

Chapter 24

Interview with Alan W. Stock

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1. Where did you grow up? Do you think that it has any impact on your life's work?

I lived in Midland Michigan until I was 10. We then moved to Denver Colorado until I was 15 and then to Roy Utah. My first job was when I was 14 working at a drive-in movie theatre that definitely had an impact on my life. We moved just a few blocks from the theatre, which prompted that first job. The theatre industry became my passion and career.

2. Where did you go to school? Why there?

I graduated from Roy High School and attended Weber State University in Ogden Utah. I attended there as it was close to where I lived.

3. What did you do after your first degree (if second degree, where was that done, what did you do after that?) How did you get into your first major area?

After serving a two year mission for the Church of Jesus Christ of Latter Day Saints, I returned and began working for and managing a local Utah movie theatre. It was a great job while attending School. Originally for me it was really not intended to become a career as I was headed down a medical path (my father is a veterinarian). I had in fact been accepted to attend Optometry school up in Oregon, but declined to go as my heart was not in it. It became clear that what I really loved was the theatre industry. I accepted a job from a small theatre company in Texas that became my career. We grew Cinemark from a chain of 8 theatres to

one of the largest theatre companies in the world with theatres throughout the United States and all over Latin America.

4. Have you had any particularly significant mentor's in your career?

I would say both my father and the founder of Cinemark were the most impactful on my career.

5. How has your career evolved?

As mentioned Cinemark grew from a small company to a very large public company. That process was an incredible experience.

6. Looking back, what do you feel is your biggest contribution?

Providing both great theatres that the public enjoyed and careers for thousands people that make Cinemark the great company that it is today.

7. What do the next 10 years hold for you?

After 27 years I retired last year as Cinemark's CEO and am enjoying serving as a Cinemark advisor and consultant for a few years. I am enjoying spending more time with my family.

8. How has your view of leadership evolved over the years?

I learned and taught over the years that for Cinemark we revolved around three main areas of concern. Our "customers", our "employees" and our "investors". The goal is to keep all three concerns in balance as they must all be "happy" to make the company successful. That process grew and evolved over the years as we grew into a large public company.

9. What problems or hurdles do you perceive in your area of work? How do you overcome/ combat those problems/hurdles?

As mentioned in the previously, balance becomes very important. As a large company, that balance involved a great number of people so the biggest challenge is making it all work. I think you succeed in the challenge by having the right team of people in place that can help get it done.

10. How has the structure of the profession affected your career?

I grew from working at a drive-in theatre as a 14 year old boy to the CEO of a multinational public company. I would say that process defined both my career and me.

11. What characteristics do you think are important for a good servant leader?

Honesty, Integrity, Trust and being a hard worker come to mind first. I also believe that being passionate and enjoying what one does are also key elements.

12. Is there anything in your career you would have done differently? Any regrets?

For me I can honestly say no. Of course none of us are perfect and I made many mistakes along the way but I always held true to my principles and values.

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