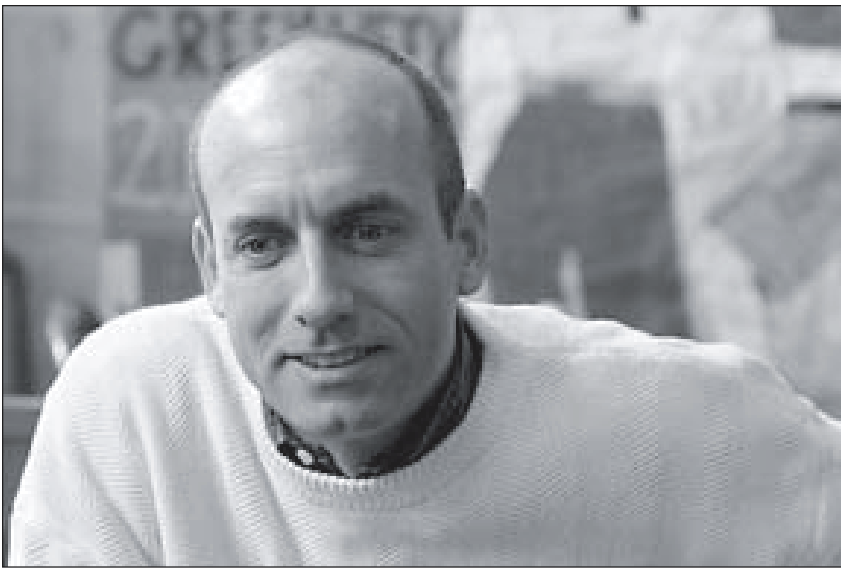


# Calloway News



achieving RESULTS

The Newsletter of the Wayne Calloway School of Business and Accountancy at Wake Forest University



Kline Harrison: a large impact on Wake Forest's Greek system.

## Mentors par excellence

*Two faculty members honored for outstanding Greek advising*

Two Calloway faculty members were honored recently by the Panhellenic and Interfraternity Councils for their outstanding contributions to Greek life on campus. Sheri Bridges, assistant professor of marketing, received the Faculty Advisor Award for her work with Delta Delta Delta sorority, and J. Kline Harrison, associate dean and professor of management, received the Mark Reece Faculty Advisor Award for his work with Theta Chi fraternity. The following profiles on Drs. Bridges and Harrison were written by respective members of their Greek organizations.

### Sheri Bridges

B.A., South Florida  
M.A., Texas (Dallas)  
Ph.D., Stanford

Professor, advisor, mentor, and friend; these are the hats that Dr.

Sheri Bridges often wears in the midst of her hectic days. Fortunately, she wears all of them well.

While she is known to be a very demanding and difficult professor, students line up to take her marketing classes due to her unique and captivating teaching style. Her expertise in the field is well respected and sought after by those pursuing a business major.

As an advisor, specifically to Wake Forest's chapter of Delta Delta Delta, she encourages members to reach for the highest ideals for themselves and their organization. She innately knows when to step back and let others find their way, and when a few words of guidance are necessary.

Chapter leaders are urged to take responsibility for their actions and those of others. She has successfully striven to advance relationships between the Greek  
*continues on page 3*

### J. Kline Harrison

B.S., University of Virginia  
Ph.D., University of Maryland

Whether serving as the faculty advisor for the Theta Chi fraternity,

organizing the Greek Scholar Banquet, being an honorary member of Order of Omega, or being a three-time recipient of the Faculty Advisor of the Year award, Dr. J. Kline Harrison has made a large impact on the Greek system at Wake Forest. As faculty advisor for Theta Chi, Dr. Harrison has actively sought to improve both his fraternity and the Greek system as a whole. His genuine interest in promoting a healthy and responsible Greek system on campus has motivated him to organize such events as the annual Greek Scholar Banquet as well as being the lead faculty member in GRIG, the Grass Roots Initiative by Greeks, five years ago.

Since being approached almost nine years ago by the brothers of Theta Chi and asked to serve as the fraternity's faculty advisor, Dr. Harrison has been  
*continues on page 2*

## The game, on the line

Imagine a haven where academics review case studies and theorize about business strategies. What comes to mind is likely to be the typical business school classroom. Here, the consequences of mistakes are papers rubbed thin by erasers and less than perfect test scores.

While that paradigm is still strong, Roger Jenkins, FM. Kirby Chair of Business and Excellence in the Calloway School, offered his class the opportunity to develop marketing strategies for an actual Internet startup company, The Adrenaline Sports Entertainment Network (ASEN).

ASEN plans to be the first company to offer an Internet destination dedicated to adrenaline sports enthusiasts, providing 24-hour streamed sports and entertainment video content including 32 sports such as snowboarding, skateboarding, and surfing.

The Calloway School's reputation for excellence attracted the attention of ASEN's management, and the company contacted the school about developing possible marketing strategies. The proposition appealed to Jenkins, who is dedicated to offering students opportunities to work with real companies. Jenkins and ASEN president and CEO, Jason Rem, developed a project benefiting both.

"We did not have the money to hire a firm to analyze our marketing strategy. We also felt a professional firm would not have their ear to the ground as well as university students who could give us a fresh feel as to whether our ideas could really work," says Rem.

"I believe in experiential learning," says Jenkins. "Working with a company makes the student's learning relevant and offers an external validity check to concepts learned in class."

Students were divided into teams or "marketing companies" that worked independently to develop marketing strategies for ASEN. The teams researched demographics, the length of time potential consumers spent online, and the type of modem connections used. They also developed advertising and marketing strategies and methods for creating brand loyalty.

"We were excited that it was a real company," says senior Charlie Compton who participated in the project. "Our plan had a possibility of actually going into effect."

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Roger Jenkins: a believer in experiential learning.



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# letter

FROM THE DEAN



*My vision for the Calloway School is a simple one.*



Yvonne Hinson: 'We were there to help.'

## Calloway News

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## Is it just about money?

By the time you read this column, Wake Forest University will have officially kicked off its \$450 million *Honoring the Promise* capital campaign. The Calloway School's portion of this campaign will total \$XX million, with \$XX million of this amount going to construction of our new facility, \$XX to faculty support, \$XX to student support, and \$XX to our annual Calloway Fund.

Over the coming months, and even years, you will, no doubt, hear much and receive much correspondence about this campaign, both from the University and from the Calloway School. Your immediate temptation—spoken from personal experience, I'm afraid—might be to dismiss these communications and this campaign as just another attempt—in a long line of attempts—to get into your pocketbook. Let me put your mind at ease—it is that. But, it is so much more than that.

At its core, the Calloway School is a place where students—between 20 and 25 percent of each Wake Forest class—prepare to pursue leadership roles in business and

society. The faculty and staff of the Calloway School are thoroughly dedicated to this core purpose, thoroughly dedicated to educating undergraduate business students. In fact, our focus on undergraduate business education is truly unique among U.S. business schools. Thus, I can say, in all good conscience, that the financial support you provide the Calloway School during this campaign, whether for facilities, for faculty or student support, or for our annual fund, ultimately goes toward our core purpose of preparing students for future leadership roles in business and society.

The Calloway School has experienced dramatic growth in recent years. Over the past decade, our student body has grown from approximately 300 to over 400 students. Our degree programs have increased from the two—business and accounting—that were in place when most of you earned your degrees, to five, with the addition in recent years of analytical finance, mathematical business, and, just this year, information systems. And our

faculty complement has grown over this period from a full-time equivalent size of about 20 to one of just over 30. This growth has placed pressure on all of our resources, our facilities being the most visible and obvious example. Calloway Hall is currently the most compressed teaching space on the Wake Forest campus, and Calloway School courses are being taught, and faculty housed, in multiple locations across campus.

My vision for the Calloway School is a simple one—outstanding faculty delivering an outstanding curriculum in an outstanding facility. I ask you to help us fulfill this vision. I ask you to consider a generous gift in support of our *Honoring the Promise* campaign. You see, it is, after all, about the money. But please know that it is really about so much more—it is, at its core, about preparing future generations of business students to pursue and assume leadership roles in business and society.

Jack E. Wilkerson, Jr.  
Dean

## Taking tax aid on the road

*Calloway students set up temporary tax preparation assistance office in downtown bus depot.*

The bus station in downtown Winston-Salem was more than a busy transportation hub in February and early March. A group of Wake Forest University accounting and analytical finance students, led by professor Yvonne Hinson, turned it into a temporary income tax preparation office.

The group offered four three-hour sessions, starting Feb. 20 and ending March 3, at the main bus terminal downtown. They assisted taxpayers who could file using the 1040-EZ, 1040-A, or other basic 1040 forms.

"Many people think that since they don't owe, they don't need to file," said Hinson, an assistant professor in the Calloway School of Business and Accountancy and a PricewaterhouseCoopers Faculty Fellow. "We were there to help those people who can't afford other assistance, or who don't know that assistance is even available to them."

The Wake Forest professor and her group of 30 introductory tax students prepared forms free of charge for scores of Winston-Salem residents. They were among the newest participants in the nationwide Volunteer Income Tax Assistance Program, known as VITA.

A 30-year-old program operated by the Internal Revenue Service, VITA depends on trained volunteers to help

lower-to-moderate-income, elderly, disabled or non-English-speaking taxpayers file their tax returns. Last year VITA programs in North Carolina assisted 108,000 residents. IRS officials say Wake Forest's participation helped fill a need in Forsyth County.

Taylor Campbell, a graduate student who works closely with Hinson, helped organize the program for the Calloway students. He enlisted the support of the University's Romance languages department to provide Spanish-speaking translators for the sessions where the city's growing Hispanic population made up a significant portion of the group's clients. He and Hinson also led a crash-course on filing tax returns for the group before the program started.

"This is a chance for Wake Forest to really give back to our community," said Campbell, who graduated in May with a master's degree in accounting.

The students worked in pairs to prepare each return, with a support system that included Campbell, Hinson and volunteers from local accounting firms. Students also had access to a toll-free hotline staffed by IRS experts.

The project fulfilled two of Hinson's top classroom priorities: community service

and hands-on learning. She made the project a requirement in her introductory course, "Taxes and Their Role in Personal and Business Decisions," where students learn to prepare tax returns the old-fashioned way before trying it online.

"Hands-on experience is extremely important," she said. "The quicker these students get their hands on actual tax forms, the better they will be."

## Harrison

*continued from Page 1*

committed to promoting academic excellence, compassion, and concern for our fellow man. He is a positive influence in all facets of our daily lives and his advising and mentoring have greatly enhanced our college experience. As a professor and associate dean of the Calloway School, Dr. Harrison is a positive role model in the classroom as well.

Regardless of what capacity he is serving, Dr. Harrison is always committed to the well-being of the students involved. He is an invaluable resource for the Wake Forest community and especially the Theta Chi fraternity. Dr. Harrison's efforts have certainly made Wake Forest a better place socially and academically.

—SCOTT ADAMS ('01)

# Functional as well as operational

Graduate students develop operational audit plan and program for non-profit organization

During the fall semester, graduate students enrolled in Doug Beets' Introduction to Auditing course had a challenging assignment: they were asked to seek out a non-profit organization, develop an operational audit plan and program for that organization, and complete the audit prior to the end of the semester. The result was "feedback, additional insight, research, and an advisory document that can be used immediately by our organization," said J. Damian Birkel, executive director of Professionals in Transition (PIT). PIT is a non-profit based in

Winston-Salem that exists to assist unemployed and under-employed professionals in networking and enhancing their employability.

The goals of an operational audit are more flexible than those of an audit of a business' financial statements. Whereas financial statement audits are designed to assess the fairness of those statements and related accounting records, operational audits are oriented toward fostering organizational efficiency and effectiveness. Consequently, the participating students, Tim Boyce, Yelena Boyeva, Stella Chen, Aichun Li, Robert

Lindenberg, Timothy O'Brien, and Alan Wang, had to begin their assignment by learning as much as possible about the organization.

The group visited PIT's facility frequently during the semester to develop an audit plan, then executed the program steps to complete the engagement. Their final contribution to the non-profit was a presentation to the board of directors near the end of the semester. Birkel commented that "there was significant discussion both during their presentation and after by our board, which was extremely pleased by the audit and recommendations made."

All of the students commented that the experiential nature of the project enhanced their understanding of auditing. Several of the students also expressed satisfaction in assisting a non-profit organization; Timothy O'Brien said, "I think auditing a non-profit was better than auditing a for-profit organization because I felt a sense of accomplishment about the difference we may have made for this young organization."

The students also learned and benefited from the diversity inherent in the composition of the student team; of the seven graduate students who participated in the audit, three are Chinese, one is Russian, and the remaining three are from the United States. Chen, a student from Leping in the Jiangxi province of China, indicated that "the diversity of nationalities helped the team because, to some extent, we think in different ways."

This past winter, each of the students who participated in the audit continued to learn from practice as they enjoyed internships with public accounting firms. They returned in mid-March for their fourth year of study in the Masters of Science in Accountancy program.



Doug Beets' students derived special satisfaction from assisting a non-profit organization.

## Faculty Briefs

### Duchac named first Merrill Lynch accounting professor

The Calloway School of Business and Accountancy has named Jonathan Duchac the first Merrill Lynch Professor in Accounting.



Duchac, an expert in financial accounting, has been an accounting professor in the Calloway School since 1993. He will receive summer scholarship and research support, funds for classroom projects and professional development, and other benefits during his three-year appointment.

The professorship is the first of its kind for Merrill Lynch. John Fosina, a 1981 Calloway School graduate who is first vice president and legal and regulatory controller with Merrill Lynch, has fostered the relationship between the firm and his alma

mater. He invited Duchac to complete a sabbatical with Merrill Lynch during the 2000-2001 academic year.

### Juras named to PricewaterhouseCoopers Professorship

Paul Juras has been named the PricewaterhouseCoopers Professorship for Teaching Excellence.



Juras, associate professor of accountancy, is a 10-year member of the Calloway School faculty. He teaches Accounting Information Systems, Accounting Research Methods, and introductory and advanced levels of Management Accounting.

Recipients of the professorship are selected based on teaching effectiveness, innovation in classroom instruction and course development, professional interaction with the accounting profession and business community, and overall

academic excellence

### Robin appointed editor of business education journal

Donald P. Robin, J. Tylee Wilson Professor of Business Ethics at Wake Forest University, has been named editor of the *Journal of the Academy of Business Education*.

Robin joined Wake Forest's Calloway School of Business and Accountancy faculty in 1997. From 1995 to 2000, he was on the editorial review board of *Business Ethics Quarterly*. He also was president of the Society for Marketing Advances from 1998 to 2000.

### Cooper Family Fellow appointed to faculty

Robert Ballenger, the Cooper Family Fellow in Information Systems, joined the Calloway faculty this past fall as an assistant professor.



The Cooper Family funded this fellowship to support the summer scholarship and professional development activities of an information systems professor's first three years in the Calloway School of Business and Accountancy.

Ballenger was a member of the faculty at Babson College for two years and then served as executive vice president of ServNET Technologies of Charlotte. Prior to arriving on campus last July, he spent the last two-and-a-half years at the University of Alabama in Huntsville, where he received the Undergraduate

Outstanding Teaching Award last spring. His interests are in the areas of electronic commerce, databases, object-oriented technologies, and the strategic use of information systems.

## Bridges

Continued from Page 1

system and university faculty and staff through constant communication with all sides involved.

Her conduct has cast her into a position which many young women strive to emulate—one of humble intelligence, extreme compassion, and unfaltering integrity.

Finally, and most importantly, as a friend Dr. Sheri Bridges always has provided a listening ear, a shoulder to cry on, and a smile to brighten the days of those she cares for.

In spite of the diverse roles she plays, Dr. Bridges is able to maintain and improve each one on a daily basis, and through this excellence she has created a more positive environment within the Wake Forest community.

—CHRISTY PARKER '01



Sheri Bridges combines numerous qualities admired by and inspirational to her sorority advisees.

STUDENT

*profile*

Rob Holland

*It takes more than just work opportunities for a young student to run and manage a successful company.*

ROB HOLLAND ('01)

**The greening of an entrepreneur**

When I was 15 years old, my mother drove me to the corporate headquarters of General Parcel Service and told me good luck as I hopped out of the car. I was wearing a business suit that she had purchased for me the previous day, and I was proud of the adventure that I was about to embark on—I was going to try to convince the company's marketing director that he should hire me to produce a series of training films that the company's personnel office needed. Despite my age and fairly short list of references, the company decided to take a chance and offer me the job. After I excitedly told the director about my commitment to doing an outstanding job on the project, I asked if I could use his phone to call my mother so she could come pick me up...he gave me a funny look, to say the least.

As you can see, in high school, I always had my family to provide support, guidance, and even transportation in running my multimedia production company, Exidos Films. And, I had always figured that without that support in place, I would be unable to continue running it. My expectations of college were that, being so far from my home in Jacksonville, Florida, I would have to close the doors on the production company that I had had so much fun in building over the past four years. My expectations were wrong; instead, Wake Forest and the Calloway School of Business and Accountancy have provided me with even more support, work, and guidance than I had expected and more than I had been used to in Jacksonville.

For starters, the University immediately hired my company to produce a number of substantially large multimedia projects. Not only did this provide work for Exidos, but it also gave me experience working with new technologies and opportunities to learn more about dealing with bigger, more elaborate multimedia projects. Just this year, Wake Forest has become my largest single client, having hired me to produce a CD-ROM on Honor and Ethics sent to all incoming freshmen, a behind-the-scenes documentary on the Presidential Debate, a CD-ROM presentation for the Calloway School, and quite a few others.

But it takes more than just work opportunities for a young student to run and manage a successful company. It also takes the support and guidance that my family had provided for me when I was in high school. Here again, the School went beyond my expectations in making sure that I had access to people who were willing to help me grow and develop my company and support me when I had tough decisions to make. My accounting professor, Dr. Terry Baker, for example,

took personal time to help me reorganize my company's previously 'sloppy' accounting books. Likewise, my tax professor, Dr. Yvonne Hinson, helped me adjust to doing corporate taxes when I incorporated my company. Dr. Page West, who is working with me on an independent study project, is helping me learn about raising capital for small businesses. In fact, most of the people with whom I have been in contact while in the Calloway School have in some way influenced the way I have run my company and the decisions I have made related to it. So, while the support network that I was used to in Florida has in some ways disappeared, an even more substantial one has replaced it here at Wake Forest, and it is to this place and to these people that I give substantial credit for my successes in business and entrepreneurship.

It is tempting for me to graduate from the University, confident in my knowledge of business and film, and consider turning my company into a lifetime career. Instead, however, again based on advice and support from professors and friends at Calloway, I have decided to continue my education by taking a job with Lehman Brothers investment bank. My plans are to go through an intensive, real-life learning experience over the next few years before returning to the exciting world of entrepreneurship. Whatever I end up doing, however, I will attribute any success that I might have in no small part back to Wake Forest, the Calloway School, and all of the wonderful people that make it what it is.

—ROB HOLLAND ('01)

**FASB member is Hylton lecturer**

The 15th speaker in the Hylton Lecture Series in Accountancy was G. Michael Crooch. At a dinner on April 24, he spoke on "The Role of the Financial Accounting Standards Board in Establishing International Accounting Standards."

Mr. Crooch was appointed to a five-year term with the Financial Accounting Standards Board in July 2000. Prior to joining the board, he was a partner in Arthur Andersen, where he served as director of international accounting principles in the firm's professional standard group.

Mr. Crooch was the American Institute of Certified Public Accountants representative to the International Accounting Standards Committee and served on the IASC Executive Committee. He also was a member of the FASB task force on interest methods and is a former member of the American Accounting Association Financial Accounting Standards Committee.

**ASEN***Continued from Page 1*

We had access to upper management and we had access to real financial figures. But working on the project showed me that there is a lot more uncertainty in real life than in school."

To formulate their strategies, student teams sifted through information, much of which was found on the Internet—a resource requiring hefty amounts of skepticism and the application of conservative approaches to collected data.

"The professionalism of the students was impressive. They completed high-end reports, and they didn't pull any punches," says Rem.

ASEN, whose leadership resumes include experienced management from ESPN, Fox Sports, and DreamWorks SKG, impressed the students with the caliber of talent behind the business. But students recognized weaknesses in ASEN's expectations of market share, market demand, and advertising dollar potential, and they clearly identified and addressed those issues in their marketing strategies.

Senior Laura Hurd says she found the possibility of backlash from the extreme sports fans an unexpected yet interesting wrinkle in her team's strategy. Though they seek sponsorship for their events, she found that this non-traditional market might oppose the venture if fans suspected that ASEN was less than genuinely interested in extreme sports.

"One of the benefits for me," says Hurd, "was realizing that a company may have ideas about what they want to do that don't always match up with marketing research. Developing a strategy may involve compromising."

"With this particular new venture students had the opportunity to really understand the complexities and risks of starting a new firm," explains Jenkins. "When students work with a real company, they work harder because they understand the relevance of what they're doing. And having a CEO tell them they've done a super job builds their self-confidence."

The quality of work done by the Calloway students impressed the executives involved with ASEN. Jenkins attributes the success of the project to the student's abilities to integrate different areas of business and their creative approaches to problem solving.

Says Hurd: "Working on this project gave me a different perspective on the real world. I got a better idea about politics in business. A team might work really hard to develop a strategy, but that doesn't mean it will be accepted."

With six separate marketing strategy teams reporting, the background research and analysis was broad, creative, and thorough. Each student contributed both individually and as part of a team.

"The students' work was stellar," says Rem. "The quality was at the top, and the writing was excellent. There was very little difference between what a professional firm could deliver and what we got from these students."

—KIM MCGRATH

CHRIS CAPUANO

## The business of e-business

Chris Capuano's (82) handshake felt like an energy infusion. Dressed down in tan slacks and a bright blue oxford shirt, Chris greeted me in the lobby of the Reston, Va., offices of Proxicom, the innovative e-business company that has exploded into an international leader in the new economy. Chris proceeded to hustle me around the two levels of office space the company now occupies, explaining the method to the seeming madness in the design of their office space. "The idea behind this design was to remove barriers that could inhibit the exchange of information and ideas."

As we moved from unstructured space to unstructured space, Chris explained that the offices were designed to be open, and to encourage employees to work together. We walked past several 10-by-12-foot rooms, some of which were being used for what appeared to be impromptu meetings, and employees were using the walls for their notepads. "Sometimes we literally start on one side of the room, and in minutes," said Chris, referring to the scribble, "the wall space for the room depicts the concept for a new idea or project."

Proxicom's offices are designed to facilitate problem solving, creative flow, new ideas, and innovation. The company uses the same design philosophy for all of its offices in the U.S. and Europe. There are as few barriers for interaction as possible, and the office boasts a "chill out" room on the second floor with beer taps and pool tables to facilitate late night relaxation and brainstorming sessions.

I felt as though I was on a very hip movie set. Proxicom seemed to embody all of the images that have come to connote the high tech world. Relaxed, hip, pulse-on-the-world employees float through the office space, as though they live there. "During the early years," quipped Chris, "some of us practically did live here." There is no emphasis on formality, and Chris, although passionate and animated in his conversation, is relaxed and at ease in the surroundings. In this meeting, I wanted to learn about Chris and his role at Proxicom, as well as discover what has made Proxicom so successful. I also was interested in what the future held in terms of continued success.

We all know that many of the "dot coms" have floundered and folded in the last year, and although Proxicom has seen its stock plummet with the rest of the tech world, it is one of the few companies that has consistently actualized cash profits in the highly competitive, highly volatile Internet start-up world. How is Proxicom different, and why will it survive where others have failed?

Proxicom was founded in 1991. In 1994 the company started to focus 100 percent on the Internet world as an e-business consulting company that delivers

Internet-based business solutions to Fortune 1000 companies. The company focuses on the following sectors: energy, automotive, telecommunications, financial services, retail and manufacturing, service industries, media, entertainment, and travel and transportation businesses.

The company has built e-businesses for America Online, General Electric, General Motors, Merrill Lynch, Marriott International and Toyota. The company, with over 1,200 employees, is headquartered outside Washington, D.C. and has offices across the United States as well as in London, Munich, Rome and Madrid. In 1999, the company had revenues of \$207 million and operating income of almost \$17 million.

Chris Capuano grew up in the D.C. area, and wanted to head south for his collegiate experience. "I was attracted to Wake Forest's size, facilities and reputation. I went to a small high school, and knew that I wanted something similar in an undergraduate education," he said. Chris majored in business, and found that experience to be practical and rigorous. One of his favorite professors while here was business law professor Jeanne Owen. "She was sharp, had business savvy and was ahead of her time in many ways," he says. He has found that he uses much of the fundamentals he learned in the Calloway School in his work today.

After graduating cum laude from Wake Forest in 1982, Chris went on to receive his law degree from Catholic University in Washington, D.C. He joined a big law firm in the D.C. area after graduation. "My experience at Wake Forest and in law school taught me the absolute importance of consistently producing high quality work, which translated well into the legal profession," he said. During Chris' years with the law firm, and later as a consultant for Price Waterhouse, he served as an adjunct law professor at Georgetown University Law Center and went on to earn his LLM from Georgetown. I began to see that the energy that overflowed from Chris in our meeting was something that must be inherent to his personality.

Chris joined Proxicom in 1996 as a vice president and general counsel on the company's executive management team. In early 2000, he changed roles and now is the senior vice president for business development and strategic planning of the company, leading a group that is responsible for developing and implementing Proxicom's strategic goals, including public markets analysis, mergers and acquisitions, wireless Internet, joint ventures, alliances, licensing, and international expansion.

Now what, exactly, does Proxicom do? The word "e-business" seemed so broad. Chris anticipated this question, and launched into an explanation that even I could understand. The business is very different today than five years ago. The Internet applications were relatively simple Web pages; today they are very complex transactional enterprises systems that affect all aspects of the core business.

What separated Proxicom from other Internet solutions companies was its focus on Fortune 1000 companies. "We steered away from the dot com world, because we believed that the companies that had been around for years, would stay around," he said. "We were right in many aspects and were able to find our niche in helping companies like Toyota and Marriott build the internet aspect of their business." In the early years, we focused on sales and client service.

"You cannot see all that Proxicom does for our clients." He talked quickly and directly, using examples as he spoke. "Log on to one of the sites we have designed, say, for Toyota. We are responsible for the Web site design and how quick, efficient and customer friendly it is. The links you see, the set up, the creativity, everything you see—we have built. The unseen that we are responsible for is building the business-to-business or supply-chain Internet applications that streamline the internal workings at Toyota, or whatever company we work for."

Ultimately, Chris explained, this allows companies to be much more efficient internally with their inventory, therefore helping to lower the cost of production. "What Proxicom has provided business which most of our competitors have not, is innovation in supply chain and customer relation management," he said. "We have helped companies eliminate paper-based supply chain management and cut time and costs."

Chris sees unlimited potential with Proxicom's area of specialization. "Typically, the clients we work with want to stay on top of the changes in internet technology. Our approach has always been to bring strategy, technology and creative skill sets to our client solutions. We have a living approach that builds on our best practices. Our entrepreneurial culture here enhances that model. We have a common culture and process for delivering solutions. That has always been our philosophy, and I believe, one of the major keys to our success."

When I asked Chris what the next five years would hold for the company, again, he was quick with his response. "Proxicom will be globally recognized as a premiere multi-channel solutions firm."

He explained that the next few years would bring even more integration of services in the wire and wireless world. "Imagine that everything you have is connected, your phone, palm pilot, computer, television, everything works together. That is where we will be, providing strategy, technology and creative services to our core client base," he said.

One step ahead, that seems to be where Chris Capuano is most comfortable.

Chris and his wife, Lisa live in Washington, D.C., and have a new daughter, Corina Marie.

—TRACY MOHR, Calloway School Director of Development

ALUMNI

# profiles



Chris Capuano

*'What Proxicom has provided business, which most of our competitors have not, is innovation in supply chain and customer relation management.'*

# The Calloway Fund

**THE CALLOWAY FUND**, PART OF WAKE FOREST'S COLLEGE FUND, RAISES UNRESTRICTED SUPPORT FOR THE WAYNE CALLOWAY SCHOOL OF BUSINESS AND ACCOUNTANCY. THIS YEAR'S GOAL FOR THE CALLOWAY FUND IS \$225,000. GIFTS BENEFIT EVERY STUDENT AND PROFESSOR BY UNDERWRITING TECHNOLOGY INITIATIVES, STUDENT DEVELOPMENT AND SERVICES, FACULTY DEVELOPMENT, ORGANIZED ACTIVITIES, AND CURRICULAR INTERNSHIP DEVELOPMENT.



A number of giving opportunities are available.

For further information, contact:

**Tracy Mohr**

Calloway School Director of Development

(336) 758-5223 or (800) 752-8570

e-mail: mohrts@wfu.edu

If your company has a matching gifts program, your contribution to the Calloway Fund can be doubled. Contact Tracy Mohr for further information.

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