



MONTHLY MESSAGE SEPTEMBER 2006

From Dick Emens, Executive Director & Becky Blatt, Associate Director

Next Week...

TRANSITION THE LEADERSHIP OF YOUR FAMILY BUSINESS INTO AN INTEGRATED MANAGEMENT TEAM

Featuring Jason Mlicki, President, Mlicki and John Baker of Sequent

Thursday, September 21, 2006

8:00 - 8:30 a.m. Networking

8:30 a.m. - 11:00 a.m. Educational Program

Alumni Hall at Ohio Dominican University

Family business leaders will want to attend our September Educational Program when Jason Mlicki of Mlicki, a central Ohio family business and John Baker of Sequent will discuss transition of leadership.

Three family members are involved in business at Mlicki—Ron, Karen and Jason. Ron and Karen are husband and wife, and Jason is their son. Their company is in the midst of a transition process that was initiated by Ron two years ago. During this program John Baker will discuss the issues of family succession and show how the Mlicki's are moving the company from the founding generation to the next generation of leadership while managing growth and enhancing the effectiveness of the Mlicki team.

Together Jason and John will explore the importance of developing a short term strategic business plan to help govern the transition period, identifying new roles within the family business, developing strategies for holding those with new responsibilities accountable. In addition, they will look at the factors that have an impact on the success of changes in behavior; skill acquisition of newly designated leaders, coaching, and the human dynamic of accepting and dealing with the gains and obstacles of change.

Join us on Thursday, September 21, 2006 from 8:00 a.m. to 11:00 a.m. in Alumni Hall at Ohio Dominican. Register for this event at http://www.familybusinesscenter.com/contact_eventreg_new.htm or by replying to this e-mail. Free for members. \$ 65.00 for non-members

FAMILY BUSINESS SCHOLARSHIP AWARDED

Jeremiah Guappone of Lisbon, Ohio has been selected to receive the Maish Family Business Endowed Scholarship for the 2006-2007 school year. "The Family Business Center is excited about this newly created scholarship which recognizes the importance of developing strong future leadership for family-owned businesses," said Dick Emens, Executive Director of the Family Business Center of Central Ohio.

The scholarship was created with a generous gift from Judy and Tom Maish, founders of Contract Sweepers and Equipment and long time supporters of the Family Business Center.

Guappone, a freshman business major was chosen from a group of outstanding candidates. In his scholarship application essay Guappone wrote, "My family has always been one of entrepreneurs, with my great-grandparents, my grandparents and my parents all owning restaurants. I have learned a lot from my family about business, about how to manage people and assets. I have learned the importance in being involved and giving back to the community. One of my main goals would be no matter what the size, my business would be involved in the community."

Ohio Dominican will begin accepting Maish Family Business Endowed Scholarship applications for the 2007-2008 school year after February 1, 2007. Anyone interested in making a contribution to this family business scholarship at ODU may do so. For more information contact Laura Meek, Associate Director of Financial Aid at 614.251.4641.

EXECUTIVE DIRECTOR INSIGHT...

"It appears well accepted that 90% of family business owners (FOBs) want their business to continue to be owned and managed by next generation family members. Yet, this succession to the next generation occurs in only 30% of family businesses. Our experience is that FOBs who want this to happen need to assure *meaningful communication* with the next generation early and then get it in writing--when the FOB is in his/her forties and early fifties; an involved Advisory Board and Family Council are often very beneficial." --Dick Emens, Executive Director, Family Business Center of Central Ohio

2006 FAMILY BUSINESS CONNECTION: TOUR AND NETWORKING EVENT A SUCCESS

Our sincere thanks to the R.W. Setterlin Building Company for hosting the Family Business Center last month for the Family Business Connection: Tour and Networking Event. Guests were welcomed to the Ohio Fire Academy by members of the Setterlin team and treated to a tour of the building expansion project being completed by R. W. Setterlin Building Company. Fire Academy staff introduced visitors to this outstanding state facility and provided information about the fire safety training and equipment used to train fire fighters throughout Ohio. At the reception that followed, we enjoyed the time to engage in conversation with leaders and family members of some of central Ohio's best family businesses. Thank you Setterlin family and Setterlin team members for providing us with this opportunity.

OCTOBER ROUNDTABLE-- FOCUS ON INVESTMENT TOOLS FOR FAMILY BUSINESS OWNERS

Developing Assets Outside the Family Business
Thursday, October 19, 2006
7:30 a.m. - 9:30 a.m.

Featuring the experts from

Mass Mutual, Mellon, Merrill Lynch, National City, and First Merchants Trust, an affiliate of Commerce National Bank

Plan to join us in October when we will learn what the experts from Mass Mutual, Mellon, Merrill Lynch, National City and First Merchants Trust, an affiliate of Commerce National Bank, are saying about the stock markets and our economy. Dick Emens, Executive Director, will facilitate discussion to help us gain an understanding of the investment tools and products available today that can help family business owners develop assets outside their business, plan for their retirement and provide for their families and their futures.

NEW MEMBERS

Jones Fuel Company

Dick Jones, Patricia Jones, David Jones and Jack Fink

350 Frank Road, Columbus, Ohio 43207, phone: 614.443.4611/5925 e-mail: djones@ee.net

Jones Fuel Company, started in 1924, as Jones Coal Company in New Straitsville is today, a central Ohio leader serving the needs of contractors, excavators, asphalt pavers, and construction companies with delivery services of building materials and supplies. Using their dump truck delivery fleet, Jones Fuel also supplies topsoil, sand, gravel, limestone and mulch to commercial and residential customers throughout Ohio. Started by John E. Jones and later run by Dick's father, Charles E. Jones, the company moved their headquarters from New Straitsville to Columbus in 1928. After the death of his father Charles, the company was owned and managed by Dick's mother, Ruth and uncle, attorney John Robert Jones for 15 years. At the age of 27, Dick purchased Jones Fuel from his mother and uncle and has been leading this central Ohio family business since 1965. Family members employed in the business include President, Dick Jones, Jack Fink, Dick's brother-in-law, David C. Jones, Dick's son and Dick's wife Patricia. Together, four generations of Joneses have made Jones Fuel Company a dependable dump truck delivery service counted on by many central Ohio companies to fulfill their large item delivery needs.

The Krema Nut Company

Mike, Peggy, Brian and Lisa Giunta

1000 West Goodale Boulevard, Columbus, Ohio 43212 (614) 299-4131 Fax: (614) 299-1636 e-mail: nuts@krema.com

The Krema Nut Company, founded in 1898, is the oldest continuously operating peanut butter company in the United States. It has been in operation at its present location on Goodale Boulevard in Grandview since the 1920's. The Giunta family purchased Krema Nut Company in 1991 at a time when the company was primarily a nut and industrial peanut butter operation, supplying peanut butter to bakery and restaurant clients in 40 pound pails. Today, the whole Giunta family is active in the company including, Mike & Peggy and their children Brian & Lisa. Since their purchase of Krema 15 years ago, the Giunta's have continued the nut and industrial peanut butter operation and expanded Krema's retail and wholesale product line to include chocolate and candy items and a large selection of holiday gifts. While shopping in either of their two central Ohio retail stores, located at 1000 Goodale Boulevard or in the Columbus Convention Center, visitors can enjoy a Peanut Butter & Jelly Sandwich or a Buckeye (Chocolate & Peanut Butter) Milkshake! The Giunta's have made shopping for nuts, natural peanut butter, and their

specialty items convenient for their customers by offering products online at www.krema.com.

MEMBER NEWS

- Courtesy Ambulance was named the 2006 Business of the Year by the Licking County Chamber of Commerce in the 21-100 employee category at the Chamber's Annual Awards Dinner last month.
- Highlights for Children presented a magazine from the print run that produced its billionth copy to the Smithsonian's National Postal Museum in a ceremony on August 23, 2006. The magazine will become part of the museum's anthology of postal history, publications and stamp collecting.
- R.W. Setterlin Building Company is a finalist for the Better Business Bureau's 2006 Integrity Awards.
- Steve Hoffman has joined Sanese Services as CFO.
- Team Fishel is celebrating its 70th year in business, started in central Ohio in 1936 by Ken Fishel.

REMINDERS

Family businesses nominated for the 8th Annual Family Business Awards Program should have their applications completed and turned into the Family Business Center Office no later than Friday, September 22, 2006 at 5:00 p.m.

The next meeting of the Women In Family Business Peer Group will be held on Tuesday, September 26, 2006, from 7:30 a.m. – 9:30 a.m. at the Family Business Center Office on the campus of Ohio Dominican University. Discussion topic: Family Dynamics. Recommended Reading: *Family Business Basics: The Guide To Family Business Financial Success* by Emens and Wolper, Chapter One.

AVAILABLE POSITIONS AND PEOPLE

From time to time our *Monthly Message* will list relevant job openings and persons seeking positions in family businesses.

Ohio Dominican University Seeks Dean of Business

The successful candidate will be a business educator who will provide visionary and vigorous leadership for the growing division, which offers the B.A./B.S., M.B.A. and 4+1 M.B.A. The Dean will hold an advanced degree (an earned doctorate is preferred) or commensurate executive experience and will demonstrate dynamic management and organizational skills, a background in and enthusiasm for both traditional and innovative educational programming and diverse student bodies, and the interest and ability to foster collaborative and distinctive relationships with business, industry and government within and beyond the greater Columbus community. Inquiries, nominations and applications should be submitted as Microsoft Word attachments to:

Gallagher • Fennell
Higher Education Services

Attn: Paul J. Gallagher
pjgallagher@att.net
(401) 635-9925

Materials should include a letter that addresses the applicant's background, a current résumé, and contact information for three references. Review of credentials will begin immediately. The closing date for applications is October 13, 2006. Inquiries, nomination, and applications will be held in strictest confidence. EOE.

Individual Seeks Position in Family Business

Michael R. Murray
5366 Turnberry Drive
Westerville, OH 43082
614-561-2361
mmurray@insight.rr.com

Michael R. Murray is a strategic leader with 16 years of progressive sales, marketing, engineering, sourcing, supply chain and most recently as general manager. Global experience within both corporate and small to mid-sized businesses. Proven ability to deliver on financial goals and strategically manage to daily financial metrics. Committed to operational excellence with a solid track record of lending immediate value, impact and contribution to the overall market share of a growing business.

Recognition and Perks That Won't Bust Your Budget

Compliments of Sequent



Recognizing good work doesn't have to be expensive. There are a lot of ways to add a lift to the work day or reward a job well done that cost little or nothing. Yet they can bring smiles and increased satisfaction to the workplace. If you're looking for strategies to help motivate employees, read on for 10 ideas.

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[Full Article](#)

Tips for Retaining Top Non-Family Employees

Source: Family Business Magazine E-News, August 21st edition

What can your family company do to hang on to your key non-family executives if it's clear that a non-family member will most likely not be the next president of the company? Family business adviser Mike Henning of the Henning Family Business Center in Effingham, Ill., offers these suggestions in his book "Mike Henning's Family Firm Advisor" volume 18, issue 4:

- Review your management concepts and style, and adopt a more professional environment.
- Give the outsider an opportunity to share in the growth of the company, particularly since he or she is responsible for it.
- Delegate responsibility and authority, and hold everyone accountable via management meetings

and board meetings.

- Always let the outsider know where the "out of bounds line" is and where the "goal line" is.
- Keep the outsider shielded from family conflicts.
- Call on the key manager to mentor the next family successor and bridge the generation gap.
- Trust and respect the non-family manager as a peer.
- Put your compensation package in writing so there is no mistake about the final reward system.
- Many owners opt for a "golden handcuff" plan to reward top talent.

Women & Money Conference in Columbus

The State of Ohio Treasurer's Office of Community Education is offering a financial planning conference for women on Friday, September 22, 2006 at Veterans Memorial, 300 W. Broad Street, Columbus, Ohio 43215 from 8:00 a.m. – 4:00 p.m. This event is free and is open to the public. Women & Money is designed to provide women with the tools they need to make more informed personal finance decisions. Participants can choose four courses from the following topics: Budgeting, credit & debt management, Elder Care, Estate Planning, Home Ownership, Identity Theft, Insurance, Investments, Advanced Investments, Kids and Money, Retirement Planning, and Supportive Financial Attitudes. To register to attend this program call 800-228-1102 or register online at www.ohiowomenandmoney.org.

Notable Quote

Source: The Family Business Advisor, September 2006 edition.

"In our company, nepotism is not a negative. The family is raised to cherish the business. We take better care of the business than anyone else would." --Craigie Zildjian, CEO

The Zildjian family has been making cymbals since 1623, first in Turkey, and since 1929, in the United States. Craigie Zildjian is the first woman, after 14 generations, to lead her family's business.

FBC DATES FOR YOUR CALENDAR

Thursday, September 21, 2006 – 8:00 a.m. to 11:00 a.m.

in Alumni Hall at Ohio Dominican University

Family Business Management: Easing the Transition to Team Leadership
Educational Program

Tuesday, September 26, 2006 – 7:30 a.m. to 9:00 a.m.

in the Neighborhood Center at Ohio Dominican University

Women in Family Business Peer Group

Thursday, October 19, 2006 – 7:30 a.m. to 9:00 a.m.

In Alumni Hall at Ohio Dominican University

Developing Assets Outside the Family Business
Breakfast Roundtable

Friday, November 3, 2006 – 11:30 a.m. – 1:30 p.m.

In Sansbury Hall at Ohio Dominican University
8th Annual Family Business Awards Luncheon and Ceremony

Thursday, December 7, 2006 – 7:30 a.m. – 9:00 a.m.

In Alumni Hall at Ohio Dominican University
Succession Planning: Ensuring the Continuity of the Family Legacy
Breakfast Roundtable

Family Business Center of Central Ohio

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