



News Briefs

May 2002

Celebrating Family Business Heritage



Stephen Marcus
May 23, 2002
Butte des Morts Country Club

Stephen Marcus, chairman & CEO of The Marcus Corporation will be our featured speaker at the Forum's Sixth Annual Spring Dinner,

Celebrating Family Business Heritage. Marcus has agreed to speak with us about his father, Ben, and his vision for the business, the challenges of the first and second generations, the decision and process of going public, the next generation, and the challenges and vision for the future.

The Marcus Corporation is a Milwaukee-based company that operates in three business areas: limited-service lodging, hotels and resorts, and movie theaters. The business began with Ben Marcus' purchase of the first movie theater in Ripon Wisconsin in 1935. Since then it has grown to include the Baymont Inns, Woodfield Suites hotels, Milwaukee's Pfister Hotel and the Grand Geneva Resort & Spa in Lake Geneva, to name only a few of the properties. Although the corporation has been traded on the New York Stock Exchange since 1972, the Marcus family still owns more than 80% of the voting control of the corporation. And Stephen Marcus still considers it a family business.

In addition to the fascinating story of the Marcus family and their business, the evening will include a celebration of the continued growth and success of the Forum, recognition of special contributors and accomplishments, and the opportunity to enjoy the company of some of Wisconsin's best family business owners and executives — our members.

This promises to be a wonderful evening. Members and sponsors are encouraged to make their reservations for family and key associates now.

Third Annual Golf Outing

June 6, 2002
Ridgeway Golf & Country Club
Neenah

A getaway from the office. A time to talk informally with other business owners. No pressure to get a "hole-in-one". The beauty of Wisconsin in summer — birds, fresh air, chipmunks, friends and that little white ball. What more could you ask for? Oh, dinner? We will have that, too.

For those of you who don't enjoy chasing a little white ball around acres of the outdoors, join the group for a casual dinner and conversation. We would really enjoy your company.

Although we enjoyed golfing at Mascoutin in Berlin for the past few years, the Program Committee decided to move the outing a little further north to make it more centralized and to change the scenery. Debbie Gostas-Hackel is the Ridgeway member and has provided us with this opportunity.

Debbie and Burk Tower are coordinating this year's golf outing. They have arranged for a 9-hole scramble on the afternoon of June 6. Those who wish to golf an additional 9- or 18-holes will be able to start earlier and get the Forum's discounted price.

WFBF members will have access to all of the Club's facilities. Members are asked to observe Ridgeway's dress code which forbids jeans, cut-offs, and tank tops.

Since this is a casual afternoon and a wonderful opportunity to network, we encourage you to bring non-member business owners as your **guests**. Use this time to introduce the Forum and our members and to encourage them to consider membership.

Further details of the afternoon will be sent to you very soon. Please observe the response dates in getting the registration information back to us. Thank you.



Developing Family Business Successors

Drew Mendoza
March 19, 2002

Drew Mendoza exceeded our expectations in this workshop. Not only did he present good, timely information but he also used excellent family business cases to drive home the issues. Because the issues are often the same across family businesses, it wasn't uncommon to overhear participants saying, "That could be my family he's talking about."

Drew stated that over time a well-managed family-owned business will outperform a public business. He advised that one of the keys is to "get the structure in place." For example, he said it is important to get the Board in place and to have a stock redemption plan before deciding who the successor will be.

Mendoza explained that because entrepreneurs are "among the smartest people in the world", they need alternatives in order to plan retirement from their business. He indicated that sometimes a retirement date helps to focus on the changes that must be made for the next generation to take over. He admonished the seniors that the successors need to have the opportunity to fail and to fire someone before they become the leader.

After presenting the strategic alternatives for succession, Mendoza outlined the predictable de-railers for each generation.

The comment of one of the workshop participants seems to summarize the workshop well. This workshop "went beyond my expectations as the presentation hit on the key issues faced within our family business."

Affinity/Peer Group Meetings

Best Practices Group: On May 8th, Marne Keller-Krikava of J.J. Keller hosted a discussion of Enterprise Resource Planning (ERP). The discussion, facilitated by Mike Tippins—marketing faculty at the College of Business, was attended by 24 executives from 14 Forum businesses. After defining ERP, the discussion focused on the pains related to implementing a system, the lessons learned, and the return on investment.

Successors Group: On March 26th, David Plank, J.J. Plank Corporation, hosted the group and led a discussion on Building Credibility with Long-Term Employees. On April 23rd, the group met for networking at the Holiday Inn Select in Appleton. The next meeting will be hosted by Vicky Wuest at Badger Mining Corporation on May 28th.

Sponsors Group: On April 25th, Retained Earnings hosted the group at Club West. The discussion focused on services provided by the Retained Earnings professionals and future Lunch & Learn topics.

Registration is required for each of the three affinity / peer groups. Contact Sue Schierstedt at schierss@uwosh.edu or (920) 424-2257.

Lunch & Learn

The first Lunch & Learn hosted by Affinity Health System in February was very well received by our members. The presentation on managing health care costs was both timely and informative.

The second Lunch & Learn will follow the same effective format used by Affinity: 20 minutes for the presentation, 20 minutes for Q&A, and 20 minutes for lunch and networking.

Be sure to reserve June 11th from noon to 1 p.m. for the next meeting. BCI Group will host all interested Forum members and sponsors for a presentation and discussion of the topic, *Consider Your Employees as a Successor using ESOP's and Other Types of Stock Ownership Plans*. This is an excellent opportunity to gather information from the experts on this topic.

Proposed Bylaws Change

Members are asked to review the proposed Bylaws changes that were recently sent for their consideration and return them **no later than June 1, 2002**. Member approval is required for all Bylaws changes.

If you need another copy of the mailing, please contact Ann Stein at (920) 424-1541 or steina@uwosh.edu.

Member News

Congratulations to the Motor Oil Division of **U.S. Oil Company** for becoming ISO 9001-2000 certified.

The Forum's faculty liaison, **Burk Tower**, was surprised when the Oshkosh Area United Way presented him with the top service award, the Life Service Award. Burk has worked as a United Way volunteer for about 23 years and is a strong advocate for the United Way. Congratulations Burk!

RB Royal Industries recently moved into their state-of-the-art, 90,000 square foot manufacturing facility in Fond du Lac. They kept their employees, suppliers, customers and the public up-to-date on the progress of the building and the move via their web site. For a view of their new facility and information about the public open house, go to <http://www.rbroyal.com/>

newfacility1.htm. Congratulations to everyone at RB Royal for the successful move and great new facility.

The Ron Miller family of **Miller Masonry and Concrete, Inc.**, held their first family council meeting on April 12 at the Holiday Inn in Stevens Point. According to Ron and his daughter Kim, the meeting was a great success. In advance of the meeting, all 29 family members who attended were invited to ask questions about the business. As I heard it, the questions were excellent and were openly answered so that everyone is better informed about the business.

If you have news that should be shared with the membership, please e-mail it to Sue Schierstedt at schierss@uwosh.edu or fax it to Sue at (920) 424-7413.

New Books & Tapes

We have added several new books and tapes to the Wisconsin Family Business Forum Resource Center. Members and sponsors are reminded that these resources can be checked out for your use by contacting Ann Stein, (920) 424-1541 or steina@uwosh.edu.

Children of Paradise: Successful Parenting for Prosperous Families by Lee Hausner. This book is a comprehensive parenting guide for financially advantaged families. Dr. Hausner is a psychologist for the Beverly Hills Unified School District and a recognized authority in family systems and effective-parenting techniques. Based upon her psychological research and her experience, she offers a clear nine-step program for affluent parents to improve their skills and inspire healthy values in their children.

More than Family: Non-Family Executives in the Family Business by Craig Aronoff and John Ward. In this book, Aronoff and Ward focus on the relationship of the non-family executive with the family owners, getting the right match, incorporating the executive as part of the team, managing the transition to the next generation, the non-family CEO, and the rewards to the executive.

Make Change Your Family Business Tradition by Craig Aronoff and John Ward. Another book in the Family Business Leadership Series, this one focuses on how to develop and manage a culture of change.

Family Business Ownership: How to be an Effective Shareholder by Craig Aronoff and John Ward. The newest book in the series, this speaks to all shareholders. It not only talks about the roles and responsibilities of owning shares in the family business, but also addresses the "Ownership Attitude" and power of ownership. In the introductory remarks, Aronoff and Ward write, "In our view, ownership can mean more than monetary rewards. It can return to you and your family much more — spiritually, psychologically, intellectually, emotionally — than mere cash."

Tapes of this year's programs are now available, too.

Program Calendar 2002-2003

Date/Time	Topic/Event	Presenter(s)
May 23 5—9 pm	6th Annual Dinner: Celebrating Family Business Heritage	Stephen Marcus, Chairman/CEO Marcus Corporation
June 6	3rd Annual Golf Outing & Dinner	Burk Tower, WFBF, & Debbie Gostas- Hackel, Retained Earnings
Sep 18 3 - 6 pm	The Non-Family Execu- tive in a Family Busi- ness: Roles, Experience and Skills	Moderated panel of non-family execu- tives
Oct 22 7 - noon	Exit Strategies	Rich Morris, former owner of Fel-Pro Inc. and owner of ROI Consulting
Dec 4 3 - 6 pm	The Business, the Fam- ily, and Each One of Us: How Do I Balance All of This?	Tom Jadin
Jan 8, 2003 3 - 6 pm	Women in Family Business: Challenges & Opportunities	Jeri Mesching, presi- dent & Kristin Graves, vice presi- dent East Shore Specialty Foods
Mar 19 7—noon	Creating Value: The Wealth of the Family Business	Craig Aronoff, The Family Business Consulting Group, Inc.
May 5 5—9 pm	7th Annual Dinner	Jake Leinenkugel, Jacob Leinenkugel Brewing Co.

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Affinity Health System is an integrated regional health network that offers a broad array of health care services to more than a dozen northeast Wisconsin communities. As a mission-driven organization, Affinity promotes the health and well-being of local communities through the sponsorship of a broad array of community-focused, charity-based programs and services.



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First National Bank — Fox Valley has a competitive advantage of developing strong, close customer relationships, especially in the niche of family-owned businesses. Thanks to a dedicated staff, FNB has completed its 113th year of providing financial services to the people and businesses of the Fox Valley with locations in Menasha, Neenah and Oshkosh.



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McCarty Curry Wydeven Peeters & Haak LLP has been serving the legal needs of large and small family businesses in northeast Wisconsin since 1949. The firm's services include all aspects of business and corporate law, real estate, complex estate planning, commercial and personal litigation, as well as general practice.



Retained Earnings Company/MassMutual—The Blue Chip Company has recognized excellence in providing family owned businesses with the product tools that allow for the confident construction of estate and business succession plans. The firm brings experience, education, empathy and motivation to clients' quest for financial growth and security. Retained Earnings is acknowledged as the premier provider of pension and investment products, life and health insurances.



University of Wisconsin Oshkosh, College of Business Administration provides undergraduate and graduate education with a wide array of outreach services to benefit economic development in northeast Wisconsin. The faculty and staff are professionals dedicated to being quality teachers, accessible to students; furthering knowledge through research; and serving as valuable resources to the University and community. A key strength of the College is providing professional expertise through personal contact among students, faculty, and members of the community.
