



News Briefs

September 2000

Defining Corporate Culture for Competitive Advantage

Barbara Gannon, VP of Corporate and Marketing Communications at Sargento Foods is our presenter for this informative look into how a successful family-owned business defined and implemented a cultural change in their organization.

Leonard A. Gentine, Sr. opened a mail order gift cheese business and retail cheese store, the **Plymouth Cheese Counter**, in an old carriage house in Plymouth in 1949. In 1953, **Sargento Cheese Company** was established by Joseph Sartori and Gentine to meet a growing demand for old-world quality cheese. In 1965, Sargento became a wholly-owned family company with the purchase of stock from Joseph Sartori. Historically innovative, Sargento was the first to package shredded cheese.

Louis P. Gentine, son of the founder, is Chairman & CEO. His brother Lawrence J. is president of the Food Service Division.

Sargento Foods, Inc. is headquartered in Plymouth, Wisconsin, with plants in Hilbert and Kiel and a technical center in Elkhart Lake. A \$400 million international marketer with approximately 1,000 employees, Sargento has been successful in the shadow of cheese giant, Kraft Foods.

Barbara Gannon will focus on how the family and business developed their corporate culture, which they believe has given the company a competitive advantage.

For more information about Sargento Foods Inc., their history and innovative spirit, visit their web sites at www.sargento.com and www.mootown.com.

Members are encouraged to bring multiple share-

holders and key non-family managers to learn how to improve your competitive advantage.

The Forum would be pleased to welcome interested prospective members as guests at this program.

Defining Corporate Culture for Competitive Advantage will be held from 3:00—6:00 p.m. at the Pioneer Inn, Oshkosh. For more information about attending this program as a Forum guest, contact Susan Schierstedt at (920) 424-2257 or schierss@uwosh.edu.

Sustaining the Family Business: an Insider's Guide to Managing Across Generations

Marshall Paisner retired from running his New England car-wash chain after three decades of successful operation. During this workshop, he will treat us to an extraordinary view of the research and planning that was involved in his transition process for stepping down with a six-figure retirement income, three comfortable homes, and the knowledge that ScrubaDub Auto Wash Centers had won a loyal following.

According to the July 9, 1999, Wall Street Journal article entitled *Retiring Entrepreneur Chose to Leave Legacy Instead of Inheritance*, Mr. Paisner stated that his proudest achievement is that he “successfully handed the business to his sons, Robert and Daniel.”

The article explained that, “Mr. Paisner devoted more than a decade to the task. He nurtured his sons’ commitment to ScrubaDub, held down family tensions and even restructured the company’s governance to enhance its long-term chances of surviving a family conflict.”

In this interactive presentation, participants will explore the five cultural patterns of families that have made it successfully through three generations.

The presentation includes a workshop on how to create a “family business plan,” an essential element

“Barbara Gannon will focus on how the family and business developed their corporate culture, which they believe has

in long term planning. Throughout the workshop, Mr. Paisner uses his own experience in the succession process as well as many stories he learned from successful family business owners during his research.

This workshop will be held on October 24, from 7:00 a.m.—3:00 p.m. at the Paper Valley, Appleton.

Book Offer

Paisner's book, *Sustaining the Family Business*, has received outstanding reviews and a five star rating by Amazon.com. The Forum will make this book available at a 45% discount at our September 27 program. Consider reading it in preparation for the workshop.

Peer Group Meetings

The first 2000-2001 meeting of the **Senior Generation group** will be a lunch meeting, September 27, 1:00 —3:00 p.m. at the Pioneer Inn. This will precede our *Defining Corporate Culture for Competitive Advantage* program that is 3:00—6:00 p.m. that day. Burk Tower will lead this organizational meeting.

Reservations are required. If you consider yourself a Senior generation person, please plan on joining the group for a stimulating discussion and networking.

The **Successor Generation group** has been meeting on a monthly basis, with a brief summer break in July and August. Although a number of the group's members were away during August, those still in the area did not want to miss the networking opportunity provided by these meetings. Therefore, a subset of the group met at the Holiday Inn Select, Appleton, on August 29 and discussed current issues over dinner.

The next meeting of this group is September 20 at Meyer Services, Inc., Appleton. The meeting hosts — Dan, Sandy, Amy & Paul Meyer — will present the topic for the session and provide an introduction and tour of their business. Meyer Services is a multifaceted company offering a wide array of telecommunications and related services.

If you consider yourself a part of the Successor generation, please plan on joining the group.

Reservations for either group should be made with Susan Schierstedt at (920) 424-2257 or schierss@uwosh.edu.

Forum Directory

The Forum Directory is a resource that has historically include names, addresses and phone number of members and sponsors along with a brief description of the company and its products/services.

Within the last year, the information has been expanded to include web sites and e-mail addresses of

participating individuals. A large majority of our members can now be conveniently contacted via e-mail.

This year's Directory will also include photos of family members and participating non-family managers. This is in response to a member request to provide photos so its easier and quicker to learn names and roles.

Fall marks the time for updating the information provided for the Forum directory. Please review your directory page and provide updated information. If you haven't provided your photo(s) yet, the time is running out. We will accept printed photos or electronic images. Please send them to Susan Schierstedt at the Forum office by **September 15, 2000**.

The Twelve Commandments for the Family Business Owner

Leon A. Danco, Ph.D.

1. Thou shalt share thy dream with thy family.
2. Thou shalt inform thy managers and employees, "This company shall continue forever."
3. Thou shalt develop a workable organization and make it visible on a chart.
4. Thou shalt continue to improve thy management knowledge, that of thy managers and that of thy family.
5. Thou shalt institute an orthodox accounting system and make available the data therefrom to thy managers, advisors and directors.
6. Thou shalt develop a council of competent advisors.
7. Thou shalt submit thyself to the review of a board of competent outside directors.
8. Thou shalt choose thy successor(s).
9. Thou shalt be responsible that thy successor(s) be well taught.
10. Thou shalt retire and install thy successor(s) with thy powers within thy lifetime.
11. Thou canst not take it with thee — so settle thy estate plans — now.
12. Thou shalt apportion thy time to see that these commandments be kept.

Leon Danco is one of the sages of family business management. His *words of wisdom* confirm that the programs and discussions that have been provided by the Forum are on track.

Each Spring I meet with members and sponsors to get a report card on the Forum and to learn what we must focus on in the upcoming year. I am always gratified to learn that members have taken issues, tools, and techniques back to their families for discussion and implementation.

Fostering healthy family businesses is the mission of

the Forum. Together we will beat the odds and keep our family businesses strong beyond the first generation and into the third and beyond.

Membership

Forum members represent a diverse subset of the business environment. The member profile includes businesses with the following characteristics:

- * Leadership generation: 1st to 4th
- * Family members active in business: 1—20+
- * Annual sales: \$2 million to more than \$400 million
- * Leadership: family presidents, non-family presidents, co-presidents, and managing partners
- * Employees: 25 to >800
- * Years in business: 14 and 101 years
- * Business sectors:
 - Wholesale, retail and distribution
 - Manufacturers
 - Extractors
 - Contractors
 - Paper converting
 - Property development & management

The Forum welcomes family owned businesses that want to learn how to grow, have multiple family members involved in the business, have a majority of the family's assets invested in the business, and/or want to successfully transition into subsequent generations.

The Forum members have formed a community in which to learn and discuss issues that are unique to family owned businesses.

Member businesses pay an annual fee based upon their annual sales. Each member business is encouraged to bring multiple people to each program. Family members frequently bring key non-family managers to programs to ensure the management team understands the family dynamics and other key issues and can make the utmost contribution to the business. When multiple people hear the issues and have a shared perspective, the business can act more effectively in handling the issues. Often the key is to understand the issues and work together to achieve the goal.

Essential learning occurs between presenter and program participant and between participants. The more perspectives and experiences that are brought to the discussion table, the greater the learning experience.

Forum programs are frequently open to guests on a *one-time* guest basis. Businesses interested in membership may attend the September 27 program as guests of the Forum. Members are encouraged to invite prospective members as their guests. Interested businesses may also contact the Forum office to inquire about guest attendance.

Program Calendar

Date/Time	Topic/Event	Presenter(s)
Sep 27 3 - 6 pm	<i>Defining Corporate Culture for Competitive Advantage</i>	Barbara Gannon, V.P.— Corporate & Marketing Communications, Sargento Foods, Inc.
Oct 24 7 am - 3 pm	<i>Sustaining the Family Business, an Insider's Guide to Managing Across Generations</i>	Marshall Paisner, Chairman, ScrubaDub Car Wash Centers, Inc.
Dec 6 3 - 6 pm	<i>Conflict Resolution in the Family Business</i>	Bud Simpson, Chairman, Marion Body Works, Inc.
Jan 25 7 - 10 am	<i>Transitioning Out of the Company</i>	Sponsors
Mar 14 7 am - 3 pm	<i>Practice Dying Until You Get It Right!</i>	Bonnie Brown, Transition Dynamics, Inc.
Apr 16 5:30 - 8:00 pm	<i>Annual Dinner</i>	Don Schneider, President/CEO, Schneider National, Inc.
June	<i>Second Annual Golf Outing</i>	Mascoutin Golf & Supper Club
Oct	<i>Strengthening & Organizing the Family's Role with a Family Council</i>	Nancy Waichler, Follett Corporation

The **International Workshop** subcommittee is holding its first meeting on September 20 and is looking for committee members. Call Sue for more information.

Check our web site for programs that members can attend at the Family Business Center, UW-Madison and at the Center for Family Business, Marquette University, as part of our **reciprocity program**.

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