

4 | HOW CHANGING YOUR ATTITUDE  
CAN RE-ENERGIZE YOUR CAREER

8 | MORE THAN WORK:  
SERVICE AFTER A DISASTER

# Walmart World

#NEWVIEWSATWALMART  
ISSUE 522 // SPRING 2019

@WALMARTWORLD  
f @ t

PAGE 34

## Golden OPPORTUNITY

Creative recruiting is this store's  
foundation for success.

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THE "VENDING MACHINE" STORE  
COMES TO LIFE



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It helps your own attitude to encourage others.

Sophie Martin

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## INSIDE THIS ISSUE:

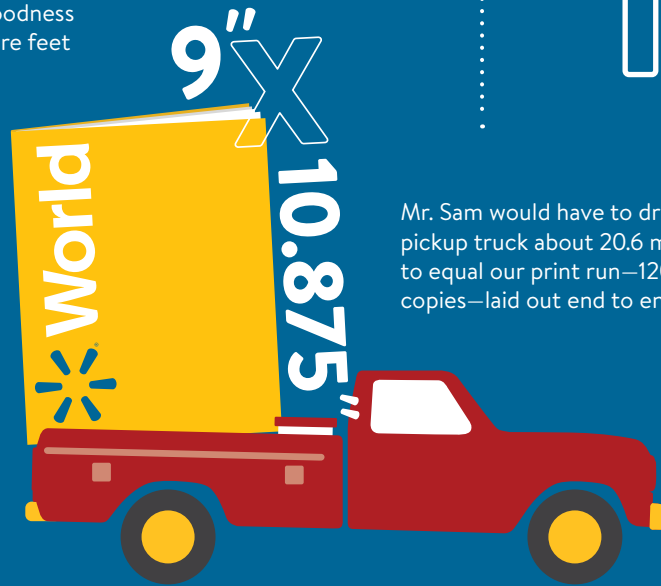
It's 2019. (Fiscal Year 2020 in Walmart terms.) Time for a new *Walmart World*. And this time we're talking about new ideas. #NewViewsAtWalmart, you might say. Like the view looking at this issue. It's a bit bigger, right? Yeah, it is.

What new ideas and new views are you bringing to your store? Tell us at [wmworld@wal-mart.com](mailto:wmworld@wal-mart.com).

### New Size, Who Dis?

The increased size gives you about 19 extra square inches of *Walmart World* goodness per page and about 108 extra square feet per issue.

The additional width of all the pages adds up to 102 inches per issue, which is 17 inches taller than a certain 7-foot, 1-inch basketball star. (You know the one.)



Mr. Sam would have to drive his pickup truck about 20.6 miles to equal our print run—120,000 copies—laid out end to end.

### Dew It

Total milligrams of caffeine in all the cans of Mountain Dew pictured in this issue. (We promise we didn't drink it all at once.)



# 13

### Moving Forward by Looking Back

Mentions of Sam Walton in this issue (not including this one).



# 9

### State Champ

Number of states where 20-oz Ozark Trail Tumblers were the top seller on [Walmart.com](http://Walmart.com). (Just in case you needed a new idea for a hot item to feature.)



# 2,146



### Pick It Up

OGP Pickup points nationwide where you can get some Mountain Dew. (Or something fresh! It's a new year. Try something healthy once! Then go back to the Dew.)

# 35+

### Right to Your Door

Cities across the country where Grocery Delivery is available.



# 90%

### Just Up the Street

Approximate percentage of Americans who live within 10 miles of a Walmart. That's a lot of potential customers.



# 27

### I've Got an ... Inspiration!

Number of times the words "idea" and "ideas" appear in the issue (except for here).



DIRECTOR, WALMART WORLD  
@ZACHARYPLONES

Finding new perspectives and trying new ideas can help you succeed—and can help everyone around you find success as well. I learned that from **Judith McKenna**, president and CEO of Walmart International. In just about 10 minutes, she changed everything I believed about working.

I had always thought that things falling apart when I was away showed how vital I was. But during a conversation at YBM a few years ago, Judith told me that a **true sign of success for leaders isn't when everyone needs you. It's when you've invested so much in your team that they can thrive without you.**

Judith challenged me to stop managing my store and to start leading it—and to build up new leaders who could thrive in my absence. I made it my mission to live out this new way of leading.

A few months later, I had been out of my store—3641 in Springfield, Ohio—for three weeks when it was visited by the regional team. I was fully confident in my people, so it was no surprise they received an "above standard" rating for the visit. Even better, **Kevin Clifford**, a department manager, got a regional Happy to Help pin during the tour!

In this issue, you'll learn about all sorts of new perspectives and #NewViewsAtWalmart: innovations in technology, bold ideas, unique ways of working, and more. They all show that **bringing a new perspective can help us to exceed expectations every day.**

COMING  
INTO

**DANIEL  
GILLESPIE JR.**

**JOB TITLE**  
Overnight  
Assistant Manager

**STORE**  
3824  
Westminster, Colo.

# Sometimes, moving up isn't just about following processes.



*For Daniel, it was a matter of attitude.*

**D**aniel Gillespie Jr. was ambitious, working hard, and getting recognized by his managers. He moved up through several positions, but after becoming an assistant manager on the day shift, he struggled to keep advancing and was even written up.

His store manager and market manager pulled him in for a meeting. "They said we wouldn't be having this conversation if we didn't see your potential," he recalls, "but you have to change your attitude."

The truth was Daniel was frequently hot-headed and disrespectful. He tended to only think of people in terms of rank and was often harsh when communicating with his team. His fellow assistant managers advised him and suggested he talk to his associates to find out how he could better himself.

Now Daniel focuses on dealing with associates from a position of equal respect. "I took the constructive feedback from my peers, my managers, and my associates and ran with it," he says. With his improved attitude, Daniel asked for and was given a transfer to a higher-volume store, where he is currently an overnight assistant manager. With his new focus on people, there's no doubt he'll keep rising. ✨

## Stay Calm and Don't Lose Your Temper

"If you get stressed, calm down before you approach somebody, because if you're angry, you're going to say and do things you shouldn't. Give yourself 30 minutes, an hour, even a day or two to calm down. Then you need to talk about your frustration."

## Teach People Before Blaming Them

"I show people how I would do what they're working on. I show them my little things to stock faster or whatever. If they're still not getting it, that's when I start holding them accountable. But first, I want to make sure I've done everything possible for them to be able to do their job."

## Take the Time to Communicate

"Overnight is always go, go, go, go. We have a bunch of stuff to stock. I like to get my hands dirty, but I have to step back and make sure I'm taking those walks and talking to associates."



*Walmart taught me a lot about myself, and my associates deserve a lot of recognition for helping me change.*

Proud  
Walmart  
Associate

Walmart

# "I'M TRYING TO TEACH AND TRAIN THE FUTURE LEADERS OF THE COMPANY."

## NEW YEAR, NEW IDEAS

Maybe you want to raise the bar for customer service. Maybe the goal is to boost OGP. Or maybe it's more personal—like becoming a department manager.

What's your goal for this year? And how are you going to make it happen? Here, a few associates share how they resolve to lift their stores.

"We're going to try and get our Clean, Fast, and Friendly score up. We average over 100, but we want to see how high it actually can get."

**HANNAH TRIMARCO**  
 JOB TITLE Assistant Manager  
 STORE 2991 | Cedar Park, Texas



I'm trying to teach and train the future leaders of the company so I can retire and my stock and my benefits will be in good hands. So many people come in today looking for jobs when they should be looking for careers. There are challenges everyone faces, but you have to look beyond it and see what the benefits will be. If you can see the good, even a glimpse, it's worth trying for it.

**ROSE ANN WHITLEY**  
 JOB TITLE Academy Facilitator 1  
 STORE 4330 | Chelsea, Ala.



My New Year's resolution is to make sure my associates are happy and that we stay close-knit, like a family. And that we share our knowledge with each other—help one another. Like **Justine Wesley**—an assistant manager at my store—she taught me how to merchandise, always change your signs before you start building, always put the price up first, and start from the bottom up. Share your knowledge, because if you keep it to yourself, it isn't going to help the next person.

**EARTHA LEWIS**  
 JOB TITLE Assistant Manager  
 STORE 540 | Morgan City, La.

"In the Army, everyone had multiple skills beyond their routine tasks. I'm attempting to teach two additional associates on the overnight shift how to cut a key in automotive, how to mix paint in hardware, and how to measure and cut fabric in the crafts department—skills often avoided while being focused on the primary task of stocking shelves. It's a New Year's resolution that will improve customer service and satisfaction."

**FRANK DuCETT**  
 JOB TITLE Overnight Stocker  
 STORE 870 | Jasper, Ind.



I had a lot of customers asking for diet merchandise—vitamins and supplements—and I really didn't have anything to offer, so I started researching and saw what was out there. I found some items on the LAG that weren't regular modular merchandise, so I ordered them and put them on my wellness wall. They did really well, and I've got some more coming for the new year. You have to take chances and be creative. Sometimes it's better to ask for forgiveness than permission.

**RHONDA HAMM**  
 JOB TITLE Department Manager, OTC Pharmacy  
 STORE 604 | Dothan, Ala.



### WHAT IS YOUR RESOLUTION?

Scan here to tell us about your plans for the new year.

### Within Reach

A checklist for achieving your goals.

► Find your why.

In 60 seconds—and three sentences, max—write out who you are, what you stand for, and what you want to do in this life. Read it daily.

► Leave your comfort zone.

Trying something totally new can reveal new ways to achieve your goals.

► Lead by example.

Teach, trust others, give honest and direct feedback, and be humble—or be *humbled*.

► Show courage.

Speak up, ask for help, make tough calls, and say no when appropriate.

► Be accountable.

Celebrate successes, of course, but also own up to failures. As the saying goes: The only easy day was yesterday.

► What to do if you're struggling?

Find a fight song, book, or podcast to pump up your motivation!

# SERVE. RECOVER. REBUILD.

With preparedness and teamwork, stores can come back from disaster and make a real difference for those who need help most.

Disasters strike. But when a Walmart store is open in the aftermath, it provides a valuable service.

“When that happens, **what we do becomes more than work**,” says **DK Montgomery**. He manages Store 2044 in Chico, Calif., near where the Camp Fire disrupted a community last November.

“Folks need water; they need food; they need clothing; they need warmth. **They’re coming to Walmart for those things.**”

Walmart managers and associates nationwide have also dealt with hurricanes, earthquakes, and more. They’ve had to clean up and repair—and comfort co-workers who suffered losses of their own.

So what does it take to get through a disaster and to serve, recover, and rebuild? Three associates share what they learned facing the unthinkable and coming out stronger on the other side.



39.740643 Camp Fire, Butte County, Calif. 121.679464



**PEOPLE NEEDED AN OUTLET,  
AND ALL YOU COULD DO WAS  
STAND THERE AND LISTEN.**

**DK MONTGOMERY**  
JOB TITLE  
Store Manager  
STORE  
2044  
Chico, Calif.

## Be Ready to Serve the Community—Beyond Merchandise

**f**rom his store, DK could see the flames of the Camp Fire. The store wasn’t damaged, but after the blaze, hundreds camped out in the parking lot.

“They had nowhere else to go,” DK says. “We handed out water and helped get folks registered with FEMA and the Red Cross.”

Many people coming into the store, though, just needed someone to talk to.

“It was pretty emotional,” says DK. “People needed an outlet, and all you could do was stand there and listen, understand their state of mind. At that point, that’s all they want you to do: **Just pay attention to what they’re saying.**”

**153,336**  
acres burned

**~14,000**  
homes lost

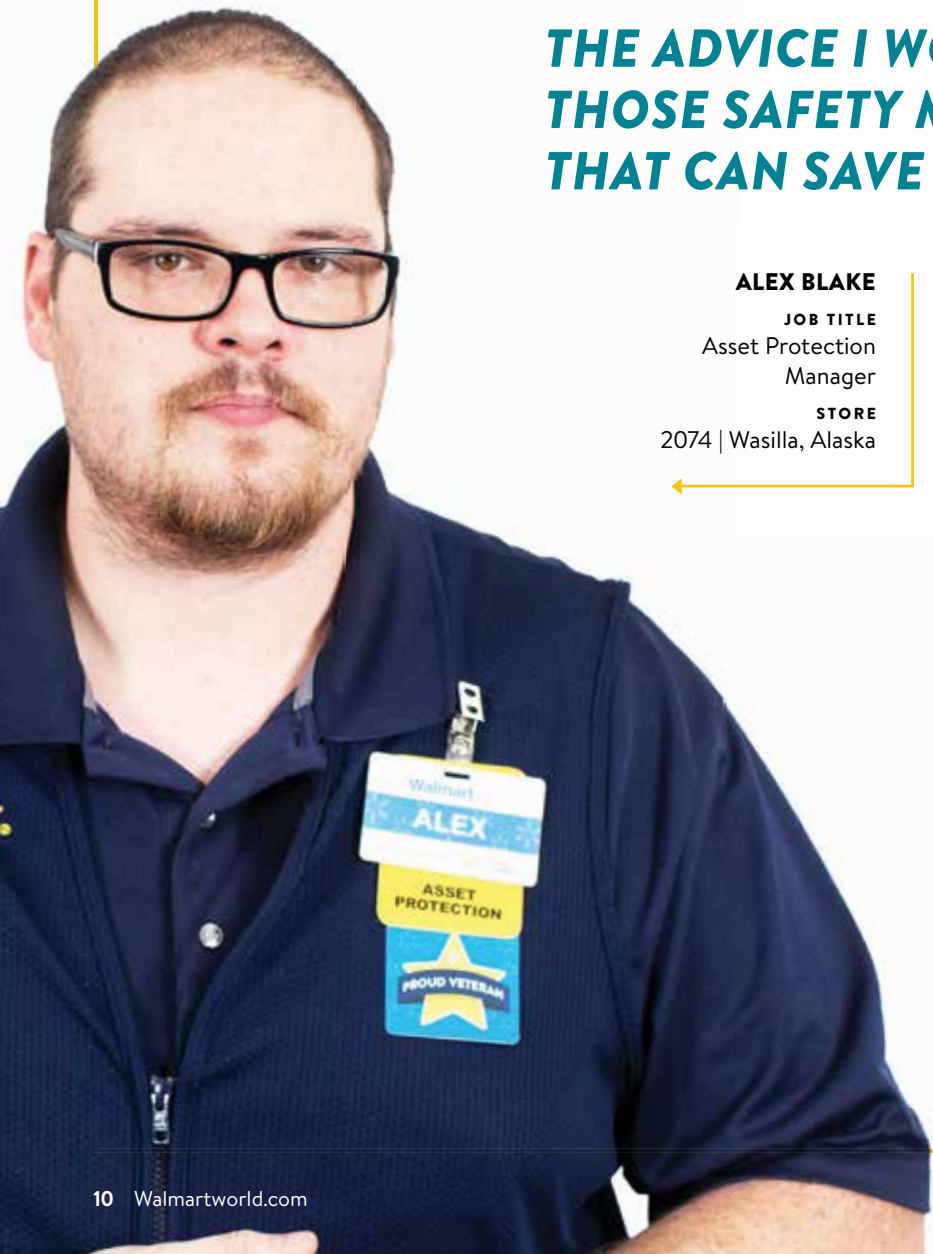
### CLEAN AND TIDY

DK ensured the store’s restrooms remained in good working order. Customers without access to water or facilities used them to brush their teeth, shave, and wash.





**THE ADVICE I WOULD GIVE IS TO TAKE THOSE SAFETY MEETINGS SERIOUSLY. THAT CAN SAVE YOUR LIFE.**



**ALEX BLAKE**

**JOB TITLE**  
Asset Protection  
Manager  
**STORE**  
2074 | Wasilla, Alaska

**Pay Attention to Safety Meetings and Evacuation Plans**

**a**t first, Alex thought a tractor-trailer had bumped into the back of his store. But it was an earthquake.

After it was over, “every square foot of the sales floor had something busted all over it—a lot of glass, chemicals,” he says.

But no one was hurt. “We made sure our customers were out and the building was secure.”

**7.0**  
magnitude of earthquake

**22 hours**  
time to reopen Store 2074

**BE PREPARED**

Check your supplies monthly. All of the store’s flashlights had just been serviced with new batteries, so they were ready for use when the power went out.

**PAY ATTENTION**

Alex and his team knew what to do during the quake thanks to regular safety meetings. He says, “The advice I would give is to take those safety meetings seriously. That can save your life.”



**OUR CLIENTS NOW KNOW MORE THAN EVER THAT THEY CAN COUNT ON US TO BE PREPARED.**



**LETJAN RODRIGUEZ**

**JOB TITLE**  
Training  
Coordinator and  
Human Resources  
**STORE**  
3693 | Santa Isabel, Puerto Rico

**After the Disaster, Teamwork Is Essential**

**\$102 billion**  
estimated damages for  
Puerto Rico and the  
Virgin Islands

**2 days**  
time it took for associates  
to report back to work

**W**hen Hurricane Maria ravaged Puerto Rico, Letjan knew her store would recover, thanks to her team.

“We have the best associates ever. They care about their community,” she says. Despite having challenges at home, they got the store back up and running. “Our clients now know more than ever that they can count on us to be prepared.”

**CONVENIENCE MAKES A DIFFERENCE**

The team placed light bulbs, radios, diapers, blankets, and more close to the store’s entrance, so customers could easily find the items they needed in the aftermath of the hurricane.

**ENOUGH FOR EVERYONE**

There was so much demand that the store had to put limits on how much customers could buy. That way, they made sure that as many people as possible got what they needed.

Scan here for another story about overcoming disaster, and share your own story of serving, recovering, and rebuilding.





# TEAMWORK makes the dream work

Nobody knows that better than Walmart associates (plus folks from our partner brands). Share your love for #TeamWalmart on social and let your customers, teammates, and all of your followers know that #ThisIsThatPlace!

Today we had the pleasure of helping out local charity JF Party Dragon on their food drive! So happy our store could help out and be a part of such a great cause!

@Walmart5414



I work with the best associates! David is the heart and soul of comedy in the store! He keeps us all in high spirits everyday! David brings cheer and laughter everyday. David thank you for keeping us smiling!

@KyleBSmith1  
Kyle Smith



Marie and Imelda are part of my Apparel Second Shift team. I can't even explain the feeling when I see their names on T.M.A.T. They make the Apparel area look "CEO visit ready" everyday. Thanks for what you do!

@RicardoGomR  
Ricardo Gómez



(LEFT) Meet Quan! Quan is one of our awesome OGP associates! He always has a smile on his face, and he treats his customers like royalty. We're proud to have Quan in our Walmart Family.

@Walmart4456



(RIGHT) The spirit of giving. All day today, #TeamModCloth participated in a Day of Service.

@ModCloth



(LEFT) Today was Dress As Your Favorite Lumberjack day. Lotta Paul Bunyans, couple Brawnies and one 2017 World Lumberjack Championship finalist Levi Coleman. Jk, it was just a buncha people wearing red flannels.

@MoosejawMadness



(RIGHT) Last day of base camp!!! I have learned so much! But boy am I ready to be back at home!! #Walmart #ILoveMyJob

@RoyalBarrick  
Justin Barrick



(LEFT) Assistant Manager Alfred and his crew are excited about apples.

@Walmart 4456



(RIGHT) Meet John—he's been part of our safety team for almost two years. He'll be making sure employees stay safe and happy in our fulfillment center.

@Jet





HOW HARD DID AGE HIT YOU?! "Work Edition" First picture from 2012 as a cashier (broke a few bottles of wine). Second picture from a few days ago, 2019 as ASM.

@EmilyKathrynEllison  
Emily Ellison

It's fun to see so many of you sharing your #thenandnowwalmartedition stories! Here's my version, from all the way back in 2001.

@DougMcMillon



At @Walmart the only constant is change. In 2014 I was a CSM dreaming of being a ZMS. Now in 2019 I'm an Assistant Store Manager living in the #TheUp.

@LastFuse  
Ryan Orlick

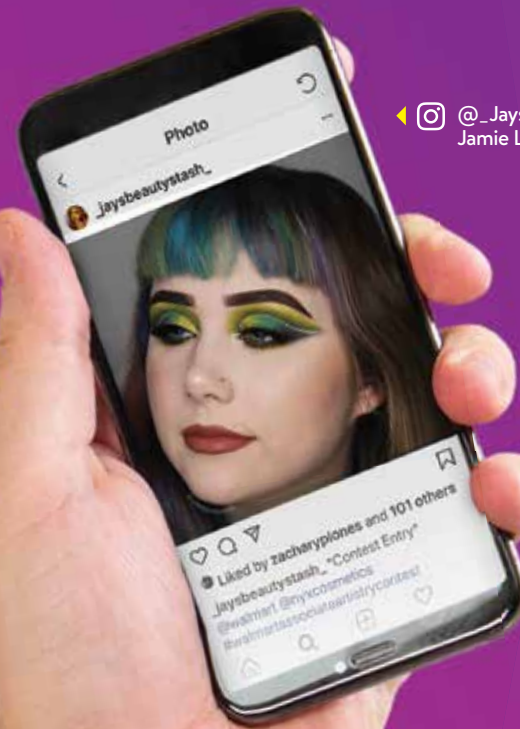
First day of orientation as a cashier at Walmart #5713 Laredo, Texas. Now Assistant Manager for Online Grocery Pickup at Walmart #5260. I never knew I would see myself here in 5 years but I enjoy every moment of it.

Toby Schwerin

# MAKEOVER madness

Sponsored by the Walmart Radio DJs and NYX Professional Makeup, this competition attracted more than 100 associate makeup artists. Three winners were chosen. See their stories on [Walmartworld.com](http://Walmartworld.com) and watch for more chances to show off your creativity!

#WalmartAssociateArtistryContest



@\_JaysBeautyStash\_  
Jamie Leggett



@The\_Psychotic\_Hippie  
Amanda Bajzec




@MUAVictorialLester  
Victoria Lester

## BLAST FROM the past

These associates dared to take a look back with the #ThenAndNowWalmartEdition challenge. They look better than ever ... guess working for Walmart is good for your complexion! (Cool glasses, Doug.)



 walmart4456 • Follow  
Walmart Somerdale

# MEET ALEKSANDROS

SOCIAL MEDIA CAN BE MORE THAN A TOOL FOR ADVERTISING. FOR THIS STORE MANAGER, IT'S A WAY TO ELEVATE HIS TEAM AND HELP THEM REACH NEW LEVELS OF SUCCESS.



“I do believe that the American dream is alive within Walmart,” says **Aleksandros Mehmetllari**. He’s seen it firsthand. After moving from Greece in 2008, he landed a job at Walmart as a cashier. Ten years later, Aleksandros says he’s privileged to be a store manager

That’s why he uses social media—especially Instagram—to drive engagement. “We talk about ‘This Is That Place,’ and I want to show our customers and associates that my Walmart is that place,” he says.

“I want to make our associates ‘Instafamous’ so when our customers come in, they know who to go see.”

His approach is working. Customers praise the store’s Instagram page for celebrating associates. And the team was thrilled when **Doug McMillon**, president and CEO of Walmart, commented on a post.

“I showed it to my management team and the associates and said, ‘Hey guys, the CEO is commenting on your post.’”

## ASSOCIATES TAKE THE LEAD

Aleksandros insists that his team design posts and develop ideas about what to feature on Instagram. Not only does this build excitement around participation, but it also drives the team to take to their own social media accounts to comment, like, and share. “Associates want to see themselves on our page, and they show their friends and families. A lot of our followers are based on our associates and our neighbors.”

## PEOPLE—NOT PRODUCTS—ARE THE STARS

“We have associates who are talented at something. We have people who draw well—or they sing well or dance well. So, show it off on your Instagram page and have fun with it,” says Aleksandros. Viewers connect with that more than with shots of products.

## GIVE PEOPLE A CHANCE

Aleksandros leads with positivity. “I don’t believe people wake up in the morning and decide they’re going to be terrible at their jobs. I believe if we support them, people will be successful.” Giving his associates a role in social media is a huge way that Aleksandros shows his team he believes in them. He says, “Give them high-fives. Let them know how they are doing. Social media is an easy way to do that.”



## BLOWING UP ON SOCIAL

(October 2018–January 2019)



80+ posts

400+ followers

1

produce pun from Doug

walmart4456 ROMAINE CALM! Our produce wet wall is back in stock and it's kind of a big dill! So lettuce celebrate and come check out our Produce Department! 🥒🍆

dougmcmillon Way to beet expectations. 🍷

walmart4456 @dougmcmillon Big Boss comin' in with the veggie puns! Love it! 🍷



**ALEKSANDROS MEHMETLLARI**

JOB TITLE  
Store Manager

STORE  
4456 | Somerdale, N.J.

Scan here to check out Store 4456’s Instagram page. Follow them, give them some likes, and share your favorite posts!



# THE COMPETITION IS ON!

What's it take to get your team to embrace a challenge? These store managers pushed their teams to nearly 100% VPI participation—find out how.

For a long time, Store 129 and Store 689 had relatively low VPI participation. But for last September's Power Up With VPI Challenge, store managers **Scott Seckler** and **Scott McPeek** whipped up massive participation among their teams, and both stores ended up with some of the highest participation numbers nationwide.

## NATIONWIDE PARTICIPATION

401,753 associates

## DEPARTMENT MOST CHOSEN

Dept. 95 (DSD Grocery)  
44,832 associates



*I wanted to make sure we involved every single associate—from overnight to maintenance to cashier. I thought, 'We can win this if everybody participates.'*

## How He Did It

- ▶ **Daily check-ins on progress.** Scott kept up to date on who had signed up for VPI by meeting with Personnel Coordinator **Sandra Chaney** and Training Coordinator **Connie Ping** daily.
- ▶ **Spread the word.** Scott scheduled one-on-one meetings between associates and managers so they could learn about "the spirit of the VPI program and how it worked." If associates hadn't chosen an item, managers would help them choose and key items into the system and order features.
- ▶ **Give up some control.** Promoting 406 items at once meant that Scott had "to give up a little bit of control to let associates get their items out there. Anyone who wanted to order a feature or work with their vendor, I was open to that." He also let them make some mistakes. "That's how you learn what works."

## PARTICIPATING ASSOCIATES

**Before contest:**  
20–30 per month

**September contest:**  
406 of 420 (97%)



**SCOTT McPEEK**  
JOB TITLE  
Store Manager  
STORE  
689 | Somerset, Ky.



When I came to Store 129 in February 2018, we had about one VPI a month. With this competition, though, we came in second in our region. We gained a lot. Engagement. Camaraderie. And a little bit of competitiveness.



**SCOTT SECKLER**  
 JOB TITLE  
 Store Manager  
 STORE  
 129 | Ardmore, Okla.

**PARTICIPATING ASSOCIATES**

**Before contest:**  
 20–30 per month

**September contest:**  
 431 of 455 (95%)

**KYLE WETHINGTON**

**JOB TITLE**  
 Overnight Associate,  
 Modular Team  
**STORE**  
 689 | Somerset, Ky.  
 12-Pack Mountain Dew



**Master Merchandisers**



**SAMANTHA JACOBS**

**JOB TITLE**  
 CAPI Associate  
**STORE**  
 129 | Ardmore, Okla.  
 5-lb. Family Pack Boneless,  
 Skinless Chicken Breasts



**How He Did It**

- ▶ **Promote your item.**  
 Scott let his associates know that it was OK to pick popular items. “A large portion of our items were ones we had in stock. It was about trying to move the merchandise. Sam Walton did it with MoonPies: They were already in the store—he just started promoting them.”
- ▶ **Get social.**  
 Some associates promoted their efforts on Facebook, asking their managers to upload photos of them with their items. “Some of them really had fun with it,” says Scott. “We got quite a few hits.”
- ▶ **Discuss rewards.**  
 Learning they could win a cash prize and a bigger MyShare bonus was a surprise to some associates but also a huge motivator. It worked, too: After the competition, Store 129 had its biggest MyShare payout ever.



Has your store scored some impressive VPI numbers? Scan here to join the conversation.

# WORLD CLASS

There's no denying it: Store 2904 is small. At about 114,000 square feet, it's about half the size of many Supercenters, and it's even on the small side for a Division 1 store.

But there's a genuine warmth to the place. It comes from the associates and their dedication to and affection for one another and their customers. It's a warmth that compels some of them to walk to work during snowstorms so they can be open and ready for customers.

Really, Store 2904 isn't so much small as it is cozy.

Maybe it's because of how closely the team works together. A small but tight-knit group, the associates cross-train in multiple departments so they can back each other up. They also have diverse backgrounds, coming from all over the world but coming together as a single Walmart family.

Located just outside Boston in Brockton, Mass., the store has a diverse customer base, too. But thanks to the associate team, people from anywhere can **walk in and feel at home.**

**MEET A FEW OF THE ASSOCIATES WHO MAKE THIS SMALL STORE FEEL TRULY WORLD-CLASS.**



**ECUADOR → BOSTON ~2,970 MILES**

**Karina Guevara**  
Department Manager, Cosmetics

Karina used to work at a makeup company and picked up some useful insights. For example, she says, sometimes the brand name is the only difference between two products. Nowadays, she manages the 6,000 UPCs in her department with ease, thanks to the Section Work App. She also earned a Happy to Help pin for delivering great service to a secret shopper. "You always have to help the customer," she says, "because the customer gives you your check." ✨



**PUERTO RICO → BOSTON ~1,670 MILES**

**Brenda Lopez**  
Department Manager, Grocery

"My customers are faithful to me," says Brenda, who's been at Store 2904 for 17 years. Their loyalty is well-earned: Brenda keeps her customers satisfied, always. This is especially important in grocery, where she strives to deliver international offerings, including Spanish, Haitian, and Creole foods. "A lot of this stuff Walmart doesn't usually carry," she says. So if a customer needs something, she'll call the Home Office every day to get it in. "They know me!" she adds. ✨



**CAPE VERDE → BOSTON ~3,320 MILES**

**Kevin Centeio**  
Assistant Manager, Food and Consumables

Kevin is from Cape Verde, a tiny island nation off the northwestern coast of Africa, with a population of about half a million—and no Walmart stores. Many Cape Verdeans live in Brockton, and Kevin works to prepare his store for them—and all customers. "I want to make sure I give customers what they are looking for," he says. According to Kevin, Cape Verdeans like foods similar to those his Hispanic customers like. "We like our food salty and spicy. Whatever Hispanic people like, we like." ✨

# WALMART'S

Change is a constant at Walmart. New ideas and technologies help us to evolve in how we serve customers. But what will the company look like in the future? How can we get ready to serve tomorrow's customers today? A few associates share their thoughts.



**JOSHUAH ARNOLD**  
**JOB TITLE**  
 Assistant Manager  
**STORE**  
 947 | Sherman, Texas

“What we’re seeing now is a lot of customer-associate interaction, and it’s not always positive, and you can’t always control that. **I think the future of Walmart definitely brings about more technology to help the customer quicker.**”



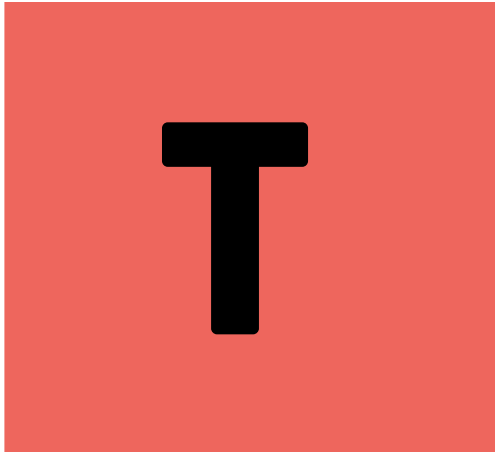
**SARAH GODWIN**  
**JOB TITLE**  
 Department Manager, Jewelry  
**STORE**  
 947 | Sherman, Texas

“**Everything is technology in the future, from our vending machine outside to our scrubber.** We also have a machine that unloads our trucks for us, so we have more associates stocking. There are still jobs there. We’re just making it more convenient for the customer.”



**JUDY HARVEY**  
**JOB TITLE**  
 Greeter  
**STORE**  
 711 | Glasgow, Ky.

“What’s the future of Walmart? **Great things! I see them happening every day.** We’re getting a remodel at my store, and we’re going to have Grocery Pickup. Customers are going to be so excited, especially the ones who can’t get around the store easily. **It’s something Mr. Sam would want—taking care of the customer.**”



**AND A LOOK BACK ...**

“**When I was working in Oklahoma, Sam Walton congratulated me on a job promotion.** I didn’t know how he even knew I was being promoted, but he was in our store and shook my hand and said congratulations. I also got involved with the Walmart Museum and got to do a lot with the Shareholders meeting. I got to go to Sam Walton’s house and visit with him and Helen during Shareholders. It was an honor for me to be part of this company. I think I bleed blue!”



**KATHERINE HARRIS**  
**JOB TITLE**  
 CAP1 Associate  
**STORE**  
 651 | Beaumont, Texas

“**I look at Walmart’s future and see it expanding.** I think it’s going to blow wide open! It’s gonna be huge. We are doing things to compete, like Pickup, and we just started Delivery at my store. It’s a big thing. Customers love it.”



**JEFF SMALLWOOD**  
**JOB TITLE**  
 Academy Facilitator 1  
**STORE**  
 943 | Casselberry, Fla.

“The future is tied to technology and e-commerce. Home delivery. Online grocery. Even cars delivering without a driver. But we’ve got to keep the culture alive. You’ve got to keep Sam Walton alive. **Our beliefs in this company are what we have to continue to grow with to lead us into the future.**”



## Whether you're brand-new or a seasoned pro, you can learn to take the lead from this rising star.

“At first, stockers just stock shelves,” says Support Manager **Tisha Evans**, “but when someone has more potential and wants to learn more, they evolve a lot faster.” **Sophie Martin** is that kind of associate.

Although she hasn't been with Walmart long, her quiet confidence and can-do spirit have made her a standout. Whether she's throwing freight or thinking through an opportunity, she's a strong leader who gets the job done.

- ▶ **Known for:** multitasking and taking charge with what we should do
- ▶ **Biggest challenge:** not knowing what you're going to walk into



Post on social media and tell us about a “Boss Lady” (or “Boss Man”) you work with. Be sure to tag @WalmartWorld.

**SOPHIE MARTIN**  
JOB TITLE  
Stocker  
STORE  
Neighborhood Market 4196  
Aurora, Colo.

# TAKING CHARGE

### HOW TO BE A BOSS

“Work often goes unnoticed, but management has been very encouraging. Sometimes they'd call me 'Boss Lady.' They made me feel like I was doing something important here.”

**Analyze and Be Flexible**  
“You have to improvise each day. Depending on how many people we have, we decide if we should tackle one area together or work individually in different areas. Determine the most efficient method to get the work done.”

**Listen and Speak With Authority**  
“I don't talk all the time, so when I do talk, people listen more. Quiet people also tend to observe things more. I'm a thinker—I can look at a situation and think through a strategy for it.”

**Observe and Communicate**  
“It helps your own attitude to encourage others. Tisha is really good at telling us where to go and seeing what's best. So I learned from her. I've observed our usual routine, and I can use that to take charge of what we should do.”



# — CREATING A COMMUNITY —

“We have to find a way to gain more customer traffic. We only do that through trust and loyalty. And we develop that by being relevant in the community.”  
**Ben St. Pierre**

## MEET BEN ST. PIERRE, STORE MANAGER, STORE 3233, BEMIDJI, MINN.

“What makes someone like Ben so amazing is that he is a reminder of how powerful one person can be, even in an organization as large as Walmart. He has chosen to be heard and make an impact bigger than himself. If we all followed his example, we could change the world for the better.”  
**Zack Lones**, director, Walmart World



## BEN'S CHALLENGE TO YOU

1

**Get outside your box.**  
 Visit with partners in the community. You have to get out to understand what's driving them.

2

**Be genuine.**  
 Develop meaningful relationships. It can't just be about profit and loss. It's about time and people.

3

**Lead with empathy.**  
 Before you can develop meaningful relationships, you first have to understand people's heritage, their values, and their hopes for the future.

4

**Empower associates.**  
 Associates are the most influential people in the store. Empower them, inspire them, and allow them to lead; then get out of their way.



Scan here for a video about Ben's efforts in his community. And after you've taken his community challenge, share the results on social media with **#SparkKindness**.





**JEFF COATES**

**JOB TITLE**  
Store Manager

**STORE**  
2341  
Quincy, Mass.

# COME TOGETHER

*Shared purpose and a hands-on approach to teaching helped Jeff prep his team for success.*



### It's "blitz."

Every day, after morning meeting and a Walmart cheer, all available associates at Store 2341 converge on a single department for a "team blitz." Together, they zone the department, filling outs and perfecting displays.

"It might take five minutes, or it might take an hour," says Store Manager **Jeff Coates**. The team blitz was his idea: "It's a bonding opportunity that also gets the mission done."

Some associates are reluctant to take part. But Jeff reminds them that every department eventually benefits, and they open up to the idea. "Everyone needs help sometimes," he says.

Team blitz is just one of the ways that Jeff engages his team. After 19 years at eight stores, Jeff's experiences in many different positions have given

him perspective on what it takes to pilot a winning store.

Under his guidance, associates at Store 2341 have received a MyShare bonus every quarter since he's been at the store. They've also reduced shrink by 104 basis points.

Jeff rolls up his sleeves and pitches in, too. "If I'm just leading from Action Alley and not showing and teaching and training, my team won't buy in," he says. He works through processes with associates and finds that doing so helps to build engagement.

Ultimately, it's all about keeping his store running successfully and helping to develop the careers of his team. "I have roughly 250 associates depending on me," Jeff says. "I want to help them make their lives better, too."\*

## How Jeff Makes His Team a Team:

**1 EVERYBODY BLITZ!**  
Jeff's departmentwide blitzes have been so successful that overnight managers at his store have also adopted them.

**2 SET STOREWIDE GOALS.**  
To emphasize teamwork, Jeff shares how storewide success translates into individual gain. "I often relate things to MyShare quarterly bonuses. Since you win those as an entire store, earning that is a total team effort. You can't leave anyone behind."

**3 SHOW THE BIG PICTURE.**  
Everyone wants to know why they're doing a task, so Jeff tells them. "When you relate it to the reason, it hits home and they understand and buy in more."

**4 BUILD A TRUSTED TEAM.**  
Jeff has brought some associates with him as he's changed stores. They know they can rely on Jeff to help develop their careers, and he counts on them to spread his message of engagement.

Scan here to find out how Store 2341 associates like **Ken Howley**, personnel coordinator; **Elio Feliz**, CAP1 supervisor; and **Samuel Boison**, training coordinator, serve their customers.



# WHAT KIND OF LEADER WILL YOU BE?

The road to becoming a leader is rewarding, and your awesome personality will help you forge the foundation of your success. Follow your path below and see what type of leader you are!

**START**  
SO, LET'S GET THE BALL ROLLING.

**ARE YOU A LEADER?**

YES NO

Let's try again.

Easy there, Clint Eastwood.



**WHOM DO YOU WORK WITH BEST?**

I work **ALONE**.

**CUSTOMERS**  
Let's build a community together.

**FELLOW ASSOCIATES**  
I am the team, and the team is me.

**MARKET and REGIONAL MANAGERS**  
Yeah, I've got some big ideas. Let me show you.

**WHAT DO YOU LIKE MOST?**

**ASSOCIATE-LED EVENTS (ALES)**  
We can do one for Arbor Day, right?

**MERCHANDISE**  
Sell, sell, sell!

**WHAT'S YOUR FAVORITE THING TO DO IN STORE?**

**WANT TO LIVE IN BENTONVILLE, ARK.?**

**ORDER**  
Rules work for a reason.

**SERVICE**  
Whatever they need.

**ENTERTAINMENT**  
Events = shopping fun.

What's your favorite part of ALEs?

How do you merch best?

I'm basically a party planner.

#Social #Promotion

Action Alley all day every day!

Keeping those shelves stocked like a boss.

**YOU KNOW IT!**

No, I like it right here in my store.

**THE FOUR-STAR GENERAL**

Every day is a battle you will win.

**HOME OFFICE HERO**

Rules are rules. But policy and process work for a reason!

**THE PEOPLE PERSON**

Everyone is a customer. Let's put a smile on every face.

**SALESPERSON OF THE YEAR**

Your team sticks around, and your customers keep coming back.

**THE EMCEE**

I want shoppers to have some fun!

**REMEMBER**

There are no wrong answers (well, not many, anyway). Choose any that apply to you!



OK, you found your type. Now what? Scan here for the next steps of your career journey!

**CONOR EIKENBARY**

**JOB TITLE**  
Lawn and Garden Associate

**STORE**  
2925 | Napa, Calif.

**BRAD FIGGINS**

**JOB TITLE**  
Lawn and Garden Associate

**STORE**  
2925 | Napa, Calif.

# A CHANCE TO GROW

**FINDING THE RIGHT PEOPLE FOR THE JOB CAN BE TOUGH.**

→ **ESPECIALLY AT STORE 2925 IN NAPA, CALIF.,** where seasonal work at the area's wineries can pay almost double the store's starting rate. So staffing can be a problem.

**HOW'D THEY SOLVE IT?**

Personnel Coordinator **Vanessa Magana** and others have had to try new tactics. One that's had big results: working with Napa Valley Support Services, an agency that provides employment-related support for people with a range of disabilities. Job coaches like Brad Hall introduce clients to the store and work alongside them to help them succeed as associates. And through this program, clients **Conor Eikenbary** and **Sarah Remboldt** have thrived.

"I am so proud of the two of them," Brad says.

They've been a boon to their store. Training Coordinator **Lorrie Knoblock** says working with Conor and Sarah "gives us a chance to be better associates."

**ANALYZE AND ASSIST**

**CONOR, LAWN AND GARDEN ASSOCIATE**

**Strength: treating in-stocks as a key part of customer service**

When Conor began at Walmart, he wanted to assemble bicycles. He'd done that at a previous job and knew he would be comfortable in that role. But his management team and peers saw something special in his outgoing nature and knew he could make a real connection with customers.



**IT WAS A LOT TO FIGURE OUT.**

Conor says learning how to provide good customer service was a challenge at first. "It was a lot to figure out."

He sought help from his department manager when he needed it and used the Walmart App to help customers find items. He also learned to follow through on everything customers asked.

Now, he's recognized for providing outstanding customer service. **Brad Figgins** works with Conor in the garden center and describes him as outgoing and always eager to help. "He's a pretty cool young man. He works hard. He comes in and knows what needs to be done," Brad says.

"I'm very passionate at my job. I'm very passionate about serving others with great service, and I'm also very proud of becoming a better worker," Conor says. Vanessa adds, "He's a smart, smart kid—one of our store's superstars."



I WAS NEVER ONE TO HAVE MANY FRIENDS. I HAVE FRIENDS HERE.

**FOCUS AND CONNECT**  
SARAH, PRODUCTION TEAM

**Strength:** being willing to do what is needed to get the job done

When Sarah began at Walmart, she was shy. Extremely shy.

In fact, she says she used to hate customer service. "I wasn't very good with people," she adds.

Previous experiences at school had made her uncertain around others. But she says her co-workers at Walmart were kind and patient. They encouraged her when dealing with difficult customers. Now, she doesn't take it personally if a customer complains.

Brad Hall says he observed that Sarah experienced challenges getting used to her new environment; however, working one on one with her, he saw her evolve.

When fires in Napa forced many of its residents to evacuate, "Sarah remained committed and still came to work," Brad says.

"I love working and keeping my mind busy. I've been helping customers all the time and interacting with people," says Sarah. "I was never one to have many friends. I have friends here."

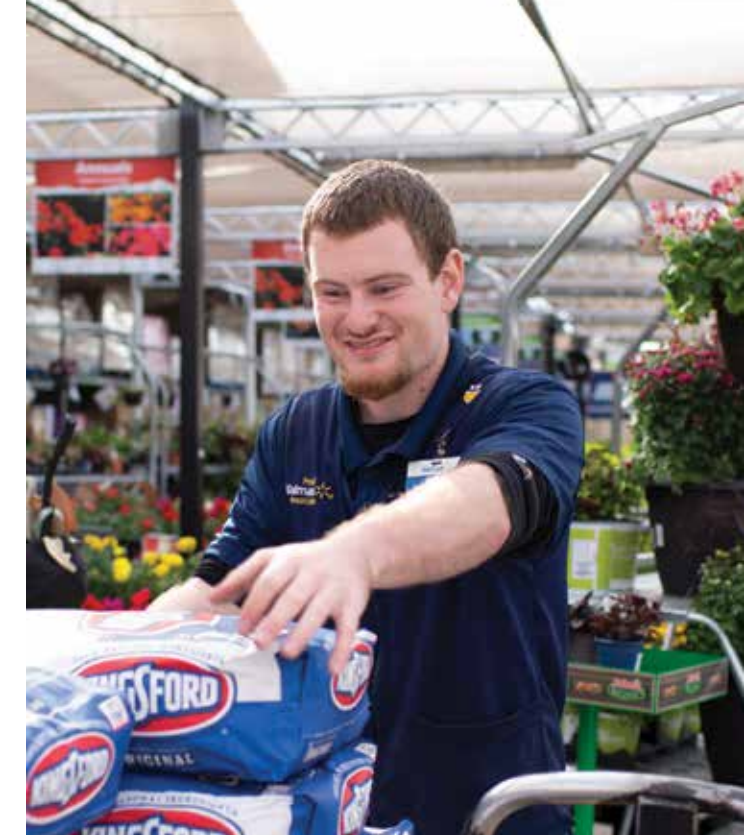
**SARAH REMBOLDT**

**JOB TITLE**  
Production Team

**STORE**  
2925 | Napa, Calif.

DID YOU KNOW?

IN 2017, WALMART HAD A PERFECT SCORE on the Disability Equality Index.



**RECRUITING OUTSIDE THE BOX**

Walmart careers can make a big difference for adults with disabilities, and those associates can also be a benefit to any store.

**FOR EXAMPLE:**

- ➔ Adults with disabilities typically have very good attendance rates and are more likely to stay in their jobs longer.
- ➔ According to one study, most employers surveyed ranked the job performance of adults with disabilities as high quality.
- ➔ Some states offer tax incentives to companies for employing adults with disabilities.

If you're thinking about hiring an adult with disabilities at your store, Brad recommends working with an outside agency that can provide support for both the store and the associate.

While job candidates with disabilities shouldn't be treated differently from other applicants, they're eligible for accommodations, like having a job coach in the interview or a flexible schedule once hired.

▼  
FIND OUT HOW THIS STORE  
TURNED PICKUP AROUND

# "IF THERE'S AN IDEA THAT WILL HELP, THEN OF COURSE YOU'VE GOT TO PUT THAT INTO ACTION,

and if it doesn't work, then it's just a learning process, right?"

**SARAY TORRES**  
JOB TITLE  
Department  
Manager, Pickup  
STORE  
2280  
Mountain View, Calif.

↓  
Exceptions went down.  
—  
Wait times reduced by  
**~60%**  
—

Store 2280 in Mountain View, Calif., serves a mix of Silicon Valley techies who expect omnichannels like Pickup to work without a hitch and busy people who rely on dot-com deals and short wait times. With these tough customers, Department Manager **Saray Torres** is under pressure to ensure a positive customer experience in Pickup.

Just last year, though, Pickup wait times were often 10 to 15 minutes. But with help from her associates and management team, Saray reduced wait times to about five minutes and turned a dysfunctional department around. Here's how she did it.

▶▶▶



## SEARCH AND SEARCH AGAIN

The store was having way too many exceptions, Saray recalls. So she took a page from her management team's book and performed one-on-one tours with her pickers.

Saray noticed they'd mark exceptions after just one attempt to find an item. She encouraged them to do more. "Ask the department manager. Then go look in the back. Look in go-backs. Then come to me, and I'll take it to an assistant manager. But make those efforts first." Associates quickly saw that Saray's method worked. Exceptions decreased.



## ORGANIZE STAGING

Saray's staging area was disorganized, and it was adding to wait times. But she and her management team organized it by section numbers, even using the now-famous red tape to double her staging sections. Now, every order is assigned a clearly labeled section. So when a customer comes to pick up an order, it includes the staging section, and an associate can find it in seconds.



## USE YOUR TEAM'S EXPERTISE

"Many of my associates have been doing this longer than I have," says Saray, so she incorporated their ideas. They had great suggestions about organizing and capitalizing on available space, such as using the coolers as staging and using small organizer drawers as staging areas for smaller items. "I don't want my associates to feel like, 'She's doing whatever she wants, and we don't have any say.'"



# WHAT'S THE BIG IDEA?

*It's always been true that some of the best ideas come from associates like you. Yuana had some thoughts on how to improve the front end. Find out how she refined those thoughts into an idea that could change her store—and maybe the company.*

**DANYUANA "YUANA" JORDAN**  
**JOB TITLE**  
 Customer Service Manager  
**STORE**  
 2648 | San Leandro, Calif.



### Yuana's Big Idea

My idea is to split our CSM team into three roles: one for customer service, one for cashiers, and one for self-checkouts and everything else.

### How It Would Help Her Store

Front-end associates wouldn't get so many different things thrown at them by different managers, and they'd always know who to call on for help. It'd also be easier for managers; each would be in charge of about 15 associates instead of 60, and you could put them where they're most comfortable.

### How It Would Help Customers

Good customer service is hard to find. I know because I shop around. If, one day, customers come to Walmart and every associate is on the plan, what wrong could we do? Our customer ratings and our sales should go sky-high. They'll want to come in more if we're just there for them.

### Her Inspiration

I used to work security. So I came up with my idea by combining my experience from that with the Walmart way to make the perfect plan.

### Refining the Idea

I sent the first draft of my plan to my assistant manager so she could tell me the pros and cons. Then, at the Academy, they opened my eyes to why we follow One Best Way, so I had to incorporate Clean, Fast, and Friendly. After that, my plan turned from Yuana's plan to Walmart's plan to make Store 2648 run great.



### PEOPLE GREETERS

The Original Big Idea

*"Our best ideas usually do come from the folks in the stores."*

Sam Walton wrote that in *Made in America*. One of those ideas: greeters.

Sam came across the greeter idea at a store in Crowley, La., in 1980. The store manager had stationed an associate at the door to observe everyone entering and leaving. It discouraged theft while also creating a friendly atmosphere.

Sam was impressed, and greeters became part of many stores. Nearly 40 years later, they still welcome customers to many stores nationwide. All because an associate had a big idea.

So what's yours?



Scan here to tell us all about it!



Inside the  
**“VENDING MACHINE”**

Embracing innovation has meant more convenience for customers and new jobs for associates at this Texas store.

FIND IT HERE  
**YOUR GUIDE to AJAX**

► **What Is Ajax?**

Innovation has always been one of Walmart’s defining features. We are always evolving to serve the ever-changing needs of our customers.

For example, how do we help customers who want to use Online Grocery Pickup (OGP) but have busy schedules that keep them from coming by during typical OGP hours?

Enter Ajax, an automated OGP dispensing machine, now at Store 947 in Sherman, Texas. It can handle up to 300 orders a day and dispense an order in about two minutes, and customers can pick up anytime.

Substitutions are a snap, too. Customers are

informed of them by email and can reject them. The system then takes them off the bill.

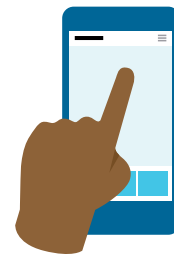
“We live busy lives, so this will be 24 hours and can accommodate everybody,” says **Nikki Filbeck**, OGP department manager at Store 947.

Nikki sees it as a way to grow jobs, too. OGP staffing varies by store, but her department started with 14 associates, well above the average. And, she adds, “We are growing rapidly.”

“Technology is the future. This is just the next step,” Nikki says. “Look at how much it’s helped your job. You just have to embrace that change.”

“I use this service once a week. I know that there are still associates behind the scenes doing the work, but I don’t have to stand in line at the register. It’s legit; I love it.” *Gina Woolsey, customer*

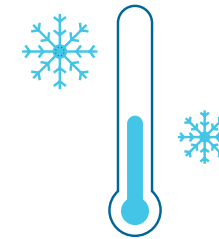
► **How It Works**



A customer orders online. A personal shopper picks the items.



The personal shopper places the items into totes and loads them into Ajax.



A crane carries the items to an elevated holding area. Food is kept fresh at 34 F or frozen at 32 F.



The customer arrives and scans the bar code emailed to them. The crane brings their order to the kiosk, and three totes are presented at a time.



The customer claims those items and then presses “Next.” Ajax presents three more totes. This repeats until all the items are claimed.



**More Innovation:**  
**ALPHABOT**

An automated grocery warehouse situated in a 20,000-square-foot structure outside Store 2142 in Salem, N.H., Alphabot pulls OGP orders automatically. Orders then go to an associate, who readies them for Pickup.

At full capacity, it will hold thousands of UPCs and create six new jobs.

“I’m excited about Alpha. It takes so much manpower to go through every item and check for dates and stock it, and this system is going to take care of most of that for us,” says **Roger Kinchen**, the store’s OGP department manager. “Alpha is the first of its kind. To be hands-on with it is a phenomenal feeling.”

**BECKY  
TOWNSEND**

45

**JOB TITLE**  
Department Manager, OTC Pharmacy

**STORE**  
692 | Danville, Ky.

“

*I worked in the invoice office for 43 years, but that was just one part of the job. I was willing to help out with more, so people would come to me. That’s what helps our store stay successful—when we work as a team to get the job done.*



**STEVE  
CAGLE**

45

**JOB TITLE**  
Pharmacist

**STORE**  
268 | Savannah, Tenn.

“

*One of the greatest lessons I’ve learned is how important it is to get along with people—co-workers, customers, or supervisors. I also think it’s important to have fun.*



**RITA  
SEESGOOD**

45

**JOB TITLE**  
Market Assistant

**STORE**  
19 | Poplar Bluff, Mo.

“

*People can get frustrated or bored and want a change. I tell them to stay with Walmart, because if there’s anything that’s certain about this company, it’s that things are always changing.*



**ELLA  
PRITCHETT**

45

**JOB TITLE**  
Customer Service Manager

**STORE**  
700 | Selma, Ala.

“

*Take advantage of every opportunity to learn and grow in your job. Do your best because you want to succeed and learn—not because you have to.*





**TERESA STEWART**

45

**JOB TITLE**

Senior Manager, Network Planning,  
Merchandise Flow Strategy

**HOME OFFICE**

Bentonville, Ark.



*When people ask how to get promoted, I always tell them to perform where you are. Being successful in your current role is a key to moving into a new one.*



**DEBRA GRAHAM**

40

**JOB TITLE**

Project Manager

**HOME OFFICE**

Bentonville, Ark.



*It's important to share your knowledge with associates so they can succeed, too. And pass along company history. Compassion and respect for the individual have always been a big part of Walmart's culture and success.*



**CAROL WILLIAMS**

40

**JOB TITLE**

Fitting Room Associate

**STORE**

643 | Myrtle Beach, S.C.



*When I see new associates get overwhelmed, I tell them to remember that you're only one person. Work hard, and what you don't get done today will still be here tomorrow.*



**JOHN WOOD**

40

**JOB TITLE**

Greeter

**STORE**

599 | Kingsport, Tenn.



*I've gotten to know so many people in the community, and I feel that asking about their families and catching up on how things are going makes them really feel at home.*



**JUAN  
FALCÓN ROSA**

40

**JOB TITLE**

Emergency Generator Technician and  
Industrial Mechanic

**HOME OFFICE**

Carolina, Puerto Rico



*One thing I love about Walmart is there's always something new to learn. It keeps the job interesting and provides a challenge that I enjoy.*



**VICKI  
HODGE**

40

**JOB TITLE**

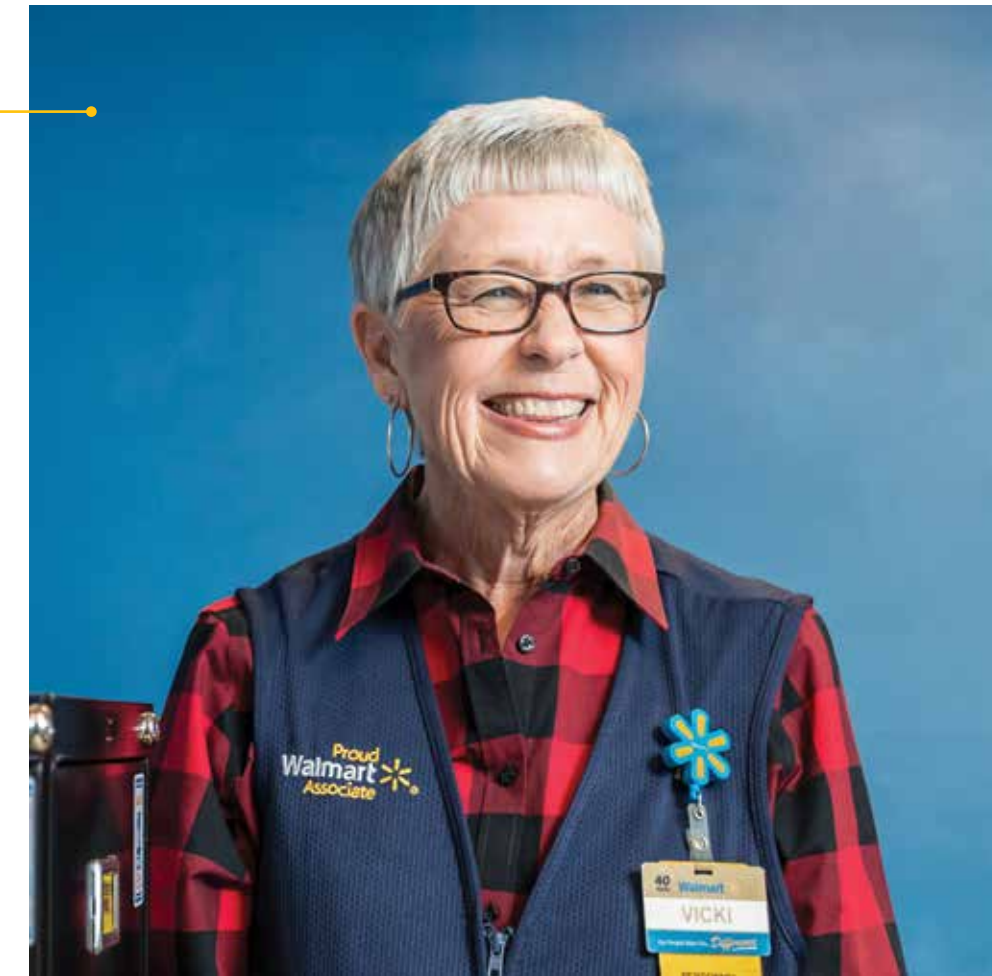
Personnel Coordinator

**STORE**

131 | Mount Pleasant, Texas



*I get to help people find the right fit in their job. I make sure that when someone leaves my office, they have an answer or I'll find it for them.*



**LAURA  
MARTIN**

40

**JOB TITLE**

Phone Operator

**STORE**

662 | Decatur, Ala.



*The key to sales is merchandising. Like when I was department manager of infants and girls. The clothes get people browsing, but it's the formula and diapers that new moms need all the time.*



**PAT BRITTON**

40

**JOB TITLE**

Receiving Clerk

**DISTRIBUTION CENTER**

6018 | Searcy, Ark.



*I appreciate the flexibility I have when I need it. You never know when you'll need to be there for someone, and it's nice to know Walmart is there for you.*



**CYNDI  
CEBALLOS**

40

**JOB TITLE**  
Cashier/Pharmacy Tech

**NEIGHBORHOOD MARKET**  
2431 | Searcy, Ark.

“

*I really like trying new things, and at Walmart there's always more to learn. I tell people the more you learn, the better you like your job and the better the chance you have to move up.*



**SHEILA  
PRESNAL**

40

**JOB TITLE**  
DSD Receiving Associate

**STORE**  
722 | Carrollton, Ga.

“

*Don't be afraid to ask questions. We older associates are bad about using terms someone new may not know. Just ask if you need something; it's the only way you'll learn.*



**STANLEY  
WOOD**

40

**JOB TITLE**  
General Manager

**DISTRIBUTION CENTER**  
6088 | Williamsburg, Va.

“

*We will continue to grow and be successful 40 years from now, as long as we understand what Sam taught: that the customer is the boss, and we need to be willing to change for that customer.*



**JANADA  
HAGAN**

40

**JOB TITLE**  
Customer Service Manager

**STORE**  
838 | Sand Springs, Okla.

“

*Working in personnel, I saw how important it is for people to stick with things. Low turnover is better for the company, and it's good for associates to be able to take advantage of the benefits.*



**MICHAEL DANIELS**

40

**JOB TITLE**  
Cart Pusher

**STORE**  
233 | Anna, Ill.

“

*I've always tried to be a good associate, and I'm really proud of the work I do. I like to help people.*



**DONNA ENSIGN**

40

**JOB TITLE**  
Clerk, Traffic Office

**DISTRIBUTION CENTER**  
6094 | Bentonville, Ark.

”

*There have been many changes over the years, but I've always had the support I need from Walmart and my team to adapt, learn, and grow.*



**CAROL YARBROUGH**

40

**JOB TITLE**  
Greeter

**STORE**  
210 | Holdenville, Okla.

“

*If you always try to do a good job, stay positive, be patient, listen to the customers, and don't give up, then you will succeed.*



**JULIE PATE**

40

**JOB TITLE**  
Customer Service Manager

**STORE**  
137 | Stillwater, Okla.

”

*It's important to interact with customers. Make eye contact. Smile. Ask how they're doing and whether they need help. You're never going to get in trouble for taking care of the customer.*



**NANCY  
HELTON**



**JOB TITLE**  
Stationery, Crafts, and Fabrics Associate

**STORE**  
680 | Greeneville, Tenn.



*When you have on this vest and this badge, you're showing that you're part of Walmart. And you do like Mr. Sam would do—you help.*



**KATHY  
WATERS**



**JOB TITLE**  
Department Manager, Infants

**STORE**  
213 | Litchfield, Ill.



*Shadow those in-the-know; absorb all the knowledge you can from whomever you can; never forget to thank people; and show respect. If you give respect, you get respect.*



**PAT  
SMITH**



**JOB TITLE**  
Personnel Coordinator

**STORE**  
112 | Starkville, Miss.



*As a personnel coordinator, I try to tell all new hires to set goals, give 110 percent each day, and strive for the job you want. It's all up to you.*



**MARK  
KELLY**



**JOB TITLE**  
Store Manager

**STORE**  
667 | Tullahoma, Tenn.



*As technology becomes more important in providing great customer service, it's important not to lose sight of Sam Walton's core beliefs: Respect for the Individual, Strive for Excellence, and Service to the Customer.*



Sometimes the challenges we face bring us closer together and set us on the path to greater success. At this Texas store, a fire led to stronger associate bonds and improved customer service.

# ASHES TO OPPORTUNITY

Store 2991 in Cedar Park, Texas, was already struggling with sluggish sales when a fire broke out shortly before the 2017 holiday shopping season. The fire could have destroyed the ailing store, but instead, it became the bond that brought associates closer together and earned them respect and loyalty from their customers.

“We were a good store, but we weren’t great,” says Store Manager **Mark Freerks**. “We’d just become an Academy store. Those have a lot of detailing that normal stores don’t have. We weren’t used to that.”

After the fire, the store had to close for five days, shocking and worrying associates. “Hundreds of people could have lost their jobs,” says **Lorraine McAdams**, customer service manager.

Instead, the cleanup process became a training opportunity. “They spread us out, and we helped restock and clean,” says Lorraine. “I learned a lot that week.”



**LORRAINE McADAMS**  
JOB TITLE  
Customer Service Manager



**STEPHEN SOWDERS**  
JOB TITLE  
Senior Manager,  
Academy Operations



**KAREN MARTIN**  
JOB TITLE  
Academy Department Manager



**JENNIFER CARDWELL**  
JOB TITLE  
Produce Department Manager



When we were closed, it brought a lot of direct connection with associates.

**MARK FREERKS**  
JOB TITLE  
Store Manager  
STORE  
2991 | Cedar Park, Texas



## CREATING THE BOND

It doesn't have to be a fire: Store 2991's team shares some ideas about how to bring a group closer together.

1. Appreciate your folks by greeting them in the morning and asking how they're doing. They'll be more receptive later when asked to complete a task.
2. Take time to foster personal relationships among associates. Allow associates and customers to be themselves.
3. Believe in associates. If you ask them to do it, trust that they'll do it and do it right.
4. Maintain a positive mental attitude. Associates and customers will appreciate coming in and hearing laughter or being treated with a smile.
5. Believe in the processes and inspire associates to believe, too. A manager sets the tone in the store.



**MANDI TOWLER**

**JOB TITLE**  
Infants and Girls  
Department Manager

**STORE**  
2991 | Cedar Park, Texas



We're able to talk to each other a lot more freely and openly. You just realize that you're a lot more similar than you think you are.

Meanwhile, customers were checking in. "We were getting phone calls wondering when we were going to open back up," says **Jennifer Cardwell**, produce department manager.

As customers started returning, associates took the opportunity to earn back their trust. "Because it started out slow, we could pretty much talk one on one with customers, so they knew we were here to stay," says Mark. "They knew we were doing that little bit extra."

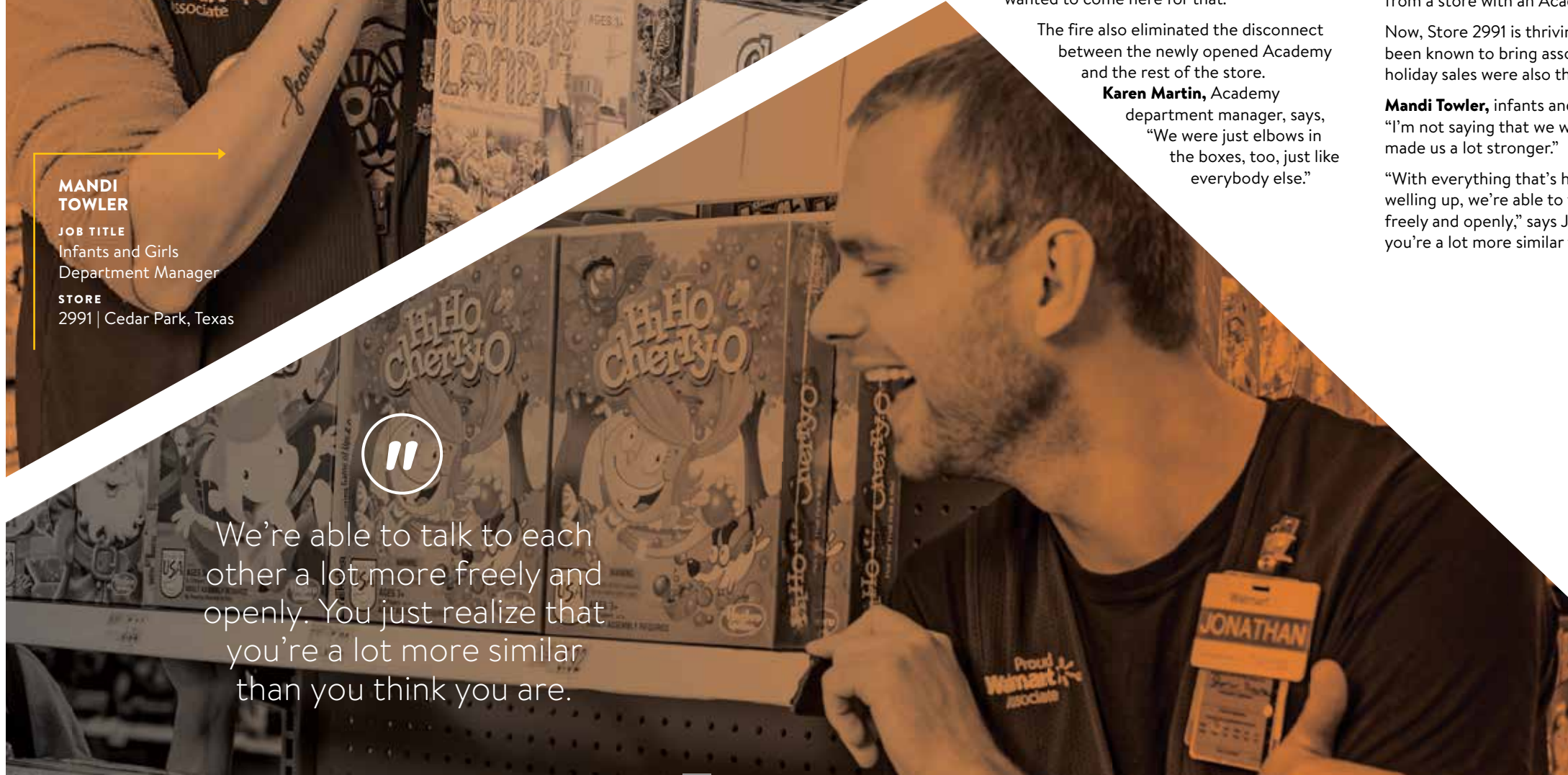
The disaster also bonded the team. "When we were closed, it brought a lot of direct connection with associates," says Mark. "We fed them here. We cooked for them. So we got a lot closer."

As tense as things were, there were chances for fun. "After I got called to come back in to start fixing up the store, I decided to cheer everyone up," says **Jonathan Treadway**, housewares and appliances department manager. "I came in with a bright pink skirt. We had every manager from the region just huddled together, and I just walked straight up there, 'Hi, how you doing? Where do you want me?'"

Personalities, he says, have stayed on the fun side. "After the store reopened, we were still in that mindset of let's have some laughs, and the customers flowing in appreciated that and wanted to come here for that."

The fire also eliminated the disconnect between the newly opened Academy and the rest of the store.

**Karen Martin**, Academy department manager, says, "We were just elbows in the boxes, too, just like everybody else."



We could pretty much talk one on one with customers, so they knew we were here to stay.

"Our disaster didn't just change the way we operate in the store," says **Stephen Sowders**, senior manager, Academy operations. "It changed our thought process. It changed us from a store with an Academy to an Academy store."

Now, Store 2991 is thriving. Customers are so loyal they've been known to bring associates homemade goodies, and holiday sales were also the highest in the market last year.

**Mandi Towler**, infants and girls department manager, says, "I'm not saying that we weren't strong before, but it made us a lot stronger."

"With everything that's happening, with all the emotions welling up, we're able to talk to each other a lot more freely and openly," says Jonathan. "You just realize that you're a lot more similar than you think you are." ✨

**JONATHAN TREADWAY**

**JOB TITLE**  
Housewares and Appliances  
Department Manager

**STORE**  
2991 | Cedar Park, Texas

# Easy Meals for Busy Associates

These easy and affordable chicken recipes will keep you energized so you can crush it every day.

We've all been there. It's a busy day; you've got too much to do and not enough time to do it. So for mealtime, you just grab some fast food or a microwave meal. Then a couple hours later, you're still hungry *and* you feel terrible.

It doesn't have to be this way. Healthier eating can be easy. Just grab a rotisserie chicken from your store's deli and try premaking these meals that will leave you satisfied and ready to rock.

\* A Walmart Private Brand option is available for this ingredient.

## BUFFALO CHICKEN PATTIES

### Ingredients

- \* Cooking spray
- 3½ cups finely chopped rotisserie chicken
- \* ½ cup wing sauce
- \* 2 eggs, lightly beaten
- ½ cup sliced scallions
- \* 1½ cups plain panko breadcrumbs

1. Heat oven to 375 F. Line baking sheet with aluminum foil and coat with cooking spray.
2. In large bowl, combine chicken, wing sauce, eggs, and scallions. Mix well. If mixture is too dry, add another lightly beaten egg.
3. Shape into patties; roll in breadcrumbs to cover entire surface of each patty.
4. Place patties on baking sheet and bake 30 minutes or until breadcrumbs begin to brown and become crispy.

Makes 14 2-oz patties.

## CHICKEN-PESTO SANDWICHES

### Ingredients

- 1 cup shredded rotisserie chicken
- \* ¼ cup basil pesto sauce
- \* 4 slices multigrain bread
- \* 1 tbsp mayonnaise
- 1 Roma tomato, sliced

1. In small bowl, mix chicken and pesto sauce until well-combined.
2. Spread two bread slices with mayonnaise.
3. Top each with ½ cup of pesto-chicken mixture. Place two tomato slices on top of chicken.
4. Top with remaining bread slices. Cut sandwiches in half diagonally.

Makes one cup chicken-pesto mixture, total.

## CHICKEN SALAD

### Ingredients

- 1 tsp finely chopped fresh dill
- \* ½ cup mayonnaise
- \* 1 tsp lemon juice
- \* 1 tsp Dijon mustard
- ½ tsp kosher salt
- \* Black pepper to taste
- 2 cups shredded or chopped rotisserie chicken

1. In small bowl, whisk together dill, mayonnaise, lemon juice, mustard, salt, and pepper.
2. Add chicken to mayonnaise mixture and stir gently until combined. Refrigerate until ready to serve.

Makes three cups.



Scan here to see a video of how to make these Tex-Mex Chicken Roll-Ups. And when you're done watching, share your quick and healthy meal recipes.

**PRO TIP** | For a keto/paleo option, try this in a lettuce wrap, between cucumber slices or red bell pepper halves.



Chicken-Pesto Sandwiches

Chicken Salad



**PRO TIP** | Freeze a water bottle or juice box to serve as a cold pack. Seal it in a plastic bag to prevent potential leakage.



Tex-Mex Chicken Roll-Ups

Buffalo Chicken Patties



# #TBT

THROW BACK TO...

► **Technology and innovative merchandising helped fuel Walmart's success.** It started decades ago under Sam Walton's leadership and continues to this day. Here's a look at how some of the big advancements that revolutionized our company were covered back in the day.



**WALMART.COM TODAY**  
Millions of products. Speedy delivery. Unparalleled convenience. **Walmart.com** has come a long way, and now, shoppers can even order products from partner brands like Moosejaw, ModCloth, Hayneedle, and more!

(Excerpt below from *Wal-Mart Today*, January 1997)

## Wal-Mart Online Expands

YOU CAN SHOP AT HOME FOR OVER 5,000 ITEMS NO MATTER WHERE YOU LIVE



When you visit Wal-Mart Online, you'll be welcomed by a friendly people greeter.

Have you visited our web site yet? If not, this is the time to take advantage of shopping Wal-Mart Online. You will find everyday Wal-Mart items and hundreds of other items not currently sold at any of our stores, and we're adding hundreds of items every week. You'll find the same quality and value you've come to expect from Wal-Mart along with the convenience of shopping in the comfort of your home. We can even deliver your purchases straight to your door or to a friend or family member's address for added convenience.

We've just added nearly 3,000 new items available for sale to be shipped out from Store #96. These are items from Department 7 (Toys) and Departments 5 and 6 (Electronics and Cameras).

We now offer shipping to APO/FPO (military) addresses! Customers will never miss another holiday gift exchange because of high costs or long distances. Customers in the United States can order products for themselves and for friends or family members who are overseas with APO/FPO addresses. Customers overseas can enjoy the

exact same convenience! If they have an APO/FPO address, they can order from Wal-Mart Online.

"Bless you for being there! Your web site is great. It's one of the few that accepts APO/FPO addresses," said Lydia Russo, military personnel in Germany. "We have to rely on our local post exchange, and they have a limited and expensive selection of items. Hey, most of us miss Wal-Mart more than mom's apple pie."

Visit our Web Site at <http://www.Wal-Mart.com>

We understand how important quality merchandise, low prices and friendly service are to our customers. That's what makes us Wal-Mart. We know you deserve those "basics" no matter where you are. That's what makes us Wal-Mart Online.

Internet shopping is the wave of the future! Get a jump start now by visiting our web site at <http://www.Wal-Mart.com>.

by Regan Gonzalez, Wal-Mart Online

## Wal-Mart Online Offers Customers Security

Wal-Mart Online (found on the Internet at [www.wal-mart.com](http://www.wal-mart.com)) continues to explore and advance in the newest retail field of online shopping.

A major concern of online shoppers has been the security of purchases made with credit card numbers sent over the Internet. Wal-Mart became the first U.S. online retailer to process a transaction using the Secure Electronic Transaction (SET) protocol. SET encodes transactions to make them much more difficult to intercept and decode. An American Express cardholder made the purchase, which involves selecting an item, transferring the credit card information, and also verifying his or her identity with a digital "signature" certificate issued by American Express. This technology, jointly developed and endorsed by all of the major

payment card companies, will allow consumers to purchase merchandise on the Internet using the most secure online payment mechanism known thus far.

Wal-Mart Online also continues to update and expand the merchandise available on our site. Around 100,000 new music selections covering a wide variety of musical interests have already been added. "We are very excited to be able to offer this range of music selection to our Wal-Mart Online customers," said Wal-Mart Online Director Phil Martz. "Our goal is to offer the best possible merchandise at Wal-Mart's every day low price." Since the online store opened in 1996, the product selection has expanded to more than 140,000 items. Currently, Wal-Mart Online offers products in 27 categories ranging from sporting goods to fresh flowers.

### The Most Secure You've Seen Thus Far

Online shopping was a new frontier in 1997, and security was a major concern for our customers. After all, you can never be too careful when shopping online (found on the Internet).

(Left excerpt from *Wal-Mart Today*, August 1997)

## Innovator Award

The Information Systems Department (ISD) at the Home Office in Bentonville, AR was recognized by Computerworld Smithsonian Magazine as one of the top five innovators in information technology within business. The award came in recognition of the Retail Link system. The system provides sales data by item by store by day to vendor-partners. It allows them to make the right product available in the right place at the right time.

### The Cutting Edge

When it comes to technology, Walmart has always been at the forefront.

(Left excerpt from *Wal-Mart Today*, February 1997)

### A Dynamic Decade

Company leaders were investing big in technology in order to prepare for the 1990s. It paid off, but even more change was to come.

(Right excerpt from *Wal-Mart World*, September 1990)

4. **Technology** In the past five years we have spent hundreds of millions of dollars on technology including scanning and satellite systems in order to stay on the leading edge. This investment is beginning to pay in so many ways for our Company.

*This list is not intended to be all inclusive.* The greatest potential benefit from the examination of these items is if we understand why we have been successful in the past, we can capitalize on those strengths in the future. It will surely give us a head start into the 1990s which, in my opinion, will be the most dynamic, most volatile decade for retailing in this century.





# ON THE ROAD

with WALMART WORLD

We battled traffic in Silicon Valley (and lost), savored real Texas brisket, and learned about witches in Massachusetts, all for a closer look at the amazing work associates are doing for each other and for their customers.

We've covered some serious ground over the last few months. And it's not always easy. The time away from our homes and families can be trying. But the families we encounter in each store invigorate us and keep us going when the road gets rough. Traveling so far from home, there's nothing like that feeling when associates welcome us with open arms.

Thanks to all of you who shared your stories.  
We can't wait for more.

## WE COULD VISIT YOU NEXT!

Scan here to read some behind-the-scenes stories about what happens when *Walmart World* visits a store and tell us why we should visit yours!



@Walmart @WalmartRadioDJs



*"We're not here to check your mods!" ;)  
We love introducing ourselves to associates at morning meetings.*

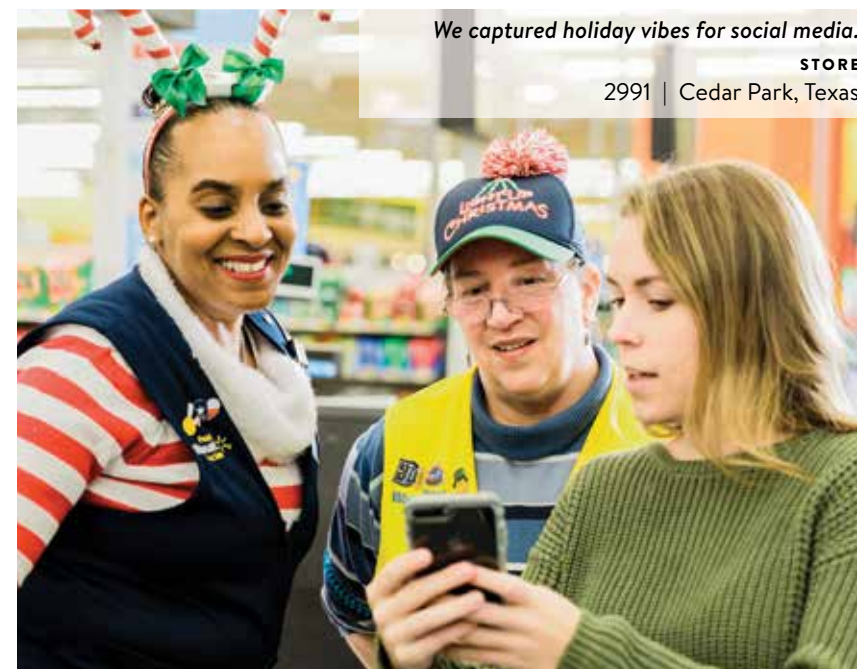
STORE  
1117 | Plano, Texas



STORE  
2925 | Napa, Calif.



STORE  
1117 | Plano, Texas



*We captured holiday vibes for social media.*

STORE  
2991 | Cedar Park, Texas



STORE  
2991 | Cedar Park, Texas



NEIGHBORHOOD MARKET  
4196 | Aurora, Colo.



STORE  
2142 | Salem, N.H.



*We took selfies with Store Manager Jinesh Mesuria.*

STORE  
1117 | Plano, Texas

Spill the beans.

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

   @WalmartWorld

