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A look inside Arizona public companies



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Young guns

Under-40 executives are a growing influence in Arizona companies

BY JEANNE WINOGRAD
CONTRIBUTING WRITER

There's plenty of young blood moving up the ranks of Arizona public companies and The Business Journal wanted to find out what makes the under-40 crowd tick. We asked some of them for their thoughts. Not surprisingly, most think much of today's action on the stock markets centers around the Internet companies.

W. Douglas Parker

Executive VP
America West Holdings Corp.



How did you get started?

I've been in the airline industry since I completed graduate school. With a concentration in finance, I focused on heavily capitalized industries with the assumption that they needed finance. I was fortunate to be hired by American Airlines as a financial analyst in 1986.

Advice for getting ahead

Hire very good people for your team, focusing on energy and drive. Give them tools and direction necessary to do their jobs, but allow them full latitude to do the job as they see fit. Recognize top performers and give them new challenges.

Most overrated advice

Go with the flow.

Most exciting public company

Internet companies and their potential to change our commercial framework: Microsoft, Yahoo, Amazon, eBay, Priceline.

Measure of success

Successful people use their talents to make as positive an impact as possible on those they can influence. For me, success means doing my part to help my company thrive and spending as much time as possible with my wife, Gwen, and our two boys, Jackson and Luke.

Who would you most like to meet?

Martin Luther King Jr., the ultimate leader. He held some core principles from which he would not waver and used his exceptional communication and visionary skills to motivate others and effect tremendous change.

Mark Walker

VP, CFO, treasurer
Capital Title Group Inc.

How did you get started?

I started my career in public accounting with Ernst & Young, and have worked since for three small-cap public companies

— Vodavi Technology/Executone Information Systems, Main Street & Main and Capital Title. Public companies are interesting and exciting. I focused on smaller companies because I feel I can be more involved in all aspects of development and direction.

Advice for getting ahead

Work hard and have a passion for what you are doing. A little luck along the way always helps!

Most overrated advice

All advice is good, especially coming from someone who has previous experience. It can accelerate career development and help one avoid costly mistakes.

Measure of success

Wealth is a primary measure of success; but it needs to be balanced with happiness and job satisfaction.

Most exciting public company

A number of ".com" companies that have attracted a lot of attention, primarily due to the phenomenal stock prices they are commanding.

Who would you most like to meet?

Abraham Lincoln. He was a common person who did great things by having a passion for what he believed in and persevering in extremely difficult circumstances.



Mark D. Mumford

Group VP, finance
Pinacor Inc., MicroAge subsidiary

How did you get started?

I was working for Price Waterhouse on the MicroAge engagement when the opportunity arose. I really looked at long-term growth opportunities. MicroAge offered explosive

growth opportunities.

Advice for getting ahead

Too often I see people looking for ways to get ahead by comparing themselves to their peers. More emphasis and time should be spent on evaluating what skill sets they need to improve. The promotions and career path will follow.

Most overrated advice

Keep your hair short and professional looking.

Measure of success

How well organizational goals are met and development opportunities afforded to people who work for me.

Most exciting public company

Lucent Technologies has an exciting opportunity to forge agreements as telephony becomes a backbone for expanding personal computing, Internet use and other electronic commu-

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the opportunity to play an active roll in all facets of the business. I helped to formulate a marketing plan that has proven to be successful.

Advice for getting ahead

Career first. You must have the energy level, the fortitude and drive.

Most overrated advice

A degree equals success. Hard work and dedication have been a major factor in my success.

Measure of success

Personal gratification — after meeting the challenges of the day, the fulfillment is overwhelming.

Most exciting public company

Motorsport race tracks. Because our businesses are parallel, it's exciting to see other success stories in our own industry.

Who would you most like to meet?

Jacqueline Kennedy Onassis. She always intrigued me with her integrity and poise during her trials and tribulations associated with her political era.

Chris Koziol

Executive VP sales
MicroAge Inc.

**How did you get started?**

After graduation from the University of Arizona, I was hired by the Pepsi-Cola Bottling Group. After 14 months, I realized that the technology industry was an exciting

growth area. I took a commissioned sales job with an agent of Exxon Office Systems in Phoenix and joined MicroAge two years later.

Advice for getting ahead

Attract and retain the best people you can. Never put yourself above anyone, respect relationships, and act with integrity. Be a person who is true to their word and follow up on commitments. Have fun in everything you do.

Most overrated advice

Winning is everything. Winning at all costs can actually be detrimental. Instead, keep the big picture in proper perspective; view adversity as an opportunity for tremendous growth and development; and don't get discouraged by minor setbacks.

Measure of success

Achieving aggressive goals and creating win-win solutions.

Most exciting public company

Internet e-commerce companies like Amazon.com, E-Trade, AOL — redefining how the world works and establishing a new paradigm for how public companies are valued.

Who would you most like to meet?

Jaime Clarke, an explorer, who was part of the first Canadian team to successfully climb Mt. Everest. He realized during the journey that the people who made it possible and the level of teamwork were the most important lessons of his achievement.

John Iorillo

CFO, treasurer
Osage Systems Group Inc.

How did you get started?

I originally interned with Touche Ross in 1989 and accepted a full-time position with Deloitte & Touche LLP during the latter half of my internship. I worked with Deloitte in Cleveland before transferring to the Phoenix office in November 1996. While at Deloitte, I met Jack Leadbeater, CEO and chairman of Osage, during the time Osage was looking to move to a Big 5 accounting firm prior to taking Osage public. After bringing Osage on as a Deloitte client, I began to assist Osage in all its merger and acquisition and SEC activities. Soon thereafter, the board of directors offered me the position of CFO which I accepted in January 1998. In March 1998, I was named to the board of directors and compensation committee.

Advice for getting ahead

Number one is the theory of "rolling up your sleeves." You must work hard with all levels of an organization and understand the importance of everyone within your organization. Unless your have done it, it is difficult to be a leader. Dedication and commitment are directly related to this first principle.

Second, you must select a mentor early in your career.

Most overrated advice

Occasionally you must do things that you necessarily do not support or believe in. Although this position may have a positive short-term impact, the respect you gain in the long-term will outweigh any short-term pitfall. But be passionate in your views and communicate your position in an effective and sensitive manner.

Measure of success

Satisfaction of both my clients and staff — continuously exceeding their expectations. My success will ultimately be measured on the success of the individuals who take over my responsibilities as our company continues to evolve into a

dominant organization in the marketplace.

Most exciting public company

General Electric. They have striven and succeeded in being number one or two in all their business disciplines in which they participate. Their profitability reflects leadership.

Who would you most like to meet?

While Bill Gates and Scott McNealy get most of the press in the marketplace, some of the individuals I worked with have been just as successful in their business endeavors.

David M. Lee

Senior VP, products division
Viasoft Inc.

**How did you get started?**

After graduating in computer science and premed from University of Texas, I took a summer internship at Tandem computers in Austin because I was broke.

This job turned into a full-time position with several promotions following, showing me the intellectual and financial opportunities in the high-tech industry.

Advice for getting ahead

Establish goals, otherwise you lose focus. Goals are meant to be achieved, not savored.

Openly listen. Answers to most issues are contained in the collective minds of those around you. Often, listening is the highest form of respect.

Consistently execute. Dependability cannot be underestimated.

Take risks.

Most overrated advice

Each man for himself. If you simply focus on what you personally can achieve, then you will not realize how much more a team can accomplish. If you are indefinitely without competition, then you are without a market and external incentives to excel.

Measure of success

Maintaining a balance between work, family and social life.

Most exciting public company

Dell Computers offers a combination of interesting products, growth opportunities, and an aggressive value-based culture.

Who would you most like to meet?

I have never idolized just one individual or placed just one person on a pedestal.