



conway family business center  
of central ohio



Central Ohio's Best Resource For Family Businesses



CONWAY FAMILY BUSINESS CENTER  
of central ohio

## MONTHLY MESSAGE MAY 2008

A monthly publication of the **Conway Family Business Center of Central Ohio**  
located on the campus of Ohio Dominican University in Columbus, Ohio

[www.familybusinesscenter.com](http://www.familybusinesscenter.com)

---

**Coming This Thursday...**

**DONATOS PRESIDENT AND COO TO SHARE FAMILY BUSINESS STORY**

Thursday, May 22, 2008

Featuring Jane Abell, President and COO of Donatos

7:30 a.m. - 8:00 a.m. Networking

8:00 a.m. - 9:00 a.m. Presentation

Alumni Hall at Ohio Dominican University

1216 Sunbury Road, Columbus, Ohio 43219

Join the Conway Family Business Center as Jane Abell, President and COO of Donatos, talks about her family business. She will share information about the company's founding in 1963 by her father Jim Grote, the company's planned growth over 45 years, the decision to sell the family business to McDonalds in 1999, her family's decision to buy back the company four years later and their goal to make Donatos the largest restaurant company in the world. Jane will talk about the lessons they have learned about the process, the people and the politics of business. She will tell us about Donatos leadership development program and offer insight on transitioning a family business from the first generation to the second generation of leadership.

---

### APRIL THANKS

A new educational program offered by the Center, Achieving Long-Term Family Business Success, was held on Saturday, April 19, 2008, and provided an opportunity for family business owners to come together for a more in-depth discussion about strategies and tools to ensure the continuation of a family business. Our thanks to the many family business leaders who attended and a special thank you to Dr. Sam Lane, Dr. Thaddeus O'Brien, Bea Wolper, John Schuman, and Joel Guth for sharing their expertise.

And, on April 23<sup>rd</sup>, we hosted our third annual Take Our Daughters and Sons to Work Day Program that included a tour of Buckeye Boxes. Students and adults alike learned how corrugated containers are designed and manufactured. Our thanks to Craig Hoyt and Sueanne Pieroni of Buckeye Boxes for hosting the Conway Family Business Center. Upon our return to Ohio Dominican we learned about earning, saving and spending money with an interactive presentation by Alicia Murphy and Kelly Bailey of Commerce National Bank and got a sneak peak at PowerPhilanthropy compliments of Joyce Ray of the Columbus Foundation. Thank you Alicia, Kelly and Joyce.

---

## DIRECTOR INSIGHT

There is an initiative currently underway in Ohio to gather enough signatures to place an issue on the November ballot which will **require** businesses with 25 or more workers to give full time employees seven paid sick days per year. Part-time workers will be eligible to earn a few days, prorated and based on the number of hours they work. Family business owners should be aware of this state-wide initiative and calculations should be done now to analyze the possible financial impact the passage of this issue could have on your business beginning in 2009. –Dick Emens, Executive Director and Becky Blatt, Associate Director

---

## NEW MEMBERS

**Gummer Wholesale, Inc.**

**Richard Gummer, Michael Gummer, & Chad Gummer**

**1945 James Parkway, Heath, Ohio 43056 phone: 740.928.0415 [www.gummerwholesale.net](http://www.gummerwholesale.net)**

In 1953, the late Charles Gummer purchased The Newark News Agency and the idea of establishing a business to distribute wholesale items to local convenience stores began to evolve. In 1973 Charles Gummer and his son Richard formed Gummer Wholesale, Inc. Gummer Wholesale, Inc. is a family owned and operated full line Convenience Store Distributing Company located in Heath, Ohio.

Gummer Wholesale has been providing products and services to the convenience store industry for over 50 years. Today, in its second generation of leadership, Gummer Wholesale employs 75 people including five members of the Gummer family. Since its beginning in 1973, Gummer has expanded operations to provide quality products and services to the convenience store industry throughout Ohio, Northern Kentucky and Northern West Virginia. Gummer Wholesale prides itself on providing value to their affiliates through competitive pricing, variety of product, quality performance, meeting the service needs of each of their customer and by providing a convenient system for doing business with their family's business.

**VEITS Group, LLC**

**Vishnu Raman, President, and Hema Vishnuraman, Controller**

**425 Metro Place North, Suite 330 Dublin Ohio 43017 614-467-5414 [www.veitsgroup.com](http://www.veitsgroup.com)**

VEITS Group provides Information Technology consulting for manufacturing companies by helping Manufacturers optimize their business process with the use of Enterprise Resource Planning and Supply Chain Management solutions. VEITS stands for Value-Enhancing Information Technology Solutions. VEITS began operations in Feb 2003 and works with customers all over the US VEITS helps manufacturers implement solutions that allow them to better serve their customers and improve

company profitability. VEITS strives to provide pragmatic solutions to business problems and guarantees to be resourceful, responsive and results-oriented when recommending IT improvements to their customers.

---

## **Next Generation Family Business Peer Group**

*Next meeting scheduled for Tuesday, June 10th*

The next meeting of the Next Generation Peer Group will be held on Tuesday, June 10th, 2008 in Ohio Dominican University's Classroom Space at Easton. Dr. Thaddeus O'Brien of O'Brien and Associates will moderate the discussion. For more information about Conway Family Business Center Peer Group opportunities, contact Becky Blatt, Associate Director at [blatt@familybusinesscenter.com](mailto:blatt@familybusinesscenter.com) or call the office at 614.253.4820.

---

## **Women in Family Business Peer Group**

*Next meeting scheduled for Tuesday, June 17th*

The next meeting of the Women in Family Business Peer Group will be held on Tuesday, June 17, 2008 from 7:30 a.m. – 9:00 a.m. in the Conway Family Business Center Office at Ohio Dominican University. Bea Wolper, partner at Chester Willcox & Saxbe, will discuss today's contemporary issue of inappropriate workplace behavior and share strategies you can implement to protect your employees and your family business. Any female owner, employee or family member of a Conway Family Business Center member company is welcome to attend. RSVP to Becky Blatt at 614.253.4820 or via e-mail at [blatt@familybusinesscenter.com](mailto:blatt@familybusinesscenter.com)

---

## **FAMILY DISPUTES ARE EXACERBATED IN TOUGH ECONOMIC TIMES**

Source: Family Business Magazine E-News April 2008

"Family business conflict is heightened during times of economic challenge and transition," write advisers Gary Brooks and Lynn D. Diamond in *The Family Business Conflict Resolution Handbook*. "In too many cases, love and affection among family members, including those not employed in the business, are directly proportional to the checkbook balance. When cash has been dissipated, the animosities and prejudices among members of the family seem to rise to the surface. The business becomes the new and larger stage on which to act out these feelings." The authors note that a family council facilitated by an independent adviser can help families deal with issues of risk management, preparation for succession and defining and meeting stakeholder obligations. "The family system, thriving on love, loyalty and security, must often be violated as the enterprise undergoes the transitions needed to build a stable platform for the future," they write. "A third party can assist by creating urgency, decisiveness and focus in the process of redirecting the family and stabilizing the enterprise."

---

## **TAKING A PEEK AT, AND PRESERVING THE PAST: How and Why to Capture Your Family Business History**

By: [Jayne Pearl](#), founding editor Family Business Magazine

When a family company embarks on significant change -- a management or ownership transition, a

major anniversary or a strategic business change, for instance -- before charging into the future, it may be helpful to take a peek into the past.

Knowing the stories and struggles behind the company's beginnings -- the personalities of its founders and the many family and non family employees, customers, vendors, competitors and community members whose lives have intersected with, affected and been affected by the company throughout the years -- can provide a context for the current owners, managers and all the other stakeholders to move ahead. A family business history can also communicate the company's values, culture, community involvement and charitable efforts to potential lenders, reporters who cover your industry and community, and to future venture partners.

What has made your company successful? What challenges, such as economic turmoil, natural disasters, family crises and financial struggles, did the company and its members encounter and overcome? What lessons can previous managers impart? Most important, what is their legacy, which the current owners and managers would be wise to remember and preserve for future generations?

What's involved, and how can you get started?

**Hire a pro.** Someone on staff or a member of the family may be able to and like to write, but will they have the time, and the ability to stand back and look at the family and business with fresh perspective? A writer who has experience covering both business and family business and who has written books, can do so. Check references and ask for samples of their work. Be sure to set clear deadlines.

Many family business members enjoy sharing their stories with a writer. Some may be nervous or cagey, especially if there are sensitive family issues or secrets (which almost every family has!), which they feel the need to dance around. An experienced writer will know how to work with even the most cantankerous subjects, to put them at ease and assure them the purpose of the book is to shine a light on the most positive aspects of the company and the people, it is not to dredge up any family feuds or unsavory segments buried in the family's past.

**Budget the book.** To wind up with a project you'll feel proud of, you should expect to pay the writer between \$25,000 and \$75,000. It may not pay to scrimp. One business owner went through three writers, paying each an advance, hoping to have his book written "on the cheap." The first writer was a recent journalism-school graduate with little experience. The second two had more experience but not in the business world. He ended up spending thousands of dollars before he finally found a pricier, but professional, writer with just the right experience and a solid track record.

Layout by an experienced graphic designer will cost upwards of \$1,000. Printing a paperback edition could run \$5 to \$15 per copy; a hardcover will cost between \$10 and \$20 per copy. A fancier coffee-table type book will cost significantly more.

**Pick a designated driver.** Who in the family business will be the main point person, the liaison between the writer, the family, the business and the publishing house?

This person will help the writer contact members of the family, the business, board, perhaps some key customers and vendors, and community members to interview. He or she can also help dig up important business documents, such as a deed to the first headquarters building, an early bill of sale, previous press articles in local newspapers and trade publications, copies of key speeches of company leaders and old and current photographs of key people and places.

The liaison will also oversee distribution of the first draft of the book to key family members for approval, and organize all their revision requests onto one copy of the draft so the writer can efficiently produce a second draft (the fee typically includes two drafts), and interact with the publisher (see below).

**Find a print-on-demand book publisher/packager.** Your book will probably not be sold to the general public; more likely, you will print a few dozen, hundred or thousand copies to give to family members, customers, employees, etc. You should compare deals from one of many reputable print-on-demand (POD) publishers or book packagers, such as Xlibris, Aventine and AuthorHouse. With digital publishing, you don't need to lay out thousands of dollars in large print runs; you can print small quantities "on demand" as you need them. Most POD publishers offer to copyright and register your book, as well as provide the graphic design and layout.

The process as well as the end product can be a greatly enriching activity for everyone involved. It's also an opportunity to thank the multitudes of people who have contributed to the company's success over the years. You may want to have a book party and invite all your family business stakeholders and friends to celebrate the release of your family history book.

---

## EXPLAINING HEALTH CARE CHANGES: COMMUNICATION IS KEY

Compliments of Sequent



Copyright © 2008

**Nobody wants to hear that the cost** of benefits is going up. But with health care costs rising, it's a fact of life for most employees that they will have to share some of the burden. If you are breaking this news to your staff members, here are some tips to help minimize the stress and get the point across effectively. [Full Article](#)

---

## DATES FOR YOUR CALENDAR

**Thursday, May 22, 2008 – 7:30 a.m. – 9:00 a.m.**

In Alumni Hall at Ohio Dominican University

*Speaker: Jane Abell, President and Chief Operating Officer,  
The Donatos Story ... The Past, Present and Future."*

Roundtable Discussion

**Tuesday, June 10, 2008 – 7:30 a.m. – 9:00 a.m.**

Ohio Dominican University Office at Easton  
Next Generation Family Business Peer Group

**Tuesday, June 17, 2008 – 7:30 a.m. – 9:00 a.m.**

LaCasas House at Ohio Dominican University  
Women In Family Business Peer Group

**Tuesday, July 8, 2008 – 7:30 a.m. – 9:00 a.m.**

Ohio Dominican University Office at Easton  
Next Generation Family Business Peer Group

**Tuesday, August 12, 2008 – 7:30 a.m. – 9:00 a.m.**

Ohio Dominican University Office at Easton  
Next Generation Family Business Peer Group

**Thursday, August 21, 2008 – 5:00 p.m. – 7:00 p.m.**

At Schoedinger Funeral and Cremation Service  
*4<sup>th</sup> Annual Summer Family Business Tour and Networking Event*

**Conway Family Business Center of  
Central Ohio**

Ohio Dominican University  
1216 Sunbury Road  
Columbus, Ohio 43219  
[www.familybusinesscenter.com](http://www.familybusinesscenter.com)

**J. Richard Emens**

Executive Director  
(614) 334-6129  
[emens@familybusinesscenter.com](mailto:emens@familybusinesscenter.com)

**Becky Blatt**

Associate Director  
(614) 253-4820  
[blatt@familybusinesscenter.com](mailto:blatt@familybusinesscenter.com)

To unsubscribe from this list, please email [blatt@familybusinesscenter.com](mailto:blatt@familybusinesscenter.com) from the email address you would like removed with "Unsubscribe Me" as the subject.