



### PARTY FAVORS

If you like grits, you should give polenta a try. These are easy and great for parties.



Scan here for Tomato Relish recipe.





# ON THE ROAD

With WALMART WORLD

Over the last few months, the *Walmart World* team has been in stores all over the country. Throughout this issue, you'll see some of the amazing people we met.

Meeting you is the best part of our job. So thank you for opening your doors to us, and thanks for all the great restaurant recommendations, too!

## WHERE SHOULD WE GO NEXT?

Scan this code and tell us why we should visit your store!



[@Walmart](#) [@WalmartRadioDJs](#)



Porfirio lends a hand here, too!





Sometimes a little spill  
can brighten things up.

Share your colorful story  
at [wmworld@wal-mart.com](mailto:wmworld@wal-mart.com).

