

F O R E W O R D

By: Peter Ueberroth

From *The Changing Face of Today's Customer*

Global Mission, Not Yet Accomplished

The Changing Face of Today's Customer examines American entrepreneurship in the 21st century and finds it enthusiastic, yet still lacking in critical diversity skills.

While 20 years have passed since the Los Angeles Olympic Games I helped to orchestrate, the underlying issues of globalization, diversity, and unifying community have only intensified. We used the phrase “global village” often then, yet astoundingly enough, today the leadership of that village largely remains in the hands of old world thinkers, mostly male, mostly Caucasian. As *The Changing Face* author Doug Lipp points out, this practice needs to change.

For today's companies, honing the skills required to attract and maintain a diverse customer base simply isn't enough. In order to truly succeed, a business should mirror that customer base as well.

It only makes sense that as diversity grows within company ranks, a greater sense of empathy and tailored service will develop for its customer base, now more and more likely to comprise people born outside of the United States. From boardrooms to telephone service representatives, companies should better reflect the communities where they operate, and focus on globalization right in their own backyards. The mindset of think global, act local is essential for success.

Today much of my personal focus on service and community interaction centers around the Pebble Beach Company, highlighted as a case study of how to provide a truly global service experience in *The Changing Face*. Through Pebble Beach's internationally famous annual golf celebration, we attract a worldwide customer base. A high percentage of our global guests are repeat customers, and we work hard to provide them with a level of personalized service that will keep them coming back for many years to come.

Doug Lipp's book helps businesses of any size view the marketplace from a cultural perspective, instead of sheer customer number or dollars and cents. In my experience, this perspective is the only one that makes sense in these times, and I look forward to watching *The Changing Face* make its mark on the world of global business.

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