

Internship Portfolio  
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## **1. Learning Outcomes**

### **Desired Outcome:**

I want to learn what a small business can offer when comparing services that large cooperations currently offer. Are SMB's more or less flexible?

### **How:**

While working I will take note of different services that this company can offer regarding their flexibility and willingness to work for the customers needs. I will then compare these capabilities with their large competitors.

### **Measurement:**

The measurement of objective will be measured by using survey tables of services offered. By using this method I strongly feel that we will be able to show that the SMB has probable cause showing they are still viable when faced with large business competition.

### **Desired Outcome:**

I want to learn how to Market a SMB with the limited budget that SMBs normally undergo.

### **How:**

Currently I have limited knowledge of how to market. My experience with the subject is only with companies that have entire departments devoted to the subject. SMB's need to be more creative with getting their product into the world. I will undergo different learning from using social media then explore more traditional options.

**Measurement:**

To measure this I will use the simple test showing that I have learned different ways by actually creating some form of marketing material for the company.

**Desired Outcome:**

I want to learn the daily operations of Old West Escrow. This company is unique in the sense that they are not a mortgage company or own any of the loans they service. The company acts as a neutral third party to private lenders and borrowers. I feel that sets up a unique work environment that takes skill when working with both parties involved in transactions.

**How:**

I will accomplish this by accepting the job as an account manager. The job position will place me in the middle of the daily processing of accounts learning how to calculate different interest rates as well as learn the different aspects of the real estate market.

**Measurement:**

This goal is measured by my supervisor. They will perform an evaluation of my work checking for work accuracy and general knowledge of performing the job duties.

**Desired Outcome:**

The Small Business owner has many tasks that they are responsible for. This creates multiple instances where they are not only worrying about the products they sell their customers but they have to think accounting, marketing, and hiring decisions. My goal is to observe how these tasks are carried out and how to manage all the aspects that are required when having multiple departments for these tasks are not feasible.

**How:**

I will observe these activities and perform the functions as needed by the business. During these observations I will record the actual process then determine if there are better solutions to the problem.

**Measurement:**

This outcome will be measured by performing the actual task that is required. If areas can be improved upon the options will be discussed with the supervisor on how to implement a new process. I want to know how many hours of work it takes to perform these specific functions.

**Desired Outcomes:**

I want to learn how to apply my business teachings to solve applied problems

**How:**

I will keep a log of my workdays while performing my internship. When applied problems arise I will document what actions I used to solve the problem documenting what I learned from the situation and how it was solved.

**Measurement:**

The measurement of this objective is based on a critique of the outcome of the solution and whether the solution I supplied was used or not.

**Desired Outcome:**

I want to demonstrate leadership behaviours such as initiative, focus and high performance standards.

**How:**

I will achieve this outcome by setting high standards for myself by constantly evaluating the quality of my work. I will also follow all projects and work related tasks to their completion demonstrating my focus and initiative as a professional.

**Measurement:**

The measurement of this outcome will come as a critique of both my strengths and weaknesses coupled with a solicited survey reflecting how my initiative and focus were perceived.

**2. Reflection of Internship*****2.1. Introduction***

I am currently seeking graduate studies of organizational management. I chose this instead of pursuing a master's of business administration because I have always felt that the success of a company resides solely in the hands of the people they hire. Once the company has the right employees hired, the financials will fall into place. The second reason was because I have spent many years in organizations where the management was really needing work with treating their employees. Having worked for one of the best in this respect, I learned a great deal of what it means to take care of the employees and the employees will take care of you. This leads to why I chose an organization to intern with that didn't have many employees. I wanted to see this dynamic. I wanted to witness first hand how an organization that was completely flat with thier structure performed and I wanted to learn how small businesses fill the voids that large companies leave in the market.

Choosing an internship site for myself was a difficult process. What I really wanted

was to embark on an aspect of the workforce that I have not yet performed. I had several options available. The option that I almost pursued was to intern with a prior employer studying under the General Manager. I decided against this avenue because I felt that I had already experienced almost everything that is available in that office. I was not interested in how to be in a managerial position but instead wanted the entire business experience at once.

Old West Escrow Company offered more than just an observational experience. This was a fully immersive undertaking that so far proved to be one of the best decisions that I have made. I felt I needed a position that allowed me to fully utilize the teachings from the past three years hopefully contributing to a company for future success. So far I feel that I have accomplished this underlining goal and commitment to the company. I have completed projects ranging from developing a new website to simplifying daily processing reducing clerical errors resulting in an increase in productivity.

## ***2.2. Introduction to Experience***

When the time came, the daunting task of choosing an organization was challenging. I clearly know where I want my future. For myself the future isn't the hopes of attaining large sums of money. Rather, I want to work for myself. I want to go to work not because I have a boss that says I have to arrive at a certain time. I don't want to be in an environment that dictates that I grow a certain percentage every year. I understand that these concepts are still needed when self employed, however, in corporate environments a persons worth to the company is based on such standards as percentage growth year over year. This leads to the point where I decided to find a small company that had a flat organizational structure with low overhead. A company of this type was going to help with the logistics of be being self employed.

During this internship I was inducted into the world of private financing. Private party financing is an activity where a potential borrower seeks out loans from a party other than a lending institution such as a bank. This allows the borrower to establish a different line of credit than we are used to utilizing. The Job as an account manager allowed for the calculations relating to mortgage and mortgage interest. The job also dealt directly with the customers. I had to learn that no matter what in this business the customer is not always right allowing for the new knowledge of how to handle customers when it relates to financial transactions. Performing the job as an account manager was just a small aspect of the entire internship experience.

### ***2.3. Job relation to organizational functions***

Old West Escrow uses the matrix structure for their organizational functions. Within the organization there is no separate departments for each function and there are no separate divisions that have their own product lines or chain of authority. The employees in this organization have their assigned tasks and are assigned other tasks depending on their strengths. An example, the owner is not well versed in marketing any more so she would assign this to another employee to create good copies that are then approved. This type of process happens for every organizational function within the company.

My job as the account manager seemed at first to have a narrow scope. After performing the job for several weeks and the trust of the organization grew I was eventually assigned other functions to perform. In addition to the account manager I performed tasks related to the computer system or IT, budgeting, and marketing.

During the internship I performed many organizational functions. Two of the most notable was leading the company in a software conversion process updating from a software



that was outdated and lacked any modern features that we would expect in the post internet world. The upgrade and conversion process involved the clean up and organization of the old system so when the outside company converted our database everything would be transferred correctly. On the back-end of this process, the record keeping of all file changes from the time we handed the software off to receiving the new software package back equalled twenty-one days. The next process was to re-enter each of those changes on the new software before the company could continue with normal daily operations.

The next extra organizational function was more of a side project to work on in my free time. The company realized that the website is outdated and in need of some work. Albeit this project is not yet completed and I won't complete the project until after this internship. I have started work on the new website changing the look and feel of the site. This is a particularly tough task for the company. When they were looking at creating a new site they first went to outside companies looking for that help. They quickly realized that these options were outside their current budget and began looking internally for someone that was willing to write a site from the ground up. The problem was that every company that they called for price quotes quoted a price of \$1,800 and up. This price was just for the creation of a simple site with up to ten pages. Then they were adding on an extra \$1,200 for the inclusion of a web pay option or a authorize.net button. This was just too expensive for the company considering these prices a site from scratch with custom designs. They would use a template.

Over the course of this internship the narrow job title of account manager really only accounted for a small portion of the day. The rest of the time I spent performing other organizational functions that were needed as they arose. This was the benefit of doing the internship at a small company. I was able to broaden my work experience to multiple areas of the organization. I feel that this process greatly started to prepare me for my personal long

term goals.

## ***2.4. Analysis and Evaluation***

### **2.4.1. Observations and Thoughts**

#### **Learning Outcome One**

Starting out in this internship I really had a hard time deciding on what learning outcomes I wanted from the experience. The goals ended up focusing on how a business of this size is able to perform against large rivals in the industry. Though through research and visiting with the software company that provides software to such companies I learned that there are not many large companies that are competitors. Essentially learning that in the early 1990's many banks decided that this type of business was not the right fit for them selling these accounts to other companies. In fact this is how this company started out. They bought accounts from banks that are no longer operating such as Norwest bank, Fidelity and many others. In the region this company operates, there is one large competitor which is First Interstate Bank. First Interstate Bank however, recently decided to reduce their offerings to only accepting accounts that are commercial accounts meaning non-owner occupied. By studying this market trend I see that small businesses are able to effectively compete by filling the voids that are left when large organizations decide to leave a market.

Looking at the first learning objective I set out to compare services that large corporations currently offer deciding if small companies of this type are in fact more flexible and competitive in this market. After performing some research on a few companies in the region along with one company that is not in the current region I learned that Similar companies perform the same functions for their customers. The difference was First Interstate Bank which recently pulled out of the owner occupied mortgage market. I found this

interesting. I started thinking that a small company in this market was really filling a void left in the market. In reality they are not. The point made is that there is only one large corporation that is offering these services. The differences seemed to stem from the different price points between the companies studied. The bank's start-up fees are based on the principal balance of the account \$100 dollars for the first \$50,000 then an additional \$1.50 for each thousand after. They also charge \$10 for each check that is dispersed to the sellers of the accounts. In contrast, the small business listed in table 1.1 all have similar start-up fee's. Old West Escrow for example uses a flat fee on \$150 the same hold true for the other two companies listed, they are both using flat start-up fees and similar processing fees.

When looking at the differences between the companies, drawing a line that shows competitive advantage toward the small organization seems difficult at first. This table is also defeating when we hoped to show that a large company would offer fewer services than the local organizations. I do not think though that comparing services between companies show the real advantages and disadvantages between the organizational sizes. Digging deeper we would find as a customer using First Interstate Bank our documents and payments are sent to Missoula Mt. taking away from the one advantage that customers want when they choose a local company. Looking upon the first learning objective I think that if we strip it down large organizations can indeed offer the same flexibility as the small business. This just looking at the list of services from various companies. However, when I started to search the various fee schedules I found it apparent that fees really stack up quickly when using the bank compared to the SMB. My thoughts involving the fees are that the bank has larger overhead when comparing the two resulting in the larger fees we see between them.

Table 1.1	Old West	Black Hills	First Interstate	INCS LLC
	Escrow	Escrow	Bank	
Mortgage Payments	x	x	x	x
Safekeeping of documents	x	x	x	x
Trust funds	x	x	x	x
Lease with Option	x	x	x	x
Mergers/Buyouts	x	x	x	x
Investments Offerings	x	x	x	x
Settlement of Claims	x	x	x	x
Owner Occupied Mortgage	x	x		x
IRS Reporting	x	x	x	x

## Learning Outcome Two

The biggest challenge to the small organization is how to market the company. This is a real dilemma for all business owners. Assuming the company doesn't have the capital to invest in their marketing plan how do they market to their segment to continue to stay in business? In the more recent years there has been a large influx in marketing in social media such as Facebook, LinkedIn, and Twitter. These sites offer low cost to entry and is really easy to select the demographics that a company is looking for. A prior organization I worked for switched to using these sites primarily for this purpose. Can a small local business use this same system to market themselves and achieve the same results?

Currently at Old West Escrow the marketing plan is to advertise in the Yellow Pages

also relying on word of mouth when securing new contracts. From my studies I feel that this is a passive way of advertising and the company needs to adopt an active approach to their marketing plan. The question remains, what forms of advertising will be the most effective? When researching the topic, the first instinct is to use Facebook to promote the SMB in fact this has been encouraged by Facebook. Searching for this answer, Chris, (2015) published an article pointing out that in 2012 posts that businesses published on Facebook only reached 16% of their target audience. Since the publication was released, Facebook started offering promoted posts to target the low organic reach. By 2013 500,000 company pages used their promoted posts, however, in the meantime Facebook changed how news feeds read further reducing the organic reach to 2% of their fans (Chris, 2015). Based on this information suddenly the prospect of engaging with customers outside of the business through Facebook no longer seems that it is worth the time spent.

During the internship at Old West Escrow there hasn't been much improvement in the marketing department. Currently the focus of the conversations revolved around cutting expenses using the money saved for other marketing plans. The current outlook has revolved around possibly using social media as a means to engage in our customer base. At this time the thought process focuses on determining the right market segment. The company currently sees three possible market segments as a source of new accounts. The markets are private sellers and buyers, real estate lawyers, and real estate agents. Since the nature of the companies business is obscure, the best marketing practice might focus on marketing through education.

Education based marketing is the sharing of knowledge with the purpose of building trust. When a company uses this strategy they are wanting to establish credibility with their customers. Industries where this is the most effective is the financial services companies.

Steve, (2015) notes that in the financial industries there is a gap between the consumer understanding and the professional. To fill this gap the company needs to educate through information and knowledge forgoing the traditional direct marketing methods. Steve, (2015) lists several topics to consider when developing this approach. 1. Seek the answer to question the consumer is asking. 2. Identify consumer touch points including direct mail, websites, word of mouth, and publicity. 3. Develop a message that get a response. The company needs to speak to the consumers challenges, problems, and goals. 4. The company needs to add value at every opportunity. Customers want advice and knowledge without requiring anything in return (Steve, 2015).

Applying the education based marketing at Old West Escrow is imperative. While working with the company this approach jumped out because the most common misunderstanding is that the company is withholding their money or documents. Looking at problem from a prospective consumer the perception casts a shadow of untrustworthiness around the company scaring new clients to use the bank approach even though their pricing is higher.

### **Learning Outcome Three**

The basic job of an account manager at Old West Escrow involves the daily processing of loan payments for the private party contracts. Old West Escrow does not own any of the loans, they only act as a neutral third party to private transactions performing basic accounting functions such as applying interest and principal to the accounts' ledger. The process of learning this job was fairly straight forward only requiring simple addition, subtraction and multiplication. To perform the job function one only needs to enter the payment into the computer system and in most cases the system will perform the mathematics correctly. Understanding the Math portion was also straight forward. The account manager

needs to be able to multiply the principal balance by the interest rate then divide the result by the type of interest that is charged on the account. For new accounts manual method is used as means to perform a check on the computer ensuring the account is functioning correctly.

The external factors when learning this job is learning how to work with the customers in a manner of being neutral in the process. Since the company cannot take the stance that the customer is always right. If they would work from this principal they would not be useful in protecting both parties against each other. These conflicts are what I was most interested in learning about. As an escrow agent the agent needs to stand their ground and show proof why they are performing a function a certain way. During many encounters the most common misunderstanding was calculating interest. Upon learning that regular customers don't understand interest calculated based on 365 days verses 360 days. Other misunderstandings are when customers don't realize their payments were amortized with their payments not meeting the amount of interest charged on the account. Both of these topics put Old West Escrow in delicate situations since both parties feel that the company created the contracts on their accounts. A process in handling the customers having problems was to create a form letter that breaks down the Math on their account step by step showing the entire process from start to finish. For most cases this process has worked with settling the issues they have. Other issues that arise are when the contracts the company handles are conflicting with accounting practices or conflicting with other sections within the same contract. In these instances the company will not contact the parties because they will want what benefits them. In these cases Old West Escrow will contact the person who drew up the contract which will then clarify with an addendum. When a companies purpose is to act as a neutral third party it's important for them to act as mediators between the two. Without having the basic skills of conflict mediation this company would find it difficult perform the job they

were hired for.

#### **Learning Outcome Four**

Using past knowledge and observed knowledge I understand that sometimes there are not enough hours in a day to perform the day to day activities required of a small business. In this learning objective I set out to observe what was required of the business owner. At this location the company is a bookkeeper for thousands of trust accounts as well as their own accounts. This process alone is a very tedious process of balancing the accounts as a daily activity considering their volume of incoming and outgoing checks. Other activities involve keeping the employees tasked ensuring all account records are kept up to date, creating marketing materials, updating forms, and updating the companies' website. All the aforementioned are part of an everyday process sometimes resulting in some work being delayed for other more pressing work. This learning objective is not yet fully realized in the sense that we will know all the answers. What was learned is that this will be an evolving process that will constantly change over time.

The process that is the most important is the managing of the several trust accounts that the company oversees. When a payment from a customer is received, the company takes that payment then splits the payment where it needs to go. Parts of payments are sent to a reserve account to be dispersed at a later date while other parts are split off as the fee the company collects as part of their income. The rest of the payments are then sent to the sellers of the contract as part of their proceeds. The time spent in this process is not residing in the disbursements of the contract monies, but spent after all payments are sent to their perspective cashiers. Currently the software package the company uses does not allow for bank account reconciliation. The software only records the check book register. Using this information the goal is to understand the process and what part of the process could use



improvement. From observations the process is balancing the check book. Since there are so many daily transactions compounded with the delays of the mail services and bank transaction delays the balancing process is a tedious process at best.

Working with the company owner we tried many accounting software packages to help keep track of the companies trust accounting. There are some basic problems with consumer software such as Quickbooks and Sage Enterprise accounting software. They are not equipped to handle trust accounting. There were ways to set-up the software to create contra accounts but this approach still lacked the functionality of showing the company how much they had outstanding in non-cashed checks. The next issue when using this software for trust accounting was finding the time daily to balance the accounts against checks and deposits that were received the day before. Currently there is one option that we haven't tried which will simplify the process to simply showing daily credits and debits. When visiting with the owner, this might be the best way to truly see the daily snapshot of the companies trust accounts.

Other issues of concern were generating new accounts. How is a business of this size going to devote the time and energy into reaching out to new perspective clients? Currently as mentioned in an earlier learning objective the company is using a passive approach to generating new business. The reason is that the company doesn't have enough capital to pay a firm to create marketing copies and the owner and the employees are not finding enough time to adequately generate new marketing material. For these reasons the company relies on the use of the Yellow Pages and word of mouth in order to generate new business. These same problems can be echoed across the entire small business community which is a reflection of how a small business stay a small. Again the goal was to find ways to advertise the company without spending extra money and spending time that they don't have. The solution to this

problem will continuously evolve as their marketing plan changes. Some options that we talked about though were to stop the advertising in the Yellow Pages and use that money to hire a web design firm to design a website using search engine optimization to increase search results. The idea of releasing the Yellow Pages as a form of advertising came from a Marketing class that I took last year. The text in the class provided useful information about the cost of entry for that medium. The cost is rather high when compared to the amount of prospective customers actually use the product. When looking at this company, the company currently spends over \$2,300 a year on a marketing product that they weren't sure generated any business.

The last part of the learning objective was observing how the company manages their employees and company while handling the other pressing matters on a daily basis. What I like about this objective is there is no right way to perform the daily functions. This SMB and other SMB's that are in the same professional offices perform organizational functions as a similar process. These work groups function as collaborative teams than as a hierarchical structure. These companies perform as a lateral team with each member performing job duties based on their strengths assigning work to other members if they become overloaded. I find this really works speeding up production in such work centers. In past experiences organizations will typically work as a top down organization where the managers assign their employees work as a compartmentalized function. The observations from this company along with others in the professional building indicate that using such a system might well because of their size. This observation indicates that working as a collaborative team may work better for companies if the employee size does not exceed the maximum chain of authority.

### **Learning Outcome Five**

The time spent at this internship was unusually demanding in terms of time and

deadlines. The company during this period decided they wanted to perform a software conversion setting up many new features for themselves and their clients. Much of the time spent during the last few months was spent performing the software conversion and setting up online accounts for each customer. Since this was the case, there were not many opportunities to apply business teachings to solve applied problems. Most of the work performed was independent work with my supervisor being the teacher. There were multiple times when as a company we were searching for solutions, but many of the applied problems were solved by looking from a different perspective. In these cases, as an outsider to the organization, it proved valuable being the outsider.

The software conversion was the major decision where having the outsider perspective allowed for the application of graduate studies as a voice for a solution. In March the company received a letter from their software provider indicating they were no longer going to support the software platform they were using. The major reason for the upheaval was because next year the IRS was changing how form 1098 had to be formatted. The company could not find a way to program the old software to meet the new IRS standards. Forcing Old West Escrow Company to finally upgrade software. The conversation was then what packages does the company need to function the same. After many meetings about the software, Old West Escrows conversations started revolving around what was needed to make the company competitive now and the future. At this time I started to bring up that the company should not limit themselves when dealing with flexibility. I thought it was important for the company to start implementing customer account access, email payment receipts and payment notifications, and start automatic debits and credits. By performing a basic SWOT analysis on regional competitors these were all services that other companies already had making Old West Escrow the least competitive in the market for customer features. After

researching the cost of the program features versus the reduction in postage costs the solution simply made more sense to implement the new features available.

### **Learning Outcome Six**

Learning objective six is hard sometimes to fully comply with. My personality sets up the decisions that get side tracked on different goals other projects I get interested in. Choosing this as a learning objective was a means to develop lasting behaviours for the future. In past work experiences I always feel that I exude initiative for the job but what I have is a lack of focus once a project is started. Since the focus diminishes so does the performance standards for that project. These issues are not intentional but are the side effects of wanting to do and change too much. Which is why I wanted this as a learning objective. I wanted to learn how to be disciplined in my professional life. Starting this objective in this organization was key to making a difference on the organization.

This organization has been set up solely on self initiative. Apart from the daily payments that are processed the rest is left to the employees to create their work and perform it before something comes due. In this setting I wanted to have a project that I could work on that would benefit the company in some way. I ended up with two projects. One was taking on the software conversion process and the other was helping the company re-write their website making it more professional and easily navigable. I felt these are two areas where my eclectic interests would prevail.

I started out by offering to create a new web design prompted by the costs with hiring an outside firm to do the same thing. The project though not yet completed has forced me to gain different knowledge researching different ways to market a company. The goals of the project was to help create a web presence that both showed the world the company is credible

and professional. The next goal was deciding what was needed for the site's content. Looking at the project I learned it was important to create a process and perform each step in order. The company has not yet published the new site though, the new site still needs proofing and other refinements. I am proud that it is mostly accomplished and plan to finish the rest of the project after the semester.

The next project has taken the most time. The company needed to undergo a software conversion but there were several things that needed to happen before the process could start. I volunteered to take this project showing the initiative to undergo large projects creating an environment where daily work flow was not disrupted during the process.

Going through a software conversion is not something any company wants to go through. During this time period the company needed to clean their old system of non-active accounts ensuring that each active account had IRS forms 1098 and 1099 created for each account contact. Other tedious items was adjusting disbursements to equal 100%. These were the important items needed for the outside company to convert the data base. Once the company started the conversion process Old West Escrow then needed to document every change performed in the system for the next twenty-one days. Once the new software was returned the last twenty-one days then needed to be re-entered to bring the software up to date. The issues I had during this process was staying focused maintaining detailed records of every change recorded for re-entry.

What I have learned though the completion of both of these projects is that initiative alone is not enough to maintain high performance standards. If we just have the initiative, we will only create many incomplete projects thus reducing goals to side work meant to be worked on in your free time. By maintaining focus and creating a detailed start to finish task list, as future managers and business owners we will drive the high performance standards we

are seeking. Neither of the aforementioned would have been completed with success without first detailing the needs of the company then planning around those needs.

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#### **2.4.2. Parallels to Program Study**

My program of study is organizational management with an emphasis in human resources. This internship did not handle or pertain to human resources much at all. The fact is the company is a small company and with many small companies there is no human resources' department or the need to devote personal to the art of human resources. What is needed is the understanding of labor laws and how to hire the right person for the right job at the right time. The internship site did exude many aspects that are part of the degree program from a business aspect. This was expected since this was the goal of the internship. Some course work that was used most often was conflict mediation, Math for managers, public relations, marketing for managers and from my undergraduate program accounting. Therefore, this was very successful when wanting to obtain an experience that culminates the years of school work into one event.

When having to think about which course work was used the most often, I would have to say that conflict mediation was the course that I extracted most often followed by Math for managers and public relations. These disciplines were not surprising since the company acts as the neutral third party. In businesses such as this conflicts arise every day because neither customer is fully trusting of any party to the transaction. A particular instance that I recall happened not even one month ago. We had one customer that did not fully understand her contract that she signed with the seller and did not understand the addendum that was filed shortly after. What happened was that the escrow was first set-up for the company to collect property taxes each month. Shortly after the contract was signed both attorneys sent us a letter stating that from that point forward we were to no longer collect for such payments



since the Veterans Administration was paying property taxes from that point forward. To sum their seller tried to collect taxes from the buyers and the buyers were mad that we applied the extra payment to reduce the principle balance of the account instead of holding the monies in escrow. The buyer then filed a complaint with the Better Business Bureau implying that the company had no clue how to perform their jobs. This was the perfect time to use the knowledge of conflict mediation and public relations together so all parties were on the same page and working together once again. In response we replied in kind validating her feelings of distrust and frustration. We then used this complaint as an opportunity to both educate and inform her of the particulars of the contract on the public forum. After our response she felt satisfied with our actions and thanked us for how we handled the situation. The conflict mediation class dealt more with resolving conflicts between workers in the organization but the same principals are easily applied to customer service. In this case public relations came into play because the complaint was on a public website that is set-up to handle such transactions. We wanted to not only show our customer but anyone else that would go to the site that the company is capable of handling transactions and that they care and know each customers account intimately. The response through educating the customer about how to handle the contract along with how the accounting breaks down showed the world that we are good at our job.

Every day the job of account manager at Old West Escrow parallels classes such as Math for managers and accounting. Daily, basic math functions are calculated on our client accounts using double entry accounting. In addition, we often have to teach our clients how to perform these functions themselves as questions arise from time to time. An example using such principals being taught is the calculation of interest of any payment. The different interest calculation principals often confuse our customers prompting the company to work

the mathematical equation with the consumer.

Math for managers could have been more detailed in their studies, but some concepts of the class are readily used when determining cash flow. A project problem used in the class was to show price points for a hot dog stand. We had to figure at what price point does our product need in order to start returning a profit when figuring cost a supplies and wages. This same concept applies to this internship. The company needs to calculate their cost of supplies, insurances, and services per account transaction. Using that example the company knows the price of each envelope, cost of postage, cost of paper, cost of ink, and the cost of the employee. With the subtraction of the employee cost each account has a base price for materials and services then any added expenses can be added on top of the base price to determine how to charge an account per transaction.

The above examples are just the surface to how the teachings reflect the skill set required in the business world. There are examples from every single class that is seen in the world of business. Others are more hidden such as research methodologies. I used this class during the internship, not to write the same style of papers, but to create business documents. This class has greatly increased my professional language and has taught that to create policy we have to research why policy is needed documenting supporting statements. An example of this practice can be seen by the example of the customer that filed a complaint with the BBB. As a company we have the policy of how to perform the accounting but it was important to cite their contract and to cite generally accepted accounting practices when payments are more than the principal and interest payments. I find the method of backing the companies practices by showing other documents using same methods useful. In these cases the company is shown as not only following best practices they created but the industries best practices.

### **2.4.3. Internship Improvements**

During the period of the internship I feel that I have become more focused on my long-term goals and aligning short-term goals to co-exist and strengthen the long term goals. My personal growth absolutely blossomed forcing the behaviours that are no longer acting as a student but as an individual that is a professional in the work force. As the internship moved forward, I found myself no longer feeling that I didn't know how to perform the job. Instead, I found myself finding situations in the workforce that allowed for the continued memory recall of studies of the past three years. At times my memory was fuzzy on the exact decision making process which allowed me to go back and look up such topics applying them the work situations. Though, the time spent in the internship is not the only time I have experienced personal growth in these areas. The entire time attending Chadron State University has help my growth more than I can express. The time spent in the graduate program has helped utilize the world in areas that are yet undiscovered. For one I have become more organized and have developed writing processes that I could not have performed without entering this program. Using the same techniques that are applied in paper research I am now able to complete business research writing proposals with a high degree of accuracy. Though, this is not my greatest personal growth. The greatest improvement through personal growth comes from the gained understanding of how to incorporate the school lessons into the work atmosphere. The incorporation of graduate studies is valuable as well as the most difficult to accomplish. Partly because the teaching of such topics are rather general, but coming right out of school we think that we now know the intricate business practices. All we know is the base for which business decisions will fall upon in the future. It is up to us to decided what is the best use and application of what we learned.

I am still uncertain as to what was the greatest improvement when personal strengths

are concerned. I started the internship with a varied background. I have come from marketing, to pseudo therapist, and even the military. Through these various jobs I have acquired many skill sets that I am still finding use for everyday. I have strong strengths in administrative work, working under pressure, and working as a team member as a subordinate and a manager. To say that during the internship I gained an important strength would be undermining every other that I use. All strengths and improvements to strengths also prop up the ones I already have.

This internship has improved my career goals. I started the internship knowing that even though I choose to have a human resource emphasis that is not exactly where I want to be. I knew that having the background will lay the groundwork to where I want the future. However, I wasn't sure where I want to be. The internship has made this more clear. From this experience I have learned that even though the emphasis in human resources should be restrained to the human resource department, this program of study garnered general in-depth business knowledge. When viewing from this aspect I think the program knowledge coupled with what I experienced during the internship will enhance the career goal of owning my own business.

### **3. Resume**

# DUSTIN KINDRED

22797 Norris Peak Road  
Rapid City, South Dakota 57702  
Telephone: (605) 787-2907  
dustin.kindred@outlook.com

## OBJECTIVE

To obtain a position that utilizes the skills and education that I have obtained through the continued perseverance in higher education.

## EDUCATION

### **Chadron State Collage, Chadron, Nebraska (Online)**

Currently enrolled in the Masters of Organizational Management Program (Human Resources)

Expected graduation, August 2016 - GPA 3.0

### **National American University, Rapid City, South Dakota 2013**

Bachelor of Science, Business Management - GPA 3.08

### **Western Dakota Technical Institution, Rapid City, South Dakota 2011**

Associate of Applied Science, Fire Science - GPA 3.14

## EXPERIENCE

### **Old West Escrow Company Internship**

Account Manager

Rapid City, South Dakota

January 2016-May 2016

My job at Old West Escrow is to record numerical data to keep financial records complete. This is done by performing any combination of routine calculating, posting and verifying duties to obtain primary financial data to administer privately funded contracts. The job also requires the accuracy of figures, calculations, and postings pertaining to business transactions recorded by other workers.

### **Rushmore Mall**

Marketing Administrator

Rapid City, South Dakota

December 2013-September 2015

As a Marketing Administrator my job was to coordinate all the marketing activities and improve the performance of the company's brands and products. Working closely with senior management for implementation of various marketing plans and activities aimed at increasing the business of the company. Provide market research and generate performance reports.

### **Behavioral Management Systems**

Team Coordinator

Rapid City, South Dakota

May 2011 - November 2013

As a team coordinator my job responsibilities were to oversee the daily job duties of six

employees. This included time card approval, employee performance evaluations, and coordinating services between community partners for people with a mental illness. I was also in charge of creating marketing materials to further enhance the Crisis Care Center's presence in the community. These materials contained brochures and flyers using a variety of software. My other duties included providing suicide prevention counseling and medical evaluations of consumers referred to the center or entering the center with a mental health crisis and maintaining a budget to reduce costs.

**Rushmore Mall**

Guest Services Representative

Rapid City, South Dakota  
November 2008 - June 2011

I performed as sales agent and information source for guests and tenants of the Rushmore Mall. Working with the Marketing Director I helped to develop e-mail lists for the mall's e-mail blast newsletter. I also created a database of all past and potential corporate clients that Simon Malls Inc. used to market gift cards.

**U.S Forest Service**

Firefighter

Spearfish, South Dakota  
June 2010 - August 2010

I worked with a fire crew managing prescribed burns, wildfire suppression, and fire preparedness. Duties included conducting regular maintenance and repairs on various equipment such as fire engines, tractors, mowers, chain saws, and hand tools; serving as an engine crew member during fire break preparation; and when not involved with fire related activities, I conducted natural resources-related project work on behalf of the United States Department of Agriculture in coordination with other federal and state agencies around the country.

**MILITARY SERVICE**

**U.S Navy Reserves**

Electrician, Navy Seabee Battalion 715

Sioux Falls, South Dakota  
November 2008 - September 2012

Assigned as a Petty Officer Second Class in Navy Seabee Battalion 715, I served as a Squad Team Leader where I supervised over 16 other sailors, and performed a variety of tasks including the conduct of quarters, troop movement and the supervising of daily cleaning activities.

**U.S Navy**

Aviation Data and Systems Technician

October 2004 - October 2008

In this position I performed a variety of clerical, administrative, and managerial duties necessary to keep aircraft maintenance activities running efficiently. This required close communication with all other aviation maintenance personnel.

**March 2007 October 2008:** On the USS Abraham Lincoln I served as a quality assurance representative. As a member of (QA) I was the Navy Aeronautical Technical Publications Librarian responsible for dispersed libraries, work center audits and the training of dispersed

librarians. As a Publications Librarian I created and maintained 4,500 technical publications using software such as Word and Adobe Acrobat Pro. I also disseminated over 22,853 technical directives to appropriate work centers aboard the ship. I successfully initiated, merged and transitioned their expansive library to a digital format reducing paper publications by over 20 percent. This transition resulted in an annual cost savings to the Navy of \$41,256.

**March 2005 March 2007:** While assigned to Air Test and Evaluation Squadron 30 I served as plane captain training coordinator, support equipment coordinator and aviation armament equipment coordinator. I trained new sailors in the successful launch and retrieval of Navy aircraft. I also ensured that aircraft were “safe for flight” by performing regular daily, weekly and monthly inspections. I managed over 220 pieces of aircraft support equipment, ensuring their proper maintenance cycles were completed. As a result of my diligent efforts the squadron received zero discrepancies in three straight annual inspections.

## APPLICABLE SKILLS

Microsoft Office Suite (2003-2013)	Technical Writing
Accounting principles	Microsoft Publisher
Principles of Finance	HR Concepts
Organization	Strong Communication Skills
Task Oriented	Self Motivated
Self-Starter	

## References

Patrick Murphy (personal)  
worker)  
22799 Norris Peak Road  
7220  
Rapid City SD, 57702  
Phone: (605) 415-1676

Karri Kenzil (co-worker)  
  
1103 Sitka St.  
  
Rapid City SD, 57701  
Phone: (307) 431-5626

Adam Kay (co-  
  
Phone: (605) 786-

## 4. Journal Entries

### 4.1. January 11-17

Job Description

## Account Manager

My job at Old West Escrow is to record numerical data to keep financial records complete. This is done by performing any combination of routine calculating, posting and verifying duties to obtain primary financial data to administer privately funded contracts. The job also requires the accuracy of figures, calculations, and postings pertaining to business transactions recorded by other workers.

### ***4.2. January 18-24***

My Organization is Old West Escrow Company Inc. They are located at 2800 Jackson blvd in Rapid City South Dakota. This organization is very small and I would classify it as a micro business. There are not very many employees considering that it doesn't take much work to complete the job. At this point in time the organization consists of the CEO/ Owner and one other employee.

### ***4.3. January 25-30***

The effective and ineffective communications at this intern site are many. I feel the ineffective communication stems from generational gaps. The effective communication is awesome. The employees communicate with the owner freely and openly and the owner clearly verbally communicates with her employees asking for clarification when needed. The ineffective communication comes when technology is involved. The owner doesn't understand the use of email and will only use a fax machine when communicating with outside companies. On the other hand the other employee uses email to do the same communicating. This proves to be vary inefficient because depending on who answers the phone calls during the day correspondence is performed differently with the outside companies. If for instance a customer only has email and does not have access to a fax



machine that customer then has to wait until the other employee sends the email. Sometimes because of this disjointed system communication gets lost between the two and the tasking gets lost. I feel that this is unfortunate because this might send a message that Old West Escrow is disorganized.

The internal effective communication is great between the owner and the employees. Both parties are equally open and willing to communicate about future offerings as well working together to solve problems that arise from the daily work. One such incident where I noticed this was when there was a disagreement about how to apply a late charge on the account. The contract states to apply the late fees on a per day basis. The conflict happened when they made a payment and enormous late fees kicked in. Both the owner and the employee were right on their thinking and instead of getting mad at each other they worked the problem out with Math to make their case. There was collaboration between the two until they figured out the problem. I really liked this aspect because I have worked in so many organizations where employees thoughts and ideas don't ever seem to matter to the ones in charge. In the case of this organization both the employee and the management work together in a seamless environment making a frictionless environment.

#### ***4.4. February 1-7***

Within the organization there is a divide with regard to the technology that is used. When I arrived at the organization they were still using a dos made program that hasn't been updated since the mid 1990's. As we might guess, this program has limitations when working in the technology driven world that we live in today. As mentioned earlier, not all the employees work from email. The owner of the company doesn't ever want to use email for external communications while the rest of the world uses exactly that technology for those

tasks.

In today's customer marketplace customers demand that everything they do to be connected by their fingertips. In my experience, when a customer is doing financial transactions they want to be able to see those transactions when they want to. They don't want to call the company for every question they have. This is where using technology that was built for pre-internet doesn't work well with maintaining customer relationships.

The main recommendation I have for this organization is to have all employees using the same technologies across the board. Having one person using antiquated technology only while the other is keeping more modern using email with attachments causes confusion between employees. This confusion then enables the organization to deliver delayed results because one maybe relying on the other to complete tasks. Personally I would like to see all employees embrace electronic communications in the future. The next item is the use of the software package that the company is using. With the software created in the mid-1990's there seems to be a lot that is left to be desired. When looking further into the type of software they use, I found that there are in fact newer versions available that offer all the features that customers look for when dealing with financial transactions. I would recommend that the company undergo the software conversion process in order to take advantage of gained competitive edge.

#### ***4.5. February 8-14***

This internship is meeting all of my expectations thus far. When I picked this internship, I wanted to better understand the challenges of running a small business. This organization is a small business with vary few employees. These types of businesses have their own set of challenges that the large companies don't seem to have or are easy hurdles to

cross. I have worked at a number of large to mid-sized organizations and know the different red tapes they have to jump thorough. I have never been at such a company where budgets, human resources, and capital are huge restraints. Within these types of companies often times human resources and budgets go hand in hand. The organization truly needs more of the aforementioned, However, the constraint mechanisms are such that without one the other cannot be performed.

When looking at other companies that offer the same services this company would be classified as a mid-sized company. There are so few employees because it does not take an army of human resources to accomplish the daily work. It does however, need human capital that is highly versed in different aspects of business management. What this means is that one person is responsible for the marketing, payroll, budgeting, and financial bookkeeping.

#### ***4.6. February 15-21***

Since I chose to use a small business as my choice for the internship I feel that I am adequately able to use most of the classroom learning from my undergraduate degree as well as my last three years with Chadron State University. So far I have been using areas from my marketing, public relations, accounting, Math for managers etc. I feel that this is the most rounded experience I could have come across. Throughout my time in this internship I am not just an innocent bystander during the process of the work week. Thw intern site has me working though the everyday problems and working directly with the customers. This site also values my input on best practices when looking at new competitive advantages. I am truly happy that during this adventure I have been able to use and practice all classroom teachings and apply them to real world examples.

#### **4.7. February 22-29**

There are many area's of this internship that I would like to share with my classmates that relates to our classroom learning. The first experience that I learned really quick was that during the internship when looking at market factors and finding the equilibrium it is not that simple. Finding what consumers are willing to pay verses their reactions to pricing seems to be more difficult to achieve. An example is when visiting with the company about new possible revenue streams on paper they seemed easy enough to accomplish. In practice when quoting the new different pricing the reactions varied greatly, sometimes over the smallest change that resulted in an extra dollar. At the same time when changing the pricing internally without a public notice the results seemed to be better taken if the consumer didn't know the price beforehand. An example of this practice happened when changing the pricing of closing costs. Before the change the company was charging a flat rate for all closing but added on extra fees depending on how many pay-off quotes had been requested. The new pricing changed out that variable and went with a flat fee plus a percentage cost basis. In this case consumers didn't think twice about the price charged. The original way consumers would cry foul when tacking on extra fees because an external company requested pay-off quotations at different times throughout the contract to verify their credit worthiness.

This example shows that finding the equilibrium in the market isn't simply the result of consumer surveys combined with the cost of goods or services. Consumers are much more dynamic which can result in knee jerk reactions. Consumer surveying has it's place in our current market other external factors needs to take place to truly find that market balance.

#### **4.8. March 1-6**

I have rather large long and short term career goals. Currently my short term career

goals consists of asking to myself of what can I do to make my job and internship better. Every day, I want to better the business that I work in. So my current short term goals consist of finding areas that needs improvement and finding ways to simplify the process that make work easier with the same amount of control and accuracy as the current process. Currently I am working on a project to increase my companies revenue without raising costs. I am accomplishing this by sorting out unneeded expenses or expenses that are redundant. One area that I found was by chance. I was given the task of calling the phone company to order a new modem. This call resulted in learning that the company had not updated their service package since the year 2000. By ordering a new modem the company was switched to new updated packages that saved one hundred and thirty six dollars a month. This set me off to find other areas of similar interest. Another goal is to find ways to reduce the company's cost of postage. This is by far their largest expense for the year. Currently there are several options available to the company but the new processes also require an initial cost of entry before savings can happen. These short term goals are very short term but I choose these goals as my short term because they demonstrate the ability to problem solve. This is an important ability that rolls into my larger long term goal.

My Long term goal is to become a business owner. This is one reason that I chose a micro business as my intern site. If I would have chose a site where I was bounded to a certain department buried deep within a corporation I feel that would give me a very narrow view of what the larger picture is. By choosing this type of site in a short time I am able to view the entire picture of what is needed when we look at professional and personal skills. In the short time that I have had, I have already learned that a SMB needs to have a well rounded understanding of all things business. They are the marketer, human resources, and accounting. Running this type is business is a trial and error process in many ways. The

process is also a never ending learning experience. Of course the business can hire professional services to fill many of the gaps that exist, however, there is always the issue of cash flow that plagues each one of these companies. So by having this internship site I feel that I will be better poised to understand if my long term goals are attainable.

#### ***4.9. March 7-13***

Being the type of company that Old West Escrow Company is everyday presents it's self with an ethical dilemma. The company acts as a neutral third party to private lending parties. A certain issue recently that arose was when a seller of a contract called us and said that he is closing the account and I need to send him all the money that was in the reserves account. The seller in this case feels that the money is his since he is foreclosing on his buyer and needs that money so he can pay the property taxes and insurance from here on out. However, this money is paid into a trust account by the buyers on the contract so at the time the company felt that the money was rightfully the buyers money and he deserves to receive that money back as a check in the event that the account is foreclosed on. In this situation I had to tell the seller that this is in fact not his money to withdraw when he wants and the money really belongs to the buyer. The ethical considerations in this example maybe minor but could have enormous implications if we would have released the money. In this case we chose to continue servicing the contract until we get legal default instructions.

The second ethical dilemma I want to talk about arose when I was doing a periodic check on accounting versus how the contract reads. In this example our company was following the contract exactly as it read in the contract. The issue we discovered is when we follow the amortization schedule exactly the buyer unknowingly ends up paying interest on principal that should have been reduced. What was happening is that the contract was so

specific that each payment we were to apply a certain amount to each principal and interest. What happens when we do this we discovered is that the buyer ends up paying interest on principal that should have been reduced because there would have been no more interest to deduct from his payment. Essentially this buyer had a large number of prepaid interest. The ethical dilemma comes from asking what are we supposed to do now that we have this information. We asked ourselves should we deduct the prepaid interest from the principal balance then continue forward following accounting practices or should we continue to service the contract as it was read. Both parties did sign accepting the terms and conditions of the contract. This issue currently is not resolved. However, the solution that we are taking is informing all parties to the contract including the lawyer that wrote the contract that we are changing how interest is applied because of the prepayment that happens as a result of processing according to the amortization schedule. We arrived at this point because if we continue it would be impossible to determine when the contract has been fulfilled and have the seller repay the prepaid interest.

#### ***4.10. March 14-20***

In my past organizations that I have worked for there have been many conflicts. Many of them stem from my personality I think. At first I come off as very off standoffish or unapproachable. I personally feel that this should not be the case as I am really open minded. I do have issues though with having to prove that my ideas are the right way. In my prior organization I was a medic for an emergency mental health unit. As medics we considered ourselves as the medical authority when it came to patient safety. There was no other medical advice that was available. In this particular incident a patient came in to be seen. They were not currently on any medications nor was there any signs of medically related trauma. The one medical issue was that they were diabetic. The incident happened over night. The patients

sugar levels rose rapidly to very unsafe levels. The conflict was that the counsellor currently working refused to release the patient because their therapy was not over yet, their reasoning was that the patient refuses to manage their diabetes anyway so what harm will come from them not seeing the emergency room. At that point I was almost willing to walk out and quit my job. My thinking was what use is there having a medic on staff if other staff weren't going to listen to my medical advice. I don't think that this situation was ever fully resolved. From that point forward when I felt that a situation became medically unsafe I would call the emergency room for medical advice. In these instances the medical doctor overrode what the counsellor was trying to perform and legally they could not keep the patient at the center. I eventually left that place of employment because it was becoming increasingly clear that medical advice from medics didn't hold weight and that model was no longer fitting into their business plan.

#### ***4.11. March 21-27***

As I have previously mentioned in earlier journal entries, there are a few items that would boost this organization forward. Albeit the moral is already very high within the organization there are still several areas in which the organization can make the daily work much easier to perform than the current routine. The first item is for the company to adopt the same practices for every employee when communicating. As I have mentioned the owner doesn't use email and will only use a fax machine to send documents to various firms. If the outside firm doesn't use fax then they have to wait for another employee that uses email to scan their printed document and attach it as an email. This creates delays that are not needed. Once the organization starts to utilize emails as an official form of communication their efficiency greatly rises in this case.



The second suggestion is to update their software. The software company that currently supplies their software has updates that introduce many new features. All of the features are designed with productivity in mind. The new software currently can handle automatic transactions from banks. Using this feature would currently reduce the time spent on daily processing but also reduce their postage costs. Currently to enter these types of payments the company needs to create batches in their banking system to interface with the automated clearing house. Then once the batches are pulled they have to manually enter each payment into their daily processing. When using the new software once the automatic debit accounts were set up this process happens with just one button and all the payments are entered for the day. The same goes for the automatic credits. Currently the company is only sending checks by mail to the sellers bank accounts. By using the new software again the software saves a file that needs to be uploaded then all the sellers are paid without the need for extra postage costs. We have figured that not only would this simplify the processing of daily payments but would reduce the companies costs by over \$5,000 a year.

Thirdly by implementing these changes the company can really start to focus on other aspects of the business such as securing new clients and increasing their advertising budgets. The downside is that the company needs to find the cash flow to purchase the new software. These are not cheap upgrades for a company of this size. If they find the money or financing for the new software I feel that it will pay for itself within the first year bringing in an extra \$2,000 dollars after the software expenses.

#### ***4.12. March 28-30***

This internship has been so insightful throughout the past twelve weeks. For myself I have learning that even though I have been attending a graduate program I am by no means

an expert in my field. Between working at the intern site and visiting with other business owners that are located in the same professional offices I still only have a sliver of the knowledge needed to be a successful business owner/operator. I know have great fundamentals that I was missing after attend my undergraduate school and this is a great base to work off. Now what I need to do is put this knowledge to use in everyday practice. I need to create professional habits that will endure for the long-run. I think the biggest lesson I learned for myself is when I have a goal it is important to take that goal in milestones. It is important to not move so fast as to lose the fundamentals along the way. I find it really easy to look at everything from the stance that there is a problem needing to be fixed. In the future I will still hit the floor running but taking smaller steps taking the time to learn the entire process before finding the solution.

There is a wealth of information that I learned from my employer. The company may be a small company but this by no means is a company with small knowledge. The company was founded in 1985 and since has filled a void in the market of home mortgages. They show that buying property through a bank is not the only way to buy property or secure business loans. There is a wealth of venture capitalists in the world that are willing to privately fund a contract proving beneficial to both parties. This is what I liked most. This company's heart is in the right place they want to show the world that we don't need to be bound by banks to fund large purchases such as land and houses. The other lesson learned is that it's really important for a company such as this to hold items that act as collateral for the contract. In most cases this results in documents such as warranty deeds or titles. These items are important to their mission keeping documents safe until the contracts are fulfilled. Without these documents there is no incentive for either party to follow through until the end.

When it comes to what I learned about my job, the mathematical functions are the

easy part. The hard part about this job is explaining to customers how to perform the Math correctly. This is the biggest hurdle that I came across from day to day. The companies customers can't seem to ever figure out the difference between interest calculated on a 365 day basis or the 360 day basis interest. This confusion really starts some fights with the customer thinking the company applied the payments incorrectly. In sum what I learned from the job is how to handle these conflicts as they arise learning to break apart the Math in simple steps that most people can understand.

#### ***4.13. April 4-10***

This occupation or profession is a very small subset of the current market. Generally speaking we won't see any company of this sort that is a large corporation. When talking with the owner of the company, she explained to me that in the past years banks used to hold these types of transactions. What they quickly realized is that in order to service these transactions the bank would have to dedicate a person just for this process. These customers are more demanding and needs more attention than a bank would be willing to give without higher servicing costs. So one by one they started selling these accounts to small escrow companies in the region because the small business is better equipped to handle these transactions. Currently there is still one bank in the region that handles escrow and until recently accepted every type of escrow. In the recent months they are no longer accepting escrows of homes and private property and only accepting business to business transactions. I think this will start to be another area where the company will be able to pick up new accounts as there is still a demand for private property. Since it is not common for the large banks to handle these type of transactions the job outlook is small. The companies that are already formed have a good hold on the market. These companies are also not growing fast enough for them to expand and hire many employees. In the future I would like to stay with this company and

grow with them. I truly feel they fill a need in the market but the challenge is finding ways to expand their accounts. This seems to be an uphill battle since the public doesn't know that this is an option.

## **5. Thank You Letter**

Mr. Dustin Kindred  
22797 Norris Peak Rd  
Rapid City SD, 57702  
April 1st 2016

Ms. Glorine Hunt  
Old West Escrow Company INC.  
Rapid City SD, 57702

Dear Ms. Glorine Hunt:

I want to take this opportunity to thank you for your guidance and supervision this past semester during my internship experience with Old West Escrow Company. Your leadership throughout the semester assisted me in further development of my communication skills, and business knowledge as well as my ability to implement individual projects and function as a leading contributor on various projects within the company.

The experience was more than I could have expected and allowed me the freedom to develop and maintain individual accounts as a professional member of the team. I felt like a major contributor in the weekly/daily work and I was able to independently assist clients in making changes to their existing contracts with Old West Escrow. Working for Old West Escrow helped me use the knowledge I've acquired over the past three years as a graduate student as well as the skills I've developed during my previous job with the Rushmore Mall.

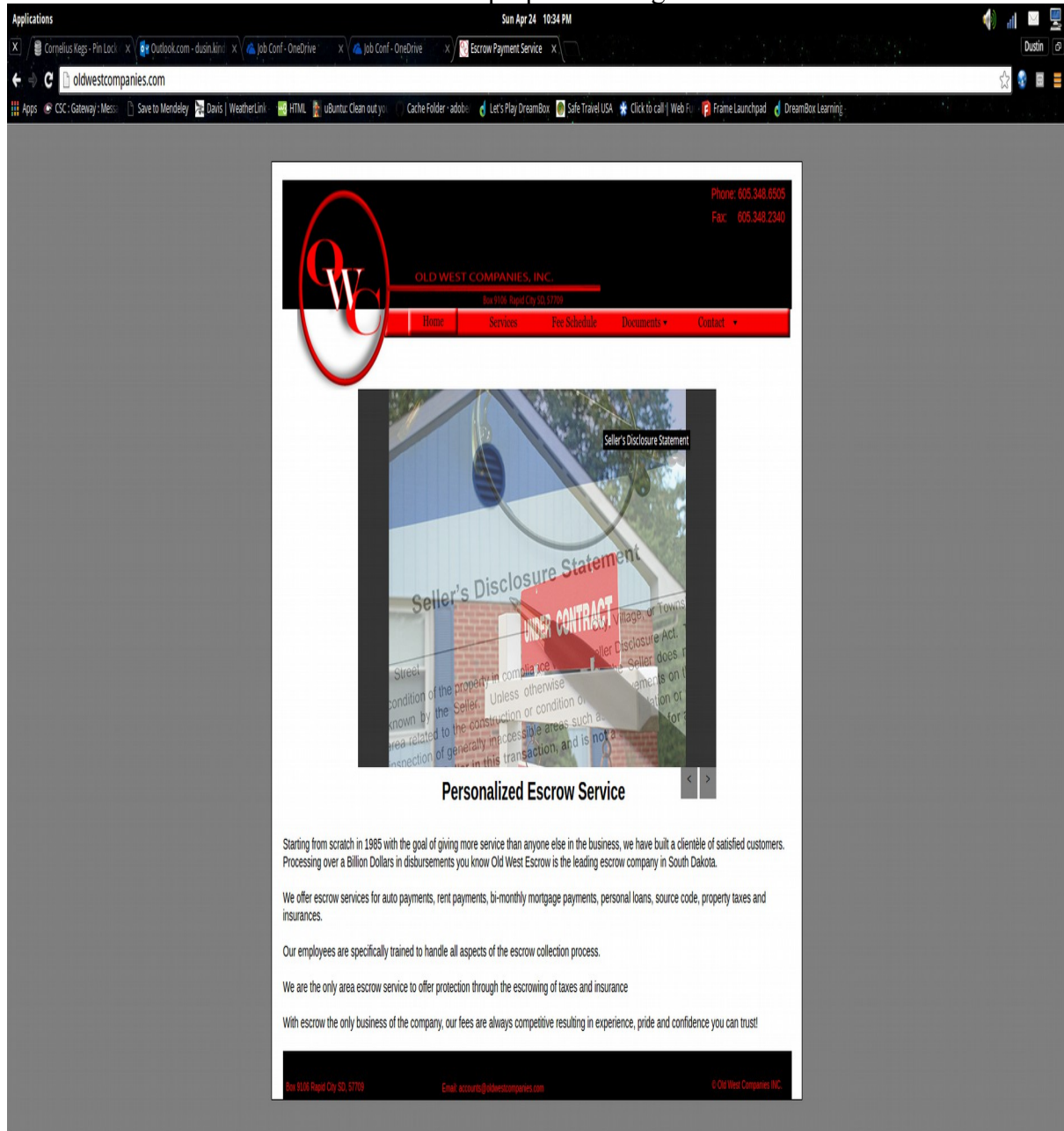
I also want to thank for taking the time to share your expertise and knowledge of the field. It was through these times that I felt I was able to learn and grow the most in developing my skills over the course of the semester.

Sincerely,

Dustin Kindred

## 6. Supplemental Materials

### Old West Escrow website before and after proposed changes



Applications Sun Apr 24 10:36 PM

127.0.0.1:36332/index.html

OLD WEST ESCROW ABOUT SERVICES AUXILIARY DOCUMENTS CONTACT

SIGN IN PAYMENT CALL US (605) 348-6505 FAX US (605) 348-2340

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