



CONWAY CENTER
for FAMILY BUSINESS

Communicator

A Publication of the Conway Center for Family Business

WINTER 2015

16th Annual Awards Program and Expo Celebrating Family Business Success

The Conway Center for Family Business honored 29 local businesses and individuals at its 16th annual Awards Program. Nearly 500 guests gathered at the Aladdin Shrine Center on November 7 to celebrate another year of family business success! Joanne Dager, of Family Business of the Year, Velvet Ice Cream Company, Inc., and Farah Majidzadeh, founder of Resource International Inc., and winner of the Lifetime Achievement award, both spoke at the event.



A record crowd enjoyed the awards luncheon and celebrated the honorees' success.

In conjunction with the Awards Program, the Center also hosted its second Family Business Expo where 50 family-owned businesses and advisors showcased their products and services to the awards program attendees.

Special thanks to the Conway family, whose continued and generous support allows the Conway Center to grow and serve more family businesses each year, and to the event sponsors who made the Awards Program possible: Columbus Business First, Commerce National Bank, Definity Partners, Fathom, Gryphon Financial Partners, Rider + Reinke Financial Group, and Taft/. In addition, Capital Citicom provided printing and signage for the event, Velvet Ice



Farah Majidzadeh, founder of Resource International, Inc. receiving her Lifetime Achievement award.

Cream Company, Inc. and Sugardaddy's Sumptuous Sweeties provided dessert (delicious brownies and ice cream, of course!), and Artina Promotional Products sponsored the award trophies.



The Dager family of Velvet Ice Cream Company, Inc. receiving the Family Business of the Year award.

Complete list of all Family Business Award Honorees and Winners on page 3 ➤

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The Conway Center Report

Moving Forward to Better Serve Family Businesses

The Conway Center for Family Business celebrated its 16th Anniversary in 2014. It has been another year of growth – in programs, peer groups, membership, and attendance.

A few highlights from the year...

- **Nine educational programs and four quarterly roundtables** were presented to family business leaders throughout the year on topics ranging from succession and valuations to communication and growth strategies. Service providers shared their expertise alongside family business leaders who shared their experiences, challenges, and successful business strategies.
- **Four social/networking events** enabled members to build relationships and get to know each other better. Family Business Night at the Columbus Clippers (200 attendees), Breakfast with Business First at ODU (300+ attendees), a golf benefit (with 28 teams), and the 11th Annual Family Business Tour and Networking Event at Spartan Logistics (100+ guests), provided opportunities for multiple generations to interact while enjoying different activities.
- **The 16th Annual Family Business Awards Program and Expo** was attended by nearly 500 business and community leaders, and celebrated the success of 29 family businesses and supporters. The Expo showcased 50 family businesses and service providers who displayed and demonstrated their products and services.
- **Eight Peer Groups**, the “heart” of the Center’s mission to help family businesses transition to the next generation, continue to grow in attendance and offerings. 2014 saw the addition of Human Resources and Leadership Development Peer Groups. The other six are: Business Development, CEO, Next Generation Leaders, Online Strategy, Succession Planning, and Women in Family Business.
- **Conway Center membership** now includes **169 family business and 35 service provider members**, a growth rate of 22% for the year!
- **The Center’s family business members together have more than 17,000 employees in Central Ohio.**

The Conway Center for Family Business continues to grow and have a meaningful impact on the Central Ohio Business Community. This is due to the efforts of many people -- especially the Conway family’s generosity, the outstanding staff, the counsel and commitment of the Trustees and the Advisory Board, and the efforts of many family business and service provider members who are active participants and advocates for what we do.

2015 Conway Center Programs and Events



Morning Educational Series

7:30-9:00 a.m. at
Ohio Dominican University

January 15

Family Business Advisory Boards from A-Z
Sponsored by **KeyBank**

February 19

Successful Succession Planning Strategies
for Family Businesses

March 19

Keys to Engaging and Motivating Non-Family
and Family Employees in Your
Family Business

April 16

Eradicating Entitlement in Your Family Business

May 21

Leadership Lessons: Velvet Ice Cream
- A Family Business Success Story

September 17

Developing a Successful Family Business
Culture
with Jane Grote Abell, of Donatos Pizza

October 15

Stand Out from the Crowd - Marketing
Strategies to Boost Your Family Business'
Brand

November 19

Conquering Communication Challenges
in a Family Business

December 17

Managing Family Business Relationships:
Siblings, In-Laws, and Spouses, Oh My!

Conway Center Educational
Programs Are Hosted by



Social/Networking Events

Opportunities for
Relationship Building

June 8

Family Business Night at the Columbus
Clippers

June 26

Breakfast with Business First
at Ohio Dominican University

July 14

Golf Outing

August 13

Annual Family Business Tour and Networking
Event at Schoedinger Funeral & Cremation
Service

November 6

Family Business Awards Program & Expo



Quarterly Roundtables

8:00-9:00 a.m. at
Ohio Dominican University

January 28

Better Your Bottom Line - Incentives,
Resources, and Tax Breaks for Your Family
Business

April 30

Be Prepared! Fraud Awareness and Preventa-
tive Measures to Protect Your Family Business

July 28

Finance 101 - Budgeting and Money Man-
agement Skills for Next Generation Leaders

December 3

Plan to Succeed: A Blueprint for Setting and
Achieving Your Goals

Congratulations to the 2014 Honorees:

* Indicates the category winners

FAMILY BUSINESS OF THE YEAR

Velvet Ice Cream Company, Inc.
(100 Years Old!)

LIFETIME ACHIEVEMENT

Farah Majidzadeh,
Resource International, Inc.

COMMUNICATION

*Champion Real Estate Services
*Integrated Leadership Systems, LLC

COMMUNITY ENGAGEMENT

Luebbe Hearing Services
*ms consultants, inc.
*Safex, Inc.
Sugardaddy's Sumptuous Sweeties

MILESTONE ACHIEVEMENTS

80 Years: Dublin Cleaners and
New Albany Cleaners
65 Years: Kirk Williams Company
60 Years: DāNite Sign Company
40 Years: Rotolo's Pizza
35 Years: Cashmans Horse
Equipment
30 Years: Air Force One
Katzinger's Delicatessen
25 Years: IGS Energy
Jendco Safety Supply Inc.
20 Years: EclipseCorp
15 Years: Advance Sign Group
10 Years: timeless skin solutions

RE-INVENTION

*ABC Home Services
CASTO Management Services
Rinkov Eyecare Centers

SUCCESSION PLANNING/ IMPLEMENTATION

*Miles-McClellan Construction Co.
Diehl-Whitaker Funeral Service, Inc.
Sound Communications, Inc.

SUPPORT OF FAMILY BUSINESSES

*GREENCREST
Johnson Investment Counsel

SPECIAL DIRECTOR'S AWARD

Darci Congrove, GBQ Partners



Conway Center for Family Business PEER GROUPS

Build Connections with Family Business Members



Business Development

Led by Kelly Borth, GREENCREST & Bryan Driscoll, Murray Associates

Each month you'll get the tools you need to grow and develop your family business.

This engaging and interactive peer group covers sales, marketing, PR, brand development, leadership, goal setting, and more.

Meets the 4th Thursday of each month.

CEO

Led by Jerry Bordner, founder of Laser Reproductions

Non-competing family business CEOs come together in a confidential environment to discuss business, personal or "family business" related issues. Each month the group tours a Conway Center member business then holds a business meeting over the dinner hour. Additional fee to attend.

Meets the 2nd Thursday of each month.

Human Resources

Led by Industry Experts

This quarterly, two-hour peer group explores topics in human resources from a family-owned business perspective. Discussions are appropriate for members who manage HR functions by default (as one of their many "hats") as well as seasoned HR professionals.

Meets quarterly -- Feb. 6, May 1, Aug. 7, and Oct. 2.



Leadership Development

Led by Morgan Hembree, Psy.D, Integrated Leadership Systems

This peer group helps participants explore their

leadership skills and provides new ways of looking at coaching and team building. This is a great opportunity for up-and-coming family business leaders as well as current managers who wish to re-evaluate their approach to staff development and mentoring.

Meets the 3rd Tuesday of each month.



Next Generation Leaders

Led by Thaddeus O'Brien, O'Brien & Associates

A new group forms each January and members are drawn from non-competing industries. Targeted to members age 21-40, the group discusses issues specific to next generation leaders as they navigate the

process of assuming greater leadership roles in their family businesses or work toward that opportunity in the future. Monthly attendance for the year-long program is expected.

Meets as determined by each group.

Online Strategy

Led by Amy Marshall, Fathom Columbus

Ready to take your company's Internet presence to the next level? Each month, experts at Fathom offer the latest in Internet trends and strategies from analytics to SEO to integrating online and offline marketing.

Meets the 1st Wednesday of each month.

Succession Planning

Led by Bea Wolper, Emens & Wolper Law Firm; Thaddeus O'Brien, O'Brien & Associates; and Tony Kingston, Taft/

This dynamic peer group provides a forum to discuss all aspects of succession planning. Topics range from inter-family dynamics to strategic planning, and everything in between.

Meets the 2nd Thursday of each month.



Women in Family Business

Led by Bea Wolper, Emens & Wolper Law Firm

The Women in Family Business Peer Group addresses the unique needs of women

who own, work for, or play a supporting role in a family business. Topics range from communication issues to leadership, health & wellness, and more.

Usually meets the 2nd Tuesday of each month.

To register: Contact Jill Hofmans, Executive Coordinator at 614-253-4820 or Coordinator@FamilyBusinessCenter.com

Please note: Conway Center membership is required to participate in Peer Groups. Employees of member businesses are encouraged to attend peer groups that fit their roles in the business.

For a complete schedule visit www.FamilyBusinessCenter.com

Five Ways To Ensure Family Business Success

Beatrice E. Wolper – Emens & Wolper Law Firm



Getting to the next generation is a major goal of almost all family businesses.

How to get there is the challenge! There are many business and legal issues that are unique to family businesses and differentiate them from other types of businesses.

The “cost of entry” for any business in meeting its goals is to have a smart strategic plan. For family businesses,

the plan should be supplemented with five best practices:

1. COMMUNICATE

Meaningful communication is crucial for family businesses. Even if the current leader knows where he or she wants to go, unless the ideas and concepts are discussed with the next generation(s), the family business may not move in the planned direction. Conversations must include even those topics that “no one wants to talk about,” such as compensation or entitlement concerns. Because this is family business – to have a chance to enjoy next year’s Thanksgiving dinner – family members must talk about those important, tough issues.

2. IMPLEMENT A SUCCESSION PLAN (RATHER THAN JUST THINKING ABOUT IT)

Successful transition from one generation to the next generation includes the transfer of leadership and management (two different concepts), and the transfer of ownership. Ownership can be transferred with a stroke of a pen, but without a thoughtful succession plan, which includes the transfer of leadership, authority, knowledge and responsibility, ownership transfer can lead to disaster.

3. KNOW THAT FAIR IS NOT ALWAYS EQUAL, AND EQUAL IS NOT ALWAYS FAIR

Family business owners usually want to treat all family members as fairly as possible (not necessarily in keeping with holiday gifting where everything has to be equal). Fair does not always mean equal, and equal is not always fair. If a parent has three children, but only one is working in the family business, dividing the ownership into thirds is usually not fair (or smart if the goal is to keep the business in the family).

Often, owners not working in the business care primarily about receiving cash dividends, while the owner work-

ing in the business cares about keeping the lights on and growing the business – which requires re-investment. This conflict could even result in two of the three children deciding to sell – not what the founder intended at all.

4. START A FAMILY BUSINESS COUNCIL

A Family Business Council is a forum for family members to discuss issues connected with family business matters. The Council often allows the business to be viewed separately from family because the needs of the business are often different from the needs of the family. It is recommended that the Council meets at least quarterly.

This forum can provide for an analysis of succession plan ideas, the family’s goals, requirements for family members entering employment at the business, as well as the most difficult issue: compensation. But, if there is an issue, refer back to Best Practice Number 1.

5. HAVE APPROPRIATE ASSET PROTECTION DOCUMENTS IN PLACE

In order for a smooth transition, corporate documents should be adopted. Family business buy/sell agreements are vital to have a plan in place for death, disability, dissension, and divorce. The buy/sell can also enable a non-working family member to have the right to get cash for his or her stock, or can enable the business to buy out a family member. Other asset protection documents can make sure the ownership of the family business stays with the family.

There is little space between family and business in a “Family Business.” However, it’s this very connection that strengthens and fortifies the business.

When a family-owned business strategically and thoughtfully plans for its growth and succession, it can accomplish far more than the average business. Family businesses have a secret weapon – the family – which binds the members together, and therefore, even if disagreements occur, pulls together to solve them.

Perhaps because, “blood is thicker than water.”

Bea Wolper is a co-founder of the Conway Center for Family Business. She is also the President of the law firm of Emens & Wolper Law Firm, Columbus, Ohio, where her practice focuses on succession planning, estate planning, oil and gas law, contracts, and the buying and selling of assets and businesses, with an emphasis on family-owned businesses.





These Service Providers Understand What Central Ohio's Family Businesses Need



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614.947.5208
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Nancy Watts, CPA
614.228.4000
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WEBSITE DEVELOPMENT

Conway Center Service Providers understand the unique needs of family-owned businesses and share their knowledge with members during the Center's educational programs and peer groups. Looking for help growing or transitioning your family business to the next generation? Attend a Conway Center program or peer group, or consult one of these recognized Service Providers.



CONWAY CENTER
for **FAMILY BUSINESS**

Central Ohio's Resource For Family Businesses

www.FamilyBusinessCenter.com

central ohio
DIABETES ASSOCIATION
Meeting the Challenge of Diabetes for *50 years*



The Central Ohio Diabetes Association would like to congratulate ms consultants, inc. on being recognized by the Conway Center for Family Business for their outstanding contributions to the Central Ohio Community.

ms consultants, inc. supports CODA's lifestyle management camps for youth with diabetes, designed to encourage independence in diabetes management while providing medical staff to help with education and assistance.



A GREAT SUCCESSION!



Congratulations to Diehl-Whittaker Funeral Service, Inc. for receiving a Conway Center Succession Planning Award!

Moffett Embalming Service, Inc.
P.O. Box 82429, Columbus, OH 43202 | 614-262-4534

Warmest congratulations to **Sugardaddy's Sumptuous Sweeties** on receiving the Family Business Community Engagement Award!

We have been privileged to be their graphic designers since 2005.



GAYLE HOLTON DESIGN
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holtondesign.com

DEDICATION & COMMITMENT.

We are proud of your accomplishments! Your *dedication and commitment* to our community has made this a better place to live, work, and grow.

S&T Bank congratulates Lifetime Achievement Award honoree, Farah Majidzadeh.



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Growing Together in Grove City, Ohio

CONGRATULATIONS 2014 Grove City Honorees

Kirk Williams Company

Milestone Achievement, 65 Years

Sound Communications, Inc.

Succession Planning & Implementation Finalist

Richard L. "Ike" Stage, Mayor

City Council Members: Ted A. Berry, President, Steven M. Bennett,
Jeffrey M. Davis, Maria C. Klemack-McGraw, Laura Lanese

The City of Grove City
GroveCityOhio.gov

4035 Broadway, Grove City, OH 43123 • 614-277-3000
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CONGRATULATIONS!

- GBQ congratulates Darci Congrove and her fellow award recipients on being recognized at the 2014 Conway Center for Family Business Awards.

tel 614.221.1120
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www.gbqueue.com



DESIGNPRO INSURANCE
CONGRATULATES
FARAH B. MAJIDZADEH,
CEO & CHAIRPERSON OF
RESOURCE INTERNATIONAL, INC.



Recipient of:
Conway Center for Family Business
Lifetime Achievement Award



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A DIRECTORY OF FAMILY BUSINESS MEMBERS BY CATEGORY:

*Companies shown in **bold** have been Conway Center members for 7+ years. Thank you for your continued support and participation!

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Baesman Group, Inc.
EclipseCorp
Prism Marketing
RevLocal
TriAd Marketing & Media*
Up Your Market
Your Biz Tank

Arborists/Lawn, Tree & Yard Care

Ahlum & Arbor Tree Preservation
Grove City Tree Service
McCullough's Landscape & Nursery
Oakland Nursery, Inc.

Automotive & Marine

A.D. Farrow Co. Harley-Davidson
Bowden Motors, Inc.
Braun Industries Inc.
Hoffman Auto Repair Ltd.
Lindsay Honda/Acura
Ricart Automotive
Sutphen Corporation
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W.W. Williams*

Bank Equipment Suppliers and Service

Hamilton Safe Products Co., Inc.

Beverage Distributors

G&J Pepsi Cola Bottlers, Inc.
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Business & Professional Services

Integrated Leadership Systems
Murray Associates
O'Brien & Associates, Inc.*
Ohio Mobile Shredding
OPOC.us
Safex Inc.
Service Pro.net
Small Business Professional Services *
Spirit Services

Cleaning Services

Columbus Window Cleaning
Werner Services

Computers & Telecommunications

Amaxx*
EasyIT
Integrated Building Systems
Sound Communications

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Brexton Construction, LLC
The Columbus Coal & Lime Co.
Construction One Inc.
Dublin Building Systems Inc.*
George J. Igel & Co., Inc.*

The Jerry McClain Companies
Kirk Williams Company
Kokosing Group, Inc.
Lincoln Construction
MAC Construction Inc.
RICOP Construction Company*
Thomas & Marker Construction Co.

Construction: Equipment & Related Services

Anderson Concrete
Capitol Tunneling*
Columbus Equipment Company
Heiberger Paving*
Interior Supply, Inc.
Martin Painting & Coating Co.
McKee Door Sales
Ohio Power Tool
Reitter Stucco & Supply*
Strait & Lamp Lumber Company
Suburban Steel Supply Company, LLC

Credit/Collection Consultants

Cape-Able Consultants

Educational Resources

Century Resources
Highlights for Children*

Electric & Energy

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Converse Electric*
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Mid City Electric
Roberts Service Group

Engineering/Architecture

ms consultants

Environmental Resources

CycleMet Inc.
Hina Environmental Solutions
Rumpke Consolidated Companies
Sims Brothers Recycling

Financial Services

Broad Street Financial
Earman & Wood CPAs*
Holmes Management LLC

Funeral Services & Suppliers

Diehl-Whittaker Funeral Service
Gompf Funeral and Cremation Service
Modlich Monument Co. Inc
Schoedinger Funeral & Cremation Service*

Health Care

Courtesy Ambulance*
Crestview Rehabilitation & Skilled Nursing Services
The Jerry McClain Companies
Luebbe Hearing Services

Rinkov Eyecare Centers
timeless skin solutions

Human Resources/Staffing **Sequent, Inc.***

VisionSpark

HVAC

2-J Supply Co.
Atlas Butler Heating & Cooling
Command Heating, Inc.

Industrial Supplies & Services

Barney Corporation*
Jendco Safety Supply
Kimball Midwest*
Loading Dock & Sliding Door Pros
Mid-State Bolt & Nut
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Office Furniture, Design & Equipment

The Bradley Co.
Corporate Interior Concepts*
Dupler Office*
Fortner Upholstery and Fine Furnishings



Join the Conway Center Today

The Conway Center is Central Ohio's resource for educational programs, resources, and networking opportunities that support the growth and success of family-owned businesses.

Member benefits include:

- Access to family business leaders and national and local professionals with years of experience and special expertise regarding family-owned businesses
- Admittance for four members of your company to nine monthly educational programs held at Ohio Dominican University
- Eligibility for representatives of your family business to participate in Conway Center Peer Groups for: Business Development, CEOs, Human Resources, Leadership Development, Next Generation Leaders, Online Strategy, Succession, and Women in Family Business
- Invitations to attend the Annual Family Business Tour and Networking Event, Family Business Night at the Columbus Clippers, Golf Outing, and Family Business Awards Program

BECOME A MEMBER

You can sign up today by using this form, apply online at www.FamilyBusinessCenter.com, or contact Associate Director Deana Gordon at 614-253-4820 or by email at Gordon@FamilyBusinessCenter.com.

Investment: Just \$385 per year per Family Business.

Family Business Name: _____

Number of Employees: _____ Year Founded: _____

Number of Years in Central Ohio: _____

Principal Product or Service: _____

Primary Contact: _____

Name

Title

E-mail address

Family Member

Company Address: _____

Telephone: _____

Website: _____

Mail with \$385 membership fee to:
Conway Center for Family Business, 1216 Sunbury Rd., Columbus, OH 43219

Mid Ohio Strategic Technologies*
MT Business Technologies

Personal Services
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Private Holding and Management Co.
Crane Group Co.

Portable Restrooms
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Plumbing
Crawford Mechanical Services, Inc.

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Resources to Benefit Your
Family Business

In Their Own Words — Conway Member Testimonials

"I have found the Conway Center to be a great resource that continues to provide a wealth of information for our family business needs. In addition, what I like about the Conway Center, when compared to some of the other membership organizations I belong to, is that I never feel like the speakers are trying to sell me a service or product in their educational presentations, nor do the Service Providers who are in attendance try to solicit business. I really appreciate that the programming is truly educational and that the Conway Center has my best interest, as a family-owned business leader, in mind when developing programs and events."

Fritz Reitter, President, Reitter Stucco and Supply

"We've been inspired by family businesses that have made it past the third generation and have learned how it can be done. The connections we've made personally, in the community, and professionally have been rewarding."

Debra Penzone, President, Charles Penzone Family of Salons

"I cannot say enough about the true spirit of networking that the Conway Center for Family Business offers...they not only offer a wonderful atmosphere of family closeness but they also offer monthly training for their members on subjects that range from Social Media and Networking to Succession Planning for the future. Being a part of this great organization is really an honor for any family company and I highly recommend giving them a try!"

Debra C. Mathias, Sales and Logistics Manager, Best Courier, Inc.

"Becoming a member of the Conway Center has given us the ability to connect with others who have family businesses, from very small to very large, and provided access to great resources that you won't find anywhere else. I feel that being a member will only strengthen our business in the years to come."

Toni VanHorn, Vice President, Sound Communications

Conway Center Mission:

To help family businesses continue to be successful ■ To assist family-business owners with transitioning their business to the next generations ■ To celebrate the accomplishments of outstanding family businesses in our community ■ To increase awareness of the positive impact family businesses have on the Central Ohio economy