



Building a Five-Star Culture Brett Hurt

October 2011

Discussed during Keynote for
MiniTrends 2014: Insight, Innovation & Strategy
September 26, 2014, Holiday Inn Lady Bird Lake, Austin, Texas

Bazaarvoice: Leading Global Social Commerce provider

- » Founded May 2, 2005
- » 660 clients with multiple brands, across 15 industries
- » 250 billion UGC impressions served to date
- » 520 employees (not including stay-at-home Moderators); HQ in Austin with offices in London, Munich, Paris, Stockholm, and Sydney
- » Broad set of social commerce solutions across 21 languages (w/ multiple dialects)
- » Very nascent market, constant change



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

2

*"MiniTrends 2014: Insight, Innovation & Strategy, September, 26, 2014, Austin, Texas
Please contact Brett Hurt or Technology Futures, Inc. to reproduce presentation material.*

Why Is Culture Important?

Easier recruiting and retention

More competitive

Retention of clients; better services

More passion, less anxiety

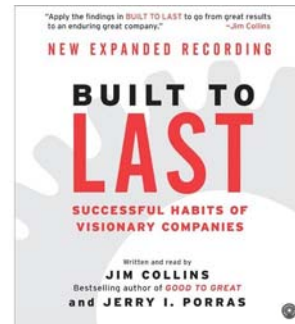
Contagious, and everything becomes *easier*

Leads to great financial performance

Makes it more fun for everyone

Self-preservation?!

Legacy



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

3

Our Executive Team's Cultural Orientation and Goals

"We will learn more at Bazaarvoice than at any other company we have worked"

Innocent until proven guilty; The Golden Rule

Employees, and people, are smarter and better natured than they get credit for

We take the time to shape culture, while the foundation is the most important

We vigorously debate any change to our culture, but we must be open to change

I am the Chief Culture Officer, but we all own it – this is our time and like family



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

4

"MiniTrends 2014: Insight, Innovation & Strategy, September, 26, 2014, Austin, Texas
Please contact Brett Hurt or Technology Futures, Inc. to reproduce presentation material.

It Starts with a *Great Foundation*



Hiring

Firing

Training

Communicating

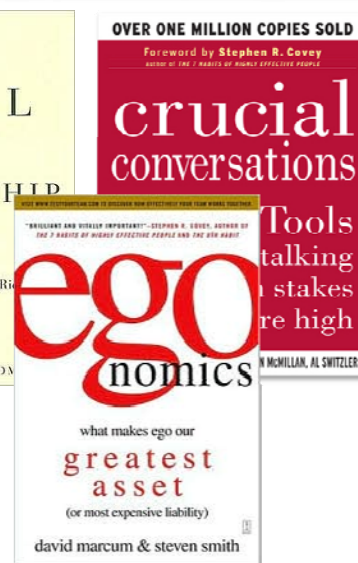
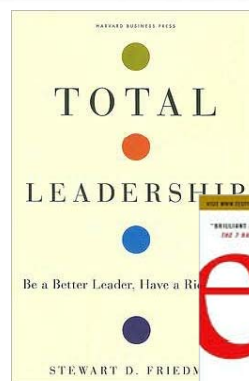
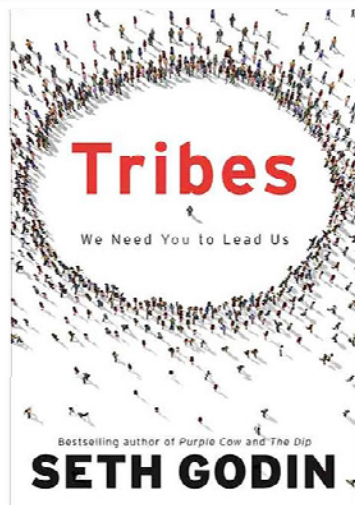
Assessing



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

5

Great Books Help Model a Five-Star Culture



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

6

"MiniTrends 2014: Insight, Innovation & Strategy, September, 26, 2014, Austin, Texas
Please contact Brett Hurt or Technology Futures, Inc. to reproduce presentation material.

Regular Feedback = Rapid Improvement – Less Anxiety

Ongoing, real-time, everyone

“The Magic Moment”

Crucial Conversations and Jack Welch

\$400/yr. for education allowance plus
tons of internal training
(over \$1,000/year/employee)

Seven-Star Performance Award at
our All-Hands nominated by employees

Annual Climate Survey

Social Commerce Summit surveys



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

7

Set Big Goals and Magic Can Happen



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

8

*"MiniTrends 2014: Insight, Innovation & Strategy, September, 26, 2014, Austin, Texas
Please contact Brett Hurt or Technology Futures, Inc. to reproduce presentation material.*

A Word on Selling

Harness passion

Take the high road, always

Warrior Poets

We are a *family*

Improve daily and challenge everything

No one sells alone



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

9

Support the Team with Smart Marketing

Conferences (Shop.org, eTail, CES, many verticals)

In-person press tours

Bazaarblog

Facebook, LinkedIn, YouTube, Twitter, soon Google+

Social Commerce Summit

... and measure everything



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

10

*"MiniTrends 2014: Insight, Innovation & Strategy, September, 26, 2014, Austin, Texas
Please contact Brett Hurt or Technology Futures, Inc. to reproduce presentation material.*

Foster a Culture of Winning (with Spouses too!)



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

11

The Entire Company Is Selling

Investors and advisors,

The past three business days (does Saturday count?) have been exhilarating. Three of our biggest name, late-stage retail adopters have finally fallen: Costco signed, after 988 days in Salesforce.com, and waiting for Wal-Mart and Sam's Club to get a significant leg up on them in social commerce. Sorry, I had to say it. They are one of my favorite brands – and FINALLY they have partnered with us!! It will be awesome to see how we jointly execute with this. Footlocker signed, after 719 days in Salesforce.com. Huge brand with 3,800 stores across 21 countries. Kim Diamond, our Sales Director based in Singapore, had this as a named account from her time with us in the Austin office. She also just had twins (her 2nd and 3rd child)! I sent you the win-note on Monday about Williams-Sonoma, which signed after 1,022 days in Salesforce.com.

Congrats to Ryan Cush again (Sales Director on Williams-Sonoma), Scott Forshay (SD on Costco), Kim Diamond (SD on Footlocker), Greg Brown (our VP of Retail & Travel, Americas), and Michael Osborne (SVP of Worldwide Sales) on these deals.

I want to make it clear that our average engaged sales cycle is around 4 months, but it feels awesome to finally sign some of these laggards and huge brand names.

We also signed a very nice UK deal, Carphone Warehouse, which operates 2,200 stores in 11 countries. Robert Peat (SD) and Justin Crandall (Managing Director, UK) did a great job on this deal.

And Chad Bockius (VP of Manufacturing, Americas) and Tony Capasso (SD) brought in two large brand-names for BrandVoice on Thursday and Friday: Canon, which we started calling on in October of 2006!, and Samsung, which wasn't as painful, thankfully.

The five "How the Deal Was Done" emails are attached.

Enjoy your weekend!

Best,
Brett

Brett A. Hurt
Founder and CEO
Bazaarvoice, Inc.
U.S. m: 512.294.5664
U.S. o: 512.901.0511
blog: www.bazaarblog.com
site: www.bazaarvoice.com

Blog watch: [Dell blogs about our sold-out Social Commerce Summit](#) (including video interviews)



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

12

*"MiniTrends 2014: Insight, Innovation & Strategy, September, 26, 2014, Austin, Texas
Please contact Brett Hurt or Technology Futures, Inc. to reproduce presentation material.*

Empower Leaders to Scale

True ownership ...

... with public accountability

Six-month leadership training, custom-built around our values

Rated by staff on living our values



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

13

The Fun Stuff Really Counts Too

Quarterly All-Hands

Regular celebrations *with family*

No vacation policy;
built on trust and respect

Gifts worthy of word-of-mouth

Annual company party at Lake Travis

Many employee-driven clubs



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

14

*"MiniTrends 2014: Insight, Innovation & Strategy, September, 26, 2014, Austin, Texas
Please contact Brett Hurt or Technology Futures, Inc. to reproduce presentation material."*



Nourish the Soul of Your Company

BV Foundation (employee led)

Started with Katrina and Rita, Haiti and Japan Relief

Entrepreneurs Foundation (Community Excellence Award)

Lance Armstrong Foundation and V Foundation

Grace Family Foundation, Cow Parade, Blood Drives, Coats for Kids, Life Works, Center for Child Protection, Movember, and many, many more (employee led)



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

16

*"MiniTrends 2014: Insight, Innovation & Strategy, September, 26, 2014, Austin, Texas
Please contact Brett Hurt or Technology Futures, Inc. to reproduce presentation material."*

Nourish the Soul of Your Company

Bazaarblog

IDEAS TO HELP CUSTOMERS BUILD YOUR BUSINESS

Pages

- Home
- About Bazaarblog
- Contact Bazaarblog
- Bazaarvoice, Inc.

Categories

- Ask & Answer (12)
- Avada (6)
- bazaarvoice-stories (6)
- Beats (20)
- Community (89)
- Consumer-Generated Content (124)
- Customer Centricity (91)
- eCommerce (96)
- Interviews (41)
- Marketing Strategy (139)
- MobileVoice (1)
- multichannel (11)
- New at Bazaarvoice (91)
- Partners (6)
- Rating/Review Strategy (95)
- Research (67)
- SEO (8)
- Social Commerce Summit (28)
- Uncategorized (17)
- Word of Mouth (133)

Recent Entries

- Learnings From Ballin Review Fraud
- Kan Saunders Joins Our Team as CFO
- Why Waiting Hurts - Not Present Value of Future
- The Year of Mobile

Can Social Media Help Cure Cancer?

December 13th, 2008 by Brett Hurt | Founder and CEO

It was a big week for basketball, as the [Jimmy V Men's Basketball Classic](#) ended in Madison Square Garden on Tuesday. And it was a big week for Bazaarvoice because we're supporters of the [V Foundation for Cancer Research](#), founded by friends of legendary coach [Jim Valvano](#), which worked with ESPN to stage this college basketball showdown.

The V Foundation launched a major website upgrade, and the Classic event drives traffic (and donations) to their new site. We donated [our Stories product](#) to them, giving friends of Jimmy and donors [a place to share their own experiences](#). We hope the stories help engage the community and inspire even more donations; the stories being shared are incredibly touching.

My wife, Debra, and I became personal donors this year when we attended the [V Foundation's Wine Celebration](#) in Napa Valley. Julie Constantin, one of our investors and [Advison Board member](#), and her team of other donors, such as 24 Hour Fitness, led the effort for the new site. Julie and her husband, Andrew, founded the Wine Celebration and are "total readers", as defined by Steve Friedman's [Total Leadership \(a book I deployed throughout Bazaarvoice this year\)](#).

I highly recommend watching Valvano's 1993 ESPY speech on [the V Foundation's YouTube channel](#) or just below.



Subscribe Now

Enter your email to get our feeds in your inbox

Subscribe me!

Authors

Meet the Bazaarblog bloggers:

- Brett Hurt
- Sam Decker
- Brant Barton
- Michael Osborne

RSS and Twitter

[RSS](#)
[Google](#)
[HY YouTube](#)
[Bloglines](#)
[NewsGator](#)
[RSS Feeds](#)
[My AOL](#)

Follow us on Twitter!

[twitter](#)
@bazaarvoice

Search

Go

Austin Tech



Confidential and Proprietary. © 2009 Bazaarvoice, Inc.

17

"MiniTrends 2014: Insight, Innovation & Strategy, September, 26, 2014, Austin, Texas
Please contact Brett Hurt or Technology Futures, Inc. to reproduce presentation material.