

The **ULTIMATE** Ice

Doug Ducey is a unique guy. From the moment I first met him seven years ago, I sensed a man of quiet determination, an empathetic manner tempered by a reserved attitude.

I've admired his drive to stay on message and succeed with a carefully crafted plan. He is acutely aware that one person cannot achieve a vision as defined as Cold Stone Creamery's is, and to lead without overpowering his growing worldwide army of entrepreneurial franchisees. His style is to accept criticism but attribute achievement and success to his bright headquarters team and the entire franchise organization. He admires the business perspective of the late Ray Kroc, the

founder of McDonald's and Howard Schultz of Starbucks fame. Doug and his team are generous in their support of the less fortunate through such national programs as the Make-A-Wish Foundation drive and other local charities. Doug personally supports his alma mater, Arizona State University.



Cream Experience

Cold Stone's goals are challenging which fits his personal competitive nature. He has spearheaded a comprehensive continuing education process, spliced with innovation to support the efforts of the franchises. He describes his leadership style as coaching.

Doug is not an easy person to interview as he is reticent to talk about himself. As I share with you my conversation with him, you will get a greater sense of his philosophy, competitiveness, planning skill and determination to convey how Cold Stone differentiates itself from other long term, successful ice cream purveyors. He is steadfast in his assertion that there is no bad ice cream, just differences in ice cream.

Doug, you were born and grew up in Toledo, Ohio. What brought you to Tempe, Arizona?

I was ready to go to college, maybe Ohio State University and my folks split up and mom moved out west. I was the oldest so I came west too. ASU seemed similar to Ohio State, a place I could establish residency and I really liked the atmosphere and excitement of Arizona.

As I recall, your special focus at ASU was finance, which I find interesting as you are very people-oriented and a business builder type, while finance is a business housekeeping skill. I've a double question here. Why did you choose a finance major and how did the real you get away from following a finance career in a corporate structure?

Umm, those are good questions. I chose a focus on finance because money was a personal concern when I showed up at school. I wanted to understand finance and money to ease my financial anxiety. As to why and how the change came about, I was fortunate to get a job in my freshman year with Hensley and Company, which is the number one

