

THE UNIVERSITY OF CONNECTICUT
FAMILY BUSINESS PROGRAM



15 Years

DEVELOPING FAMILY LEADERS › CELEBRATING VISIONARIES



University of
Connecticut

SCHOOL OF BUSINESS
FAMILY BUSINESS PROGRAM



CELEBRATING 15 YEARS

INTRODUCTION

The UConn Family Business Program shines in the light of your stories — the stories of the brilliant and brave family firms that have persevered for generations to better Connecticut's prospects for jobs, security and well-being.

Dear Friends,

Fifteen years. Fifteen fleeting years dedicated to developing family business leaders and celebrating visionaries. How to capture it all in one publication...

ment of seeing one's family grow and a family legacy continue? How can one measure the nothings that so oftentimes mean everything?

Clearly, we're about more than education. And we always have been.

Since our founding 15 years ago, the University of Connecticut Family Business Program has worked together with members and stakeholders to build a brand rooted in core values of integrity, quality, performance, compassion and unity. We come together with purpose — ready to perform, ready to listen, ready to engage, and ready to move your family and your business in a positive direction. This book is a tribute to those who have inspired us and bolstered our efforts to sustain family businesses throughout the state.

It's been a tremendous ride. We've gone through recessions and revivals — moving from “dial up” to “dialed in.” We've celebrated births and mourned the passings of those we love. We knew you back when — and (for many) we now know your kids, too!

Our goal from the onset has been to help family businesses develop strategies and policies that will perpetuate family ownership. We've been so proud to witness those family firms who have confronted the core chal-

How can one capture the excitement and urgency of an “a-ha” moment? How can one celebrate the quiet dawning of a new business opportunity? How can one measure the confidence acquired from lessons learned, or the dignity revealed when one musters the courage to make the difficult decisions or confront life's realities? How can one measure the content-

lenges and moved to make positive changes in their businesses — understanding, planning for, and solving the complexities associated with partnership agreements, philanthropy, estate planning, employment of family members, ownership structure, outside counsel, legacy, leadership, taxes, trusts, succession, sibling rivalry, compensation, com-



Century Spring Manufacturing is recognized as a 2007 Connecticut Family Business of the Year Honoree. Doris Christopher (Founder of The Pampered Chef and ceremony keynote) presents Bill Waseleski with the Award as Family Business Program Director Priscilla Cale looks on.

OUR SPONSORS:

The UConn Family Business Program would like to send a heartfelt "Thank You" to our members, corporate sponsors, and facilitators — who offer their time, talent and expert guidance to serve Connecticut's family business community.

Founders Capital Management, LLC provides investment advisory services to individuals, family businesses and closely held companies. With more than 50 years of combined operating experience as managers and advisors of companies in the manufacturing and service industries, Founders applies an investment strategy

centered on macroeconomic and business fundamentals to determine long-term value of investment opportunities. By investing primarily in individual publicly traded equities and fixed-income holdings, Founders can monitor investments and provide maximum returns for clients.



Kostin, Ruffkess & Co., LLC, established in 1949 is one of the largest regional business advisory and certified public accounting firms in New England. Focusing on succession planning, Kostin & Ruffkess can help clients work through varied issues such as valuation and leader development — providing sound objective advice to business owners and management teams.



People's United Bank is a diversified financial services company providing consumer, commercial, insurance, municipal, investment and trust services to individual, corporate and municipal customers in the

United States. Founded in 1842, it is the largest New England bank with assets of \$22 billion and a network of nearly 300 branches in Connecticut, Vermont, New Hampshire, Massachusetts, Maine and New York. Through its subsidiaries, People's United Bank provides equipment financing, asset management, brokerage and financial advisory services and insurance services.



Reid & Riege, P.C. is a full-service law firm with offices in Hartford, West Hartford, Woodbury and New Haven. Founded in 1950, Reid & Riege has grown into one of Connecticut's largest law firms by understanding clients and their needs — and providing them with practical solutions to complex legal issues. Headquartered in Hartford with additional offices located around the state, Reid & Riege attorneys focus on quality of services, results achieved, adherence to sound legal and business ethics and contributions to community. The firm represents many of the region's leading businesses and financial institutions with a special focus on counseling privately-held companies and their owners.



Priscilla Cale and attendees congratulate the sponsors and facilitators of the UConn Family Business Program. From L to R: Hal Geissler, People's United Bank; Tom Ferreira, RSM McGladrey; Pat Terrion & Jon Case, Founders Capital Management; Priscilla Cale, UConn Family Business Program; Craig Sylvester & John Ivimey, Reid & Riege, PC; Ed Kindelan, Kostin, Ruffkess & Co., LLC; and Michael Stern, Michael Stern Consulting.

petition, values, valuation, ethics and expectations.

At the UConn Family Business Program, we thank all who help to carry the torch for family firms — not just in Connecticut, but throughout the world. We thank our network of members, sponsors, facilitators, advisors, peers, research partners, and the Hartford Business Journal for its efforts on this publication. We express our gratitude to your employees, your communities and your families — who have come together to press on and preserve that which is so important.

Thank you for allowing us to become a part of your extended families and your lives.

*With Gratitude,
Your Friends at the UConn
Family Business Program*

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The Tucker and Roming family accepting their 2008 Connecticut Family Business of the Year Award. From L-R: David Tate, Yvette Roming, Larry Tucker, Priscilla Cale, Linda Tucker, Rich Dino, and Melissa Roming.



Ralph Lotstein, left, and Barry Pearson accepting HPC Foodservice's 2006 Connecticut Family Business of the Year Award.



A Legacy of Family Business: Profiles

(By year founded)

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OEM Controls, Inc.	1966.....	70
Promold Plastics	1967.....	73
Acme Wire Products Company, Inc.....	1970.....	74
DYMAX Corporation.....	1980.....	76
CNC Software, Inc.....	1983.....	78
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Michael Paine and his sister-in-law, Molly, of Paine's, Inc. receive the 2006 Connecticut Family Business of the Year Award. From L-R: Tom Gutteridge, Molly Paine, Michael Paine, Mark Emmert and Rich Dino.



S. Brian Simons, Founder and CEO of OEM Controls, accepts a 2006 Connecticut Family Business of the Year Award.



Jason and Kate McClellan of Burnside Ice Company accept a 2002 MassMutual National Family Business of the Year Award, presented by Paul Mariano.



UCONN FAMILY BUSINESS PROGRAM: THE STORY

THE BEGINNING

“**D**o the difficult things while they are easy and do the great things while they are small. A journey of a thousand miles must begin with a single step.” – Lao-Tzu

Family Business as a Domain

The story of “family business” started early — much earlier than anyone could have thought. Our modern ideals on entrepreneurship can be roughly traced back to 1945; but even 1945 was the result of a seed that had been underway for almost 50 years.

The turn of the 20th century was a time

putting the nation to work — building homes, roads, bridges and schools, and providing work in forestry and flood control.

The nation was also actively building a new perspective and new ideologies around entrepreneurship and renewal. Business opportunities were beginning to take shape.

At the end of World War II, the nation

looked confidently to the future — rationing ended in 1946 and lending through the GI Bill was on the rise — allowing loans for veterans to go to college, receive vocational education, buy homes and start businesses. Consumer spending increased, women joined the workforce in increasing numbers, income inequality decreased — and as a result, new business incorporations spiked. It was in 1946 that business incorporations began their steady ascent.

With renewed hope, the identification of new opportunities changed life in America. Families grew and the nation was introduced to the baby boomer generation — a generation that would be marked by its massive entrance into the workplace and efforts at equality on multiple fronts.

But by the early 1980s, many baby boomers had been working at their parents' businesses and had become adults themselves. As the conversations began to change around the dinner table

(and questions about preserving wealth and succession emerged), so did the conversations at the desks of researchers and practitioners. Family Business developed as a unique field of study with academic research emerging in the early to mid- 1980s.

Around this time, universities turned an eye toward family business, developing edu-

when the environment of business was changing. The nation was teeming with industrious Americans and immigrants searching for new opportunities or making their own, and yearning for a better way of life. Anti-trust laws regulated monopolies and opened up competition, the Federal Trade Commission (FTC) had been established, wagon trails had been turned into highways, and the New Deal was



From L to R: Rich Dino, Director, UConn Family Business Program; Tom Gutteridge, Dean, UConn School of Business; Honorees of the 1995 Connecticut Family Business of the Year Awards Michael and Greg Girard of Simscroft-Echo Farms; Henry Nozko Sr., Chairman of ACMAT Corporation; honoree Shay Atluru of Diversified Technology Consultants; and honorees David, Edythe and Arthur Director of Connecticut Lighting Centers.



(Top) L to R: Jennifer Grey, Diane Mitchell and Rich Dino of the UConn School of Business and Family Business Program welcome honorees and guests to the 1996 Connecticut Family Business of the Year Nozko Awards luncheon. (Right) The Spring 1995 inaugural issue of *Enterprising Family Issues* — a publication of the University of Connecticut Family Business Program.

educational programs and content around the complexity of issues that family firms faced. University-based Family Business Programs largely began emerging in the early 1990s as a response to alumni seeking material that wasn't traditionally offered in bachelor's or graduate degree programs. Successors and owners needed information about estate plans, succession plans, shareholder agreements, compensation, and conflict management; researchers were looking for case studies and research opportunities; and practitioners were looking for help with problems that developed at the intersection of "family" and "business."

...And such was the birth of the University of Connecticut Family Business Program.



THE BEGINNING

The UConn Family Business Program

The University of Connecticut Family Business Program was founded in 1995 with encouragement and support from alumni and industry practitioners who yearned for information and saw an opportunity to enrich family enterprises. A comprehensive outreach effort was developed to address nearly all of the challenges faced by family businesses — understanding that the family business owner requires an integrated approach to achieve a balance between the business and interpersonal demands.

UConn's answer was to develop a program that would create an environment where fami-

“Confronting issues and making it acceptable to discuss family business challenges needed to become a priority if we were to sustain our most effective mechanisms for creating jobs and wealth.”

– Rich Dino, PhD



The Palmer family of Palmer's Market of Darien are honored at the 2005 Connecticut Family Business of the Year Awards ceremony. From L to R, Alphanse, Greg, Cindy, Rocco and Joe Palmer Jr.

ly members could discuss issues in confidence and without feeling “disloyal” to their family. It would be an environment where business owners, successors, facilitators, and industry experts could come together to solve problems in constructive ways — without causing harm to the family system or the business.

After being recruited to serve as the Family Business Program's Founding Director, Rich Dino set out to grow the membership and sponsorship base. Family Business education

was just coming to light in academia, but it hadn't yet emerged as a mainstream topic of discussion in external business groups.

“Sponsors were very willing to come on-board early on to support the Family Business Program. They believed in what we were doing and embraced our mission wholeheartedly. But, it was a challenge recruiting business owners; and to us, it reinforced the fact that for business owners, it's difficult, especially when family is involved, to come to terms with the real world confrontation of issues. That told us that work — much more work — needed to be done. Confronting often times the most delicate of issues and making it acceptable to discuss family business challenges needed to become a priority if we were to sustain our most effective mechanisms for creating jobs and wealth,” said Rich Dino.

Family businesses are the most prevalent form of business organization in the United States and throughout the world. They include everything from your local “Mom and Pop” shops to the large global manufacturing enterprises. Consider the following:

- Approximately 90 percent of all U.S. firms are family-owned.
- Family businesses are responsible for 65 percent of paid wages in the U.S.
- Family firms create 78 percent of all new jobs.
- Family businesses contribute more than 50 percent of the U.S. Gross Domestic Product (GDP).

Indeed, family businesses matter — and states and communities have a vested interest in their success.

Yet developing the framework that would serve to educate family firms and help them build the infrastructure to perpetuate stability had its own set of challenges. “At first, there was a lot of awareness-building — and it was building awareness at a time when there were very few outreach organizations focusing on how to facilitate the conversations that family firms needed to have. So we employed a ‘small-wins strategy,’ whereby we celebrated incremental increases in interest, support and attendance. In fact, the very first Family Business of the Year Awards was a post-workshop ceremony — and we could not have had more than 50 people there; but now, we usually draw almost 300 guests as a stand-alone celebration,” said Rich Dino.

Other universities also recognized the need for a program devoted to family business, and the UConn Family Business Program was in a position to offer a perspective of its own. UConn was a member of the International Family Business Program Association (IFBPA) — a consortium comprised of university-based Family Business Programs from around the world — and with the IFBPA was able to influence the conversation early on as other programs were being developed. In recognition of the school's efforts at building a Family Business Program that would provide a multi-



Wolff-Zackin & Associates are honored at the 1995 Connecticut Family Business of the Year Awards. From L to R: Rich Dino, Tom Gutteridge, Henry Nozko Sr., Tom Wolff, Greg Wolff and Gary Wolff.

dimensional problem-solving resource to the Connecticut family business community, IFBPA awarded the UConn School of Business Family Business Program of the Year 1st runner-up in 1996 (the Program's second year of operation). The following year, the IFBPA honored the UConn Family Business Program with Most Comprehensive Program and Most Innovative Program awards.

Since its early years, the UConn Family Business Program has celebrated many small wins — an increase in diversity of program offerings and peer groups, new initiatives to explore international opportunities, and partnerships built to increase synergy between family business owners and UConn's graduate and undergraduate business students. And the Program has continued to expand competencies and champion innovation.



L to R: Rich Dino and Dirk Dreux share a laugh at a Family Business Program event.

A PROGRAM EVOLVES

“Entrepreneurs are simply those who understand that there is little difference between obstacle and opportunity and are able to turn both to their advantage.” – Victor Kiam

To reach a broad audience of the estimated 70,000 family-owned firms in Connecticut, the Program focused on large events that

could draw together peers and speakers that understood the interconnectedness and complexities of family business. The emphasis of workshops was on education through the sharing of experience and knowledge. Family business owners very much liked to learn from others who had “been there, done that” – at a time when social networking sites were not yet developed and the Internet was still dial up at best. Workshop convergence proved to be an efficient and effective method of transferring information, knowledge and skills.

Family businesses heard from such distinguished guests as UConn President (emeritus) Dr. Harry Hartley; Dr. Joe Astrachan, a leading researcher on family business issues, Drs. Peter and Susan Glaser, who have published award-winning research in communication skills, workplace culture, team building and conflict; and Dr. Bonnie Brown Hartley, who facilitated sessions on “fire drills” that family businesses must consider – particularly as it relates to succession. Initially thought of as simply an “event,” succession was discussed as a much more complex process that was intricately interconnected with other disciplines. Being so broad in scope, succession was best approached by deconstructing the process into several dozen domains. In fact, succession was no longer referred to as simply a transfer of ownership – it now included the transfer of management and the necessity of developing leaders. Discussion points expanded to include conversations on estates, valuations, coaching, compensation, mentoring, 360-degree feedback, family employment policies, and communication strategies.

The growth of the UConn Family Business Program during the past 15 years has been fueled by our corporate sponsors who played a crucial role in the Program's success – contributing financially and intel-



L to R: Jim Florence, Karen Munson and Robert Munson of Munson's Chocolates are honored at the 2003 Connecticut Family Business of the Year Awards.

“Signing on as a sponsor of the Family Business Program was an easy decision for Reid and Riege. Representing family businesses had been, and continues to be, a significant part of the firm's practice since its founding in 1950. Participating in the Family Business Program provided us with the opportunity to build our expertise, work with family businesses and partner with other experts in the field – all under the aegis of the State's flagship university and the outstanding leadership of Rich and Priscilla.”

– Craig Sylvester, Managing Partner of Reid & Riege, P.C.

lectually to the development of the Program, which has remained a self-funded initiative underwritten entirely by corporate sponsorships, family business memberships, and program revenue. Founding sponsors such as Reid & Riege, P.C., People's United Bank and the Nozko family of ACMAT Corporation were instrumental in ensuring that family business members remained vigilant about family business survival and transition.

Technology was now changing the landscape of business and the global economy – changing how businesses looked at opportunities, communicated and gathered information. Seemingly overnight, the complexities of family business grew to include issues related to competition, strategy, risk, lean manufacturing, wealth, conflict and governance.



Craig Sylvester, Managing Partner of Reid & Riege, P.C., accepts a special award on behalf of Reid & Riege's 10 years of sponsorship of the UConn Family Business Program and longstanding support of Connecticut's family business community.



The Santa family of Santa Energy, an honoree at the 2000 Connecticut Family Business of the Year Awards, poses for a family portrait.

A NEW MILLENNIUM

All labor that uplifts humanity has dignity and importance and should be undertaken with painstaking excellence.” – Dr. Martin Luther King Jr.

The year 2000 was a pivotal one for the UConn Family Business Program. Priscilla Cale joined Diane Mitchell (Program director 1998-2002) at the Family Business Program, while Kostin, Ruffkess & Co., LLC joined Reid & Riege, P.C. and People's United Bank as a Program sponsor. And given the changing nature of competition and more sophisticated business strategies, families were experiencing new stresses within the family system. To meet the new challenges confronting family firms, the Family Business Program embarked on two strategic ini-

tiatives. The first initiative was to further develop the skills offered by the Program.

Members were seeking an outlet to discuss interpersonal challenges in communication, rivalry, personal and professional goals, executive coaching and agreement — and were looking for a place to discuss family business issues without feeling disloyal to the family. Family business successors were looking for ways to develop soft leadership skills that would help them to manage transitions and gain the confidence of senior family shareholders. However, it was not just the successors looking for an outlet by which to discuss interpersonal issues — senior generation family members were contemplating retirement — finding themselves ill-prepared for the transition. While some family members welcomed retirement, others were facing what they saw as a loss of identity. They now had to form new relationships, sometimes rekindling relationships with their spouses in a new context, find new ways to feel valued, seek out new challenges with risk and responsibility, and think about the legacy they were leaving.

Four key advisors were brought in to lead the Program's foray into what had traditionally been termed the soft side — providing the Family Business Program with a multi-disciplinary platform that balanced the financial and strategic initiatives (hard side) with the leadership, interpersonal and coaching initiatives (soft side). The program searched for individuals who could provide diverse perspectives within the field of psychology, but also understood family business systems and the interrelated roles of family, employee and owner.

John Santa, Dr. Michael Stern, Dr. Alan Lovins and Dr. David Tate all joined the Program in an advisory and facilitator capacity — reflecting different competencies within their respective fields. Doctors Lovins, Stern and Tate were clinical psychologists with more than 50 combined years working with family businesses. Dr. Stern focused on management



Hal Geissler of People's United Bank, (center), chats with fellow attendees at a UConn Family Business Program event.

“Many of the most fundamental challenges confronting the family business leader are complex and interpersonal in nature. It’s critical to ask the challenging and frequently avoided questions that enable the family to ‘discuss the undiscussables.’ Communication is part of the process for keeping the family dynamics from becoming family dynamite. ”

– Michael Stern, PhD, Michael Stern Consulting

review, career path development, conflict resolution strategies, coaching modules and assessment tools to help successors reach their potential. Dr. Lovins and Dr. Tate focused on communication, conflict resolution, team building, organizational culture, relationships and life transitions.

John Santa, Vice-Chairman of Santa Energy and Founder of John Santa Consulting, brought an experience-based family business approach to the program.

Each brought their own “tools of the trade” to the Program — broadening the Program’s competencies and allowing more agility in program offerings. QuadStrat™ was the first benchmarking tool used to measure firm performance with similar national firms, followed by the ASSESS Strategic Success Model, measuring individual competencies and encompassing a 360-degree feedback platform. More recently, the One Page Business Plan has been added to the suite of Family Business Program executive coaching tools.



Barbara and Ken Porter of Keeper Corporation at the 10-year anniversary of the Connecticut Family Business of the Year Awards in 2005.

Where Are They Now?

Richard N. Dino, PhD

Those that had the opportunity to meet Rich Dino early on as the Family Business Program’s founder and director never forgot him. The fast-thinking, wisecracking entrepreneur and PhD, was exactly what the fledgling program needed — vision, direction, grit, and a sense of humor to boot!

Before joining the University of Connecticut in 1995, Rich had been working as a consultant and entrepreneur. “I always was an entrepreneur at heart. Like many of the family business owners I worked with through the Family Business Program, I decided to strike out on my own after having worked for more than two decades at large firms (Eastman Kodak, Corning, Inc. and Xerox). In 1982, I channeled my energy and became an entrepreneur — founding several enterprises (an economic consulting firm, an entertainment management company and several restaurants) before transitioning into academia, where I hoped to share the best practices I had experienced and observed throughout my career,” he said.



Rich Dino, Founder of the UConn Family Business Program, at work in 1995.

In recognition of Rich’s hard work in developing the UConn Family Business Program, the International Family Business Program Association, comprised of nearly 100 university-based family business programs from around the world, awarded the UConn School of Business with 1st runner-up for Family Business Program of the Year in 1996. The following year, the IFBPA honored the UConn Family Business Program with the Most Comprehensive Program and Most Innovative Program awards.

So, where is Rich Dino now?

After developing a plan for succession, Rich transitioned in 1998 to the dean’s office — and became Associate Dean for Graduate Programs, Business Partnering, and External Alliances at the UConn School of Business. His many responsibilities included oversight of all graduate programs, regional campus administration, the School’s operating budget, business placement and career services, information technology services, School-wide marketing and brand development, the School’s experiential learning initiatives, and external alliances and partnerships. His tenure from 1998 to 2006 was integral in leading a number of “game changing” initiatives within the UConn School of Business.



Rich Dino speaking at the podium in 2008.

Now a full-time tenured member of the Management faculty, with a research focus on small- to medium-sized closely-held businesses, Rich teaches graduate courses in entrepreneurship and remains deeply connected within the venture capital industry. His impact within and outside the university is notable. He is the recipient of nearly 20 various awards in recognition of his mentorship, scholarship, outreach, and regional efforts for economic development and excellence.

A NEW MILLENNIUM

With Program members requiring more niche services and with the availability of coaching tools, the Family Business Program developed peer advisory groups, the program's second strategic initiative of the new millennium.

These peer advisory groups allowed members and constituents to meet early in the morning — after putting the kids on the bus but before the busier part of the workday began. Focusing on morning events that met more frequently and in smaller groups gave members more flexibility attending events and more time to spend with their families in the evenings.

Peer advisory groups were structured to be informal and intimate — a place where family business members could speak in confidence with peers experiencing similar situations.



Pat Terrion of Founders Capital Management, mingles with guests at a Family Business Program event.

Peer advisory groups were developed for particular family business demographics with specific “guiding principles” that would guide discussions. With the addition of Founders Capital Management as a Family Business Program sponsor in 2006, the Program was able to include an advisory group devoted to entrepreneurial strategy.

Since 2000, six core operating advisory groups have been developed, rotating within the Family Business Program's schedule:

- **Executive Forum on Succession (Guiding Principle: Transition)** — provides

a unique opportunity for leading generation family members and owners to meet with other family business owners, non-family executives and industry professionals to talk about succession, estate planning, retirement, mentoring, conflict resolution, children and rivalry, boards of advisors, business growth and more.

- **Forum for Leadership & Team**

- Development (Guiding Principles:**

- Leadership & Team Development)** — To be effective, business leaders must acquire, maintain and improve the abilities and potential of themselves and their employees. Utilizing a personal assessment tool, this forum drives family business members to identify their own capabilities, understand the competencies required for leadership and work to develop these competencies. Topics include change leadership, strategic visioning, communication, driving for results, managing others, problem solving and teamwork.

- **Forum for Women & Men in**

- Management (Guiding Principle: Employee Optimization)** — helps family members and employees thrive in a mixed-gender workplace. The forum gives family business members and employees insights to best leverage the unique abilities of women and men in business working together. Both male and female participants are encouraged to attend to best understand and maximize core competencies. Discussion points include how women and men make decisions that assess and drive value.

- **Forum for Workplace & Family Unity (Guiding Principle: Harmony)** — helps family firms thrive by maximizing the potential of their people. The forum gives family business

- members tools and strategies to best manage family/non-family/shareholder relationships through discussions including tools for better communication, moving through difficult conversations, work/life balance, group dynamics, wealth psychology, managing diversity, preparing for transitions and retirement, managing conflict, building trust, assessing personal and professional values alignment, gender roles and fulfilling personal and professional goals.

- **Advanced Curriculum in Excellence (ACE) Focus Group (Guiding Principle: Strategic Management)** — focuses on rele-

“It has been a tremendous experience being involved with UConn’s Family Business Program. They have given me the tools to not only work productively with family members, but to bring my business to the next level.”

– Cindy Palmer Dean,
Palmer’s Market

vant business strategy that owners, entrepreneurs, non-family executives, successors and co-preneurs face. Using the case study method, this group addresses issues such as technology and innovation, global competition, customer and supplier relationships, organization/employee development and capital allocation.

• **Fairfield County Focus Group (Guiding Principle: Best Practices)** — focuses on the particular business and socio-economic needs of Fairfield county’s family business community. Topics include succession planning, skill-set development, non-family executives, boards of directors/advisors, ethical business practices, social responsibility, and change management.

With the onset of increased competition brought on by the internet and other advances in technology, Connecticut’s manufacturers were feeling the pinch of online reverse auctions, demands on lower costs, lean transformation, and of course, increased international competition. A Manufacturing Focus Group was developed as a resource for members facing the challenges in manufacturing and distribution; but it became clear that talking about competition (in particular with China) was not enough. Business owners needed to see firsthand what was happening — and what opportunities (if any) would be available to them. So, in 2006 and 2007, the UConn Family Business Program partnered with the Northwest Connecticut Chamber of Commerce and Seitz Corporation to give manufacturers and distributors an up-close evaluation of the change that was occurring.

Where Are They Now?

Dirk R. Dreux, IV

Most early UConn Family Business Program members will remember Dirk R. Dreux, IV — the straightforward “recovering investment banker” who served as lecturer-in-residence and associate director of the Family Business Program from 1998 through 2002. Prior to joining the Program as Associate Director, Dirk served as National Director of Private Business Advisory Services for U.S. Trust and during his tenure there, brought U.S. Trust on as an early sponsor of the Program. Dirk’s experience with family firms precedes the formation of UConn’s Program — beginning with his experience as Vice President in the Family Business Group of the investment banking division of Smith Barney, Harris Upham & Co. in 1987 and extending through to his work at State Street Bank and Trust Company of Connecticut, N.A. and U.S. Trust of New York. Notably, the UConn Family Business Program was one of eight university-based programs Dirk helped organize and fund.



Dirk in 1998 as Associate Director of the UConn Family Business Program.

Given his background and awareness of the interpersonal dynamics of family firms, Dirk brought significant expertise in corporate finance, strategic analysis of markets, mergers and acquisitions, financings and recapitalizations as well as ownership transfers and other value-enhancing activities.

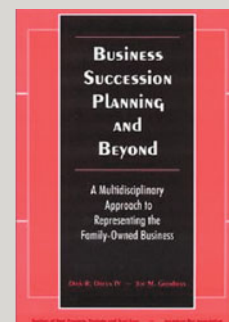


Dirk presenting at the podium in 2002.

So, where is Dirk Dreux now?

In 1998, Dirk founded Dreux Consulting, LLC, a business consultancy firm, and his practice is thriving. He advises clients throughout the U.S. and serves on advisory boards of 13 family businesses. He also serves as a member of the advisory team at Narva & Company — an advisory firm for family enterprises.

Since 2002, he has remained committed to entrepreneurial education — lecturing at numerous university and industry programs on the issues of business succession, governance and boards of advisors, financial and organizational development and strategic marketing. Dirk has co-authored a book, *Succession Planning and Beyond: A Multi-Disciplinary Approach to Representing Family Businesses* for the American Bar Association, on succession planning for family-owned businesses — which is now in its third printing.



DESTINATION: CHINA



In 2005, the Family Business Program and Seitz Corporation began discussing the opportunities and challenges of doing business in China. Discussions centered around consumers and rise of the Chinese middle class; human resources and access to qualified labor; standards and availability of qualified suppliers; incentives; proximal insights to serving existing customers through-



Delegates of the Destination: China 2006 trip.

out Asia and the East; value-added and non-value added activities within the supply chain; monetary issues; import/export assistance and in-country intermediaries; and of course, the impact all this could have on jobs in the U.S. The questions were endless and the debate wore on with manufacturers receiving conflicting perspectives on China as a threat or opportunity.

The Northwest Connecticut Chamber of Commerce, located in Torrington and serving a manufacturing and distribution hub from Waterbury to Torrington, was also hearing many of the same concerns from members and the community. With the support of UConn's Center for International Business Education & Research (CIBER — a federal initiative to increase U.S. competitiveness abroad) and a focus on experiential learning, Seitz Corporation, UConn's Family Business Program, and the Northwest Connecticut Chamber partnered and made a concerted effort to give an objective, upfront and personal, view of the China debate.

In April 2006, 13 owners of manufacturing firms throughout Connecticut and one firm from New York participated in the two-week journey. They visited over a dozen manufacturing firms, rounding out more than 16,000 miles and more than 100 hours, meeting with government officials, touring manufacturing facilities, conversing with company executives and speaking with expatriate managers, chamber of commerce representatives and other practitioners. The visit included tours of, attendance to, or discussions with managers from: Changzhou Economic Development Zone, Chinaplas Trade Show, Haosheng, Hongta, Huawei AARK, Leona, Longstanton, Okamoto, Quick, Seitz China, Sinclair & Rush, Tempel, The Siemon Company, Times Fiber Communication / Amphenol, University City, US Chamber of Commerce, U.S. Consulate, Wittman Asia, Wuxi Maxim, and the Zhonghluo Economic Development Zone.



Touring The Siemon Company facility in Shanghai. The Siemon Company is a Connecticut-based business and honoree in the 2003 Connecticut Family Business of the Year Awards.



At the Classical Gardens of Suzhou - a UNESCO World Heritage Site



The journey was instrumental in answering many questions and giving family business owners a more comprehensive view of China's growth. In fact, in 2007, another effort was organized, bringing nearly a dozen delegates abroad for a second tour.

"It was a wonderful trip and a great educational experience to get a sense of the reality of China."

- Oz Griebel, President of the MetroHartford Alliance and delegate of the 2006 Destination: China trip



Touring the Hutong Village, Beijing



Delegates attending a presentation at Seitz-China.



Shanghai (looking at The Bund) at night



Delegates at the 2006 Chinaplas Trade Show in Shanghai.



JoAnn Ryan, Mike Planeta and Priscilla Cale in Changzhou

COMMITMENT TO BUSINESSES, STUDENTS, & STAKEHOLDERS

The Family Business Program plays a key role in educating businesses about the challenges family firms face and how to take advantage of latent opportunities.

In recent years, the Family Business Program has extended its reach in educating not just family business stakeholders, but students and practitioners alike. And the synergy this creates has been extraordinary.

Since the late 1990s, the Family Business Program has been instrumental in helping family firms with their human resource challenges

— not just through educational workshops and peer advisory groups — but through actual internship placements. It's a great fit — Program members have a need, Program administrators and facilitators understand the culture and competencies required, and the School of Business has students able to fill that company's need. Being in residence at the UConn School of Business, the Family Business Program is in a unique position to tap into undergraduate or graduate

MBA talent and place students in positions on the member's behalf.

It's called the Summer Entrepreneur Internship Program, or recently Internships in Entrepreneurship & Venture Consulting, and its mission is twofold: to partner with entrepreneurial firms able to provide advanced experiential learning opportunities to the next generation while giving entrepreneurial firms the benefit of working with tomorrow's talent today. Interns can offer a fresh outlook to the business and get the job done.

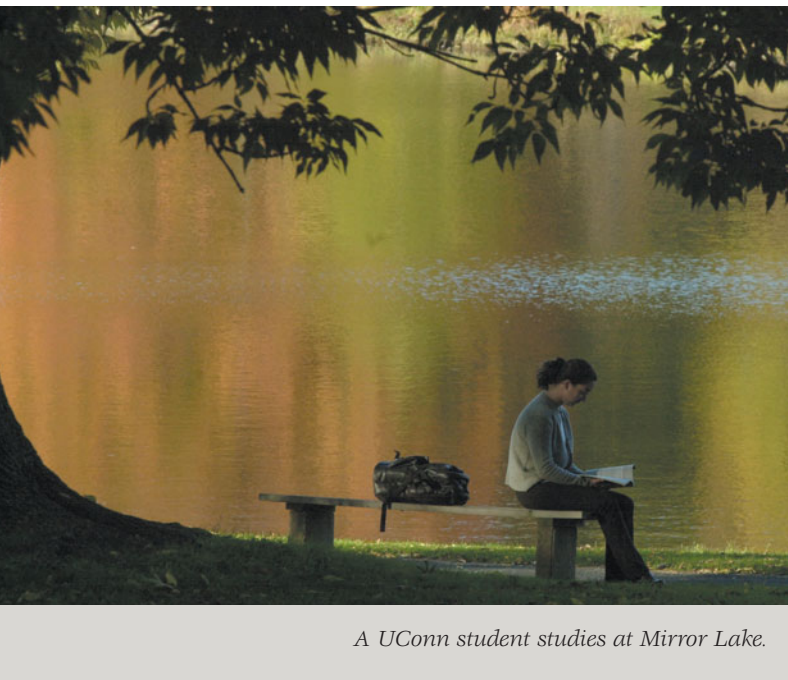
Interns must attend four full-day on-campus business clinic sessions. Sessions focus on topics relating to thinking entrepreneurially,

identifying root causes of problems versus observing symptoms, evaluating firm life cycles and competencies for growth, developing a conceptual map, building a competitive advantage, managing change, and building leaders. Related discussions include developing business plans and sales strategies. For the development of the Entrepreneur Internship Program, Rich Dino was awarded the Innovation in Teaching Award (1999 — 2000).

Since 1998, more than 200 students majoring in management, accounting, finance, management information systems, marketing, and management and engineering for manufacturing have been placed in internships throughout the state with nearly 100 entrepreneurial firms. In fact, many students were extended full-time employment with their internship host companies — significantly cutting down on search-related costs and project downtime.

"We have seen great results from UConn internships several [students] have joined our team and moved into key growth-oriented positions. We look forward to continuing our relationship and leveraging internships as a key resource for fresh insight and recruiting opportunities in the future," Greg Bachmann, CEO of DYMAX Corporation, said. DYMAX, a member of the UConn Family Business Program, has worked with UConn School of Business interns for many years — hiring several for full-time positions.

"The Family Business internship program placed me with DYMAX in 2001. The internship provided valuable work experience that directly related to my studies in the MEM (Management & Engineering for Manufacturing) program. I also learned the basics of DYMAX's technology and fostered good relationships with many of the people there. I joined the company after graduation and hit the ground running as an applications engineer. I have since moved into product management, focusing on growth and development of DYMAX's electronic adhesives busi-



A UConn student studies at Mirror Lake.

ness,” said Jonathan Galaska, BS (MEM) ‘03.

Since 2002, nearly several dozen family businesses have participated in graduate or undergraduate level practical application studies as live cases. These projects are designed to give full-time MBA or undergraduate business students practical experience under the supervision of UConn School of Business faculty to solve real business problems in real business settings with real data, while adding value to family and closely-held firms. Students are required to develop a proposal for the client, negotiate an end-product, execute the proposed assignment, prepare a final report and present qualitative and quantitative findings and recommendations to the client and faculty member for evaluation and critique.

Projects have been developed relating to MBA courses in venture consulting, operations management, supply chain management, marketing, and management of technology & innovation — and have included analyses on resource utilization, operational efficiencies, cycle time improvement, bottleneck issues, inventory modeling, feasibility analysis, transparency issues, technology optimization, branding, sales analysis and awareness-building.

Lucy Gilson, PhD, Associate Professor of Management, feels that working with the



Students walk along the sidewalk near a patch of flowers in front of the Chemistry Building at the UConn campus in Storrs.

UConn Family Business Program was truly a unique opportunity for MBA students, where academia and business could come together in a mutually beneficial way. “Students in my consulting class were given a real-world practical experience where they consulted with live clients,” she said. “Here, they could hone their consulting skills and apply much of what they had learned in the classroom, still under the watchful eye of a faculty mentor.” Gilson also felt it was important students had the opportunity to work with companies who were excited to let them into their business and receptive to their ideas and suggestions. “Many family businesses could not wait until the final report was handed in to start implementing the students’ suggestions,” she said. “As a faculty member, it was hugely rewarding to see the student ideas implemented and also to see the tremendous learning that took place when our students had to apply their MBA skills and knowledge.”



Lucy Gilson, PhD

“Working with the Family Business Program allowed us to work with people, not job titles and position. The enthusiasm the family business owners displayed toward their businesses and the support and encouragement they gave my students was a learning experience they will never forget.”

- Lucy Gilson, PhD

COMMITMENT TO BUSINESSES, STUDENTS, & STAKEHOLDERS

A member of the UConn Family Business Program, Ragozzino Foods of Meriden participated in Dr. Gilson's MBA venture consulting course as a case study in 2008. "We really took that report to heart and accomplished quite a bit since then. The biggest impact was hiring a professional development consultant

Ragozzino, Executive Vice President of Ragozzino Foods.

Partnerships where students work with family firms, whether through internships or through case study coursework, serves both parties well — family firms get help on projects or get a new perspective on how to solve a business challenge while students get the experience of working with an entrepreneurial firm and understanding the culture of closely-held and family-owned firms. Yet for those students who are enrolled in an undergraduate or graduate curriculum and involved in a family business, the UConn Family Business Program can be a resource for them, as well.

In January 2008, the Family Business Program founded the University of Connecticut Family Business Club — a forum for UConn students involved in their family businesses to share concerns, experiences and challenges; develop a comprehensive understanding of the central family business concepts and terms; uncover core management strategies; seek advice and support; and find solutions to complex family business issues. The forum serves as an outlet for students looking for information so that they could make decisions on their internship and/or career plans post graduation.

"Through my time as a member of the Family Business Club, I was able to learn of the various tools and resources that were offered specifically for family or entrepreneurial ventures. I refined my goals — furthering my experience and education in a way that would enable me to be an asset to my family should I decide to formally join the business in a leadership capacity," notes Richard Ruiz, a UConn Family Business Club member in 2008.

The Family Business Program also served as a resource to the University of Connecticut's Student Entrepreneurial Organization — a student club for aspiring entrepreneurs to learn about best practices and how to evaluate opportunity.

"In 2006, I founded the UConn Student Entrepreneurial Organization (SEO) to enhance the college experience of business undergraduates with an interest in entrepreneurship by



Members of UConn's Student Entrepreneurial Organization (SEO) at a Family Business Program event.

to work with us as a family to improve our relationship with each other and our communication with one another. In doing that we have grown by 20 percent, hired a purchasing director, a sales person, developed a strategic plan and are actually implementing it and are in the process of hiring a sales manager and controller so that I can turn over the day-to-day to the rest of the family and work on higher level projects ... I could go on and on but the bottom line is that without the UConn Family Business Program and Professor Gilson's MBA class, we wouldn't be anywhere near where we are today," notes John

“The Family Business Program was invaluable to our group in guiding us to develop the organization’s strategy, funding options and business network. We connected regularly with business owners and accomplished speakers who possessed the entrepreneurial drive and mindset that our members wanted to learn more about.”

– Brittany Horton,
UConn SEO President

bringing together students, faculty, UConn alumni and business partners to create career and educational opportunities. The Family Business Program was invaluable to our group in guiding us to develop the organization’s strategy, funding options and business network. We connected regularly with business owners and accomplished speakers who possessed the entrepreneurial drive and mindset that our members wanted to learn more about,” said Brittany Horton, BS (Management) ‘08.

The Family Business Program’s impact has been felt far and wide — from undergraduate students contemplating joining the family firm to family business retirees looking to get involved on advisory boards. But, through research, the Family Business Program has also played a key role in educating practitioners about the challenges family firms face — how to avoid crises from developing and how to take advantage of latent opportunities.

A Look Back at the UConn Family Business Club

By Richard Ruiz

“One day I was reading our campus newspaper, *The Daily Campus*, and saw an advertisement for UConn’s Family Business Club. I never imagined that I would become a business major, but something about the ad caught my attention.

I went into the meeting with an open mind but in the back of my mind I thought this was going to be another boring lecture by someone who had traditional business experience, but who lacked the insight into the complicated and sometimes enraging world of family business. I was wrong.

I was impressed by the diversity of businesses represented in the membership, but I was also impressed by the similarities that we all shared. We were all mostly second-generation hopeful successors. It was amazing to hear from different people in different industries with the same conflict-based issues that I was experiencing.

The club gave me an outlet where I could discuss (in total confidence) the family issues that I experienced. We felt comfortable sharing information. I soon realized that I was not the only one having these issues — and the club allowed me to see that in some instances I didn’t have it as bad as I thought.

The meetings were really dynamic and the content of the meetings drove me to become more interested in becoming a part of my family’s business. It helped me to measure my interest, capability and knowledge of business processes. It reinforced my suspicion that even though a business is bottom line driven, a family owned business has many views by which to measure value. It shed light on the importance of family unity, communication, conflict resolution, and discussing compensation issues through the use of case studies from actual family-owned enterprises — and it allowed me to hear from others whose situations were really similar to my family’s.

From my involvement in UConn’s Family Business Club, I was able to refine my goals and objectives as they related to contributing in my family’s venture. It gave me direction, renewed ambition, and allowed me to take a step back and get a more holistic view of what it was that I truly wanted to accomplish — and what barriers I need to overcome to accomplish my goals. Through my time as a member of the Family Business Club, I was able to learn of the various tools and resources that were offered specifically for family or entrepreneurial ventures. I refined my goals — furthering my experience and education in a way that would enable me to be an asset to my family should I decide to formally join the business in a leadership capacity.

It was a wonderful and enlightening experience being part of UConn’s Family Business Club. I shall be forever grateful to Priscilla Cale, who encouraged me to develop my professional skills well beyond what I ever thought possible, as well as to all the people who participated and helped to organize the Family Business Club. I would recommend the Family Business Club to any student who is part of a family business — and even those who are not. It really did wonders in shedding light in a very obscure subject and helping me see that the problems which I thought were unfixable were really just as common as sand at the beach.”



Richard Ruiz, Founder and CEO of Ambrosia Labs Dominicana.

COMMITMENT TO BUSINESSES, STUDENTS, & STAKEHOLDERS

The Family Business Program's impact has been felt far and wide — from undergraduate students contemplating joining the family firm to family business retirees looking to get involved on advisory boards.

An essential element of the University of

Connecticut's mission is the development of knowledge that helps shape the global community. The Family Business Program supports the school's commitment to basic and applied research in management and entrepreneurship through periodic financial contributions. Together, the Family Business Program and leading faculty researchers strive to increase the potential contribution of students to their employers in an increasingly complex environment. Recent research includes studies on altruism

in family-managed firms as well as ambidexterity and performance in small- to medium- sized enterprises.

Furthermore, the Family Business Program has been successful in influencing the discussion in undergraduate and graduate courses focusing on diversity. In 2006, UConn Family Business Program Director Priscilla Cale and UConn Professor of Management Dr. Gary Powell presented to the Eastern Academy of Management an exercise entitled, "We Are Family: An exercise on the dynamics between family members and non-family members in family firms," bringing to light the complex issues non-family members experience as an element of diversity. The final version of the exercise appears in Dr. Powell's *Managing a Diverse Workforce: Learning Activities* (3rd edition) by Sage Publications.

In helping the School fulfill its mission of disseminating knowledge and enriching the global world of business practice, the UConn Family Business Program had a distinct opportunity to help global entrepreneurs through a

partnership between the UConn Family Business Program, UConn's Global Training and Development Institute (GTDI), and TechnoServe-Kenya. The partnership was called the Kenyan Young Entrepreneur Program and was funded by a US State Department grant. The purpose of the Kenyan Young Entrepreneur Program was to teach entrepreneurship and innovation to future Kenyan business owners with the aim to reduce poverty and increase economic development.

UConn's GTDI worked in with the U.S. Embassy in Kenya to select 28 Kenyan entrepreneurs between the ages of 25-35 who were most likely to utilize the knowledge gained to grow businesses, create jobs, and become community business leaders. Those selected spent four weeks in the U.S. (split into two cohorts) developing their business skills and enhancing their understanding of the U.S. through workshops, seminars, business internships and cultural activities.

In April 2010, the first cohort comprised of 14 Kenyan delegates arrived at UConn for business study and job shadowing at various firms around the state. Being a key contributor to the grant proposal and overall effort since January 2009, the UConn Family Business Program worked with family businesses and local entrepreneurs to set up the week-long job-shadowing for each delegate, and three-day intensive mentoring programs. The Family Business Program also worked in partnership with School of Business faculty to develop a four-week program and curriculum that would assist delegates around the world to build businesses, create jobs, break the cycle of poverty and realize dreams. "Throughout the course of my involvement with the Kenyan Young Entrepreneur Program, it was amazing to see those in our communities pull together. The generosity of our local firms in opening their doors, sharing their stories and experiences and mentoring those who lack support within their own communities made me especially proud. I am grateful for our state's closely-held and family-owned firms — and their altruism will be felt far and wide well after the Kenyan delegates have returned home," noted Priscilla Cale.



Lisa Wilson-Foley hosts April 2010 Kenyan delegates at Apple Rehab in Avon.

FACTS & FIGURES

Question: What is the all-time most popular question received at the UConn Family Business Program?

Answer: How many businesses in Connecticut are family owned?

Here, is the explanation ...

Published in the Spring 1995 Issue of *Enterprising Family Issues* – a publication of the University of Connecticut Family Business Program

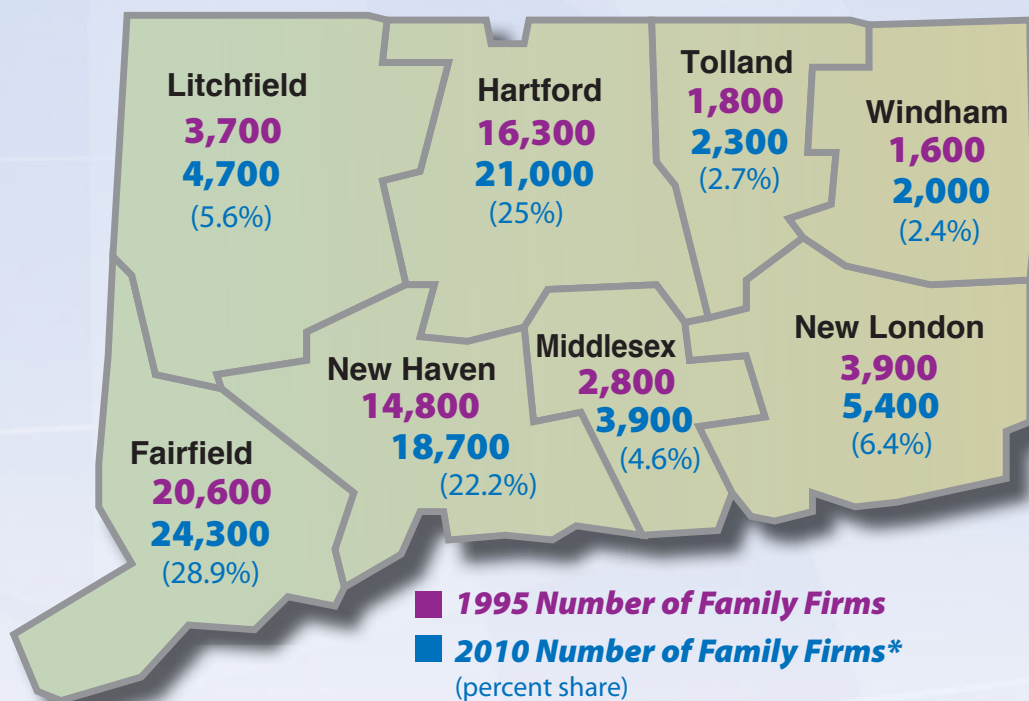
Original Analysis By Richard N. Dino, PhD
Updated in 2010 by Priscilla M. Cale

To answer this question, we first have to define a family business. Simply put, a family business is any business in which majority ownership or control lies within a single family and in which two or more family members are now or at some time were directly involved in the enterprise. This commonly accepted definition of the family firm relies on familial relationships within and across generations.

Identifying a family business, however, is more complex. That's because there are no national or state statistics on the number, location, or make-up of family businesses. For the United States as a whole, there is general agreement around some soft statistics to the number of family enterprises. Numerous studies have estimated that 90 percent of all businesses are family businesses. While more in-depth research must be performed before betting the ranch on these findings, confidence in the conclusions that they point to is quite high; namely, that the family enterprise is the most prevalent form of business organization in the United States.

Analysis of alternative databases maintained by the Office of Research at the Connecticut Department of Labor as well as the U.S. Department of Commerce leads us to conclude that in 1995, there were approximately 76,000 businesses operating 84,000 worksites

Estimates of Connecticut's Family Businesses By County



NOTES: Statewide (NEC)
1995: 3,500; 2010: 1,700;
percent share: 2%.
Percent shares based on
2007 Census data

*Based on 2007 Census Data.

TOTALS, Statewide:

1995: 69,000
2010: 84,000*

in the state. If, in fact, the national statistic of 90% holds true for Connecticut, then 69,000 are family enterprises.

Data from the latest U.S. Census Survey conducted in 2007 show that there are now approximately 93,000 businesses operating in the state. Again, applying the statistic of 90 percent of all firms being family owned, then there are approximately 84,000 family enterprises now operating in the state of Connecticut – an addition of nearly 15,000 family businesses contributing to the state's economy.

CONNECTICUT FAMILY BUSINESS OF THE YEAR AWARDS

“We are humbled to be mentioned in the same breath with the companies honored ... It is their stories and stellar reputations that inspire us. From the onset, we have never considered this a competition, but a celebration of the power and the pride of family business ...”

– Bill Squires,
Esquire Gas Products

Since 1995, the University of Connecticut Family Business Program has been honoring family firms that have bettered our communities, our prospects for jobs, our prospects for security, and our prospects for wellbeing. To date, the UConn Family Business Program, through the annual Connecticut Family Business of the Year Awards ceremony, has honored 152 outstanding firms from across the state – creating jobs, investing in new technologies, supporting philanthropic causes, fostering innovation and serving as champions of their industry and community. It comes as little surprise that family businesses continue to prove themselves as the backbone of Connecticut's economy, and the central nervous system of American free enterprise – and so it is important to recognize them and congratulate them on all they do and all they are.

Award finalists are chosen by a panel of outside judges and peers and evaluated based on proven business success, positive family and business linkage, multi-generational involvement, contributions to community/industry, and innovative business practices/strategies. The application process can be extremely rewarding as customers, employees, family, and firm members reflect on their organization's history and achievements



Lou Cavaliere of Cavaliere Industries accepting a 2007 Connecticut Family Business of the Year Award.

throughout the years.

The UConn Family Business Program is proud that several Connecticut Family Business of the Year Award honorees have also been recognized by MassMutual in the National Family Business of the Year Awards. Those honorees include Ashforth Company, Bigelow Tea Company, Burnside Ice Company, Carmon Community Funeral Homes, Nielsen's Florist and Ulbrich Stainless Steels & Special Metals, Inc.

To help celebrate in the successes of Connecticut's family firms at the awards ceremony, the UConn Family Business Program has been honored to welcome the following distinguished keynote speakers:

KEYNOTES



2000 – Nicholas J. D'Agostino Jr., Chairman D'Agostino Supermarkets



2002 – Stephen Spinelli, Jr., Co-founder Jiffy Lube



2005 – David Neeleman, Founder JetBlue Airways



2006 – Jack Moore, 4th generation and former Director at Benjamin Moore & Co.

HONOREES (1995-2010)

A. Aiudi & Sons, LLC (1998)
 A. M. Rizzo Electrical Contractors, Inc. (1996)
 Acme-Monaco Corporation (2004)
 Acme Wire Products Company, Inc. (1996)
 Albert Bros., Inc (2002)
 Allan S. Goodman (2010)
 Allied Printing Services, Inc. (2008)
 Altek Electronics (2005)
 American Standard Company (1997)
 Amodio Worldwide Moving & Storage (2002)
 Ancona's Market (2006)
 Ashforth Company, The (1997)
 Aurora-McCarthy Funeral Home (2005)
 Barker Specialty Company (2002)
 Baronet Coffee, Inc. (2008)
 Bemis Associates, LLC (1998)
 Better Bedding (2004)
 BGR Radiator (2007)
 Bigelow Tea Company (2002)
 Bill's Bedding & Furniture (2010)
 Bozzuto's, Inc. (2004)
 Burnside Ice Company, Inc., The (2002)
 By Carrier (2010)
 C-Thru Ruler Company, The (1998)
 Calabro Cheese Corporation (2000)
 Carmon Community Funeral Homes (2000)
 Casey Fuel Company, Inc. (2003)
 Cavaliere Industries (2007)
 Century Spring Mfg Co., Inc (2007)
 Chromium Process Company, Inc., The (1999)
 Chronicle Printing Company, The (1999)
 CNC Software, Inc. (2000)
 Collins Bus Service / Post Road Stages (2003)
 Component Engineers, Inc. (2005)
 Connecticut Lighting Center, Inc. (1995)
 Connecticut Sportsplex, LLC (2004)
 Crystal Rock Water Company (1997)
 Crystal Shops (2003)
 Curtis Packaging Corporation (2007)
 David S. Lapine Co., Inc. (2005)
 Diversified Technologies Corporation (1995)
 DYMEX Corporation (2005)
 Ebner Camps (2006)
 Ed Steben Glass Company, Inc. (2004)
 Edart Truck Leasing, LLC (2004)
 Edward Segal, Inc. (1999)

Elms Inn, The (1999)
 Esquire Gas Products Company (2003)
 F. A. Bartlett Tree Expert Company, The (1997)
 Filomeno & Company, PC (2003)
 Fire Equipment Headquarters, Inc. (2004)
 FootPrints Shoes (2002)
 Fosdick Corporation (1996)
 Foxon Park Beverages (2005)
 Frank Mercede & Sons, Inc. (1996)
 Franklin Enterprises (2000)
 Geissler's Supermarket (2002)
 Guida's Milk & Ice Cream Company (2003)
 H. Pearce Company Realtors (1998)
 Harvey & Lewis Opticians (2006)
 Hawley Companies, The (2007)
 Hobbs, Incorporated (1996)
 Horst Engineering & Manufacturing Company (1999)
 HPC Foodservice (2006)
 Hubbard-Hall Inc. (2006)
 Hygrade Precision Technologies, Inc. (1996)
 Inkjetwarehouse, Inc. (2004)
 Intergrated Industrial Systems (1995)
 Jaci Carroll Staffing Services, Inc. (2002)
 Jensen's Incorporated (1998)
 Jonal Laboratories, Inc. (1997)
 Kaiser Whitney Staffing (2003)
 Karl Chevrolet (1997)
 Keeper Corporation (1996)
 Kitchens By Deane (1995)
 L.H. Gault & Son, Inc. (1997)
 LaBonne's Epicure Markets (1995)
 LaRosa Building Group (2003)
 Laticrete International, Inc. (2006)
 Lesko & Polke Funeral Home of Fairfield Center (2005)
 Lux Bond & Green (1999)
 Lyman Farm, Inc., The (1995)
 Malerba's Tyre Man (1999)
 Manafort Brothers, Inc. (2000)
 Mantilia Motors, Inc. (2000)
 Marcucio Gardens (2008)
 McCue Mortgage (2010)
 McPhee Electric (1998)
 Miller Foods (2010)
 Mitchells/Richards (1999)
 Molloy Funeral Home (2004)
 Moon Cutter Company (1998)

Motorlease Corporation (2007)
 Munson's Chocolates (2003)
 NAGI Jewelers (2010)
 Newington Memorial Funeral Home (2002)
 Nursing Services, Inc. (2008)
 Nielsens Florist & Garden Shop (2000)
 Nutmeg Broadcasting Company (1995)
 Nutmeg Chrome Corporation (1995)
 O. L. Willard Company, Inc., The (1995)
 OEM Controls, Inc. (2006)
 Olender's, Inc. (2008)
 Orange Hills Country Club (1999)
 Paine's, Inc. (1996 & 2008)
 Palmer's Market (2005)
 Parker Medical (2010)
 Peter Paul Electronics Company, Inc. (2008)
 Pita Communications (2010)
 Plastic Molding Technology (2000)
 Promold Plastics (2007)
 Pye & Hogan Machine Company (2002)
 Redding Nursery, LLC (2002)
 Rein's N.Y. Style Deli Restaurant (1998)
 Reynolds' Garage and Marine, Inc. (1996 & 2006)
 Roberts Agency, Inc., The (1996)
 S&S Worldwide (2003)
 Santa Energy, Inc. (2000)
 Schaller Auto World (2004)
 Schmitt Sussman Enterprises (2007)
 Seitz Corporation (1998)
 Shaw Mudge & Company (1997)
 Shawmut Equipment Company, Inc. (2008)
 Shoreline Pools (1998)
 Siemon Company, The (2003)
 Simscroft-Echo Farms, Inc. (1995)
 Sippin Energy Products (1999)
 Specialty Printing (2010)
 Stevens Company (1997)
 Swiss Laundry of Rockville (2003)
 Tauck World Discovery (2000)
 Teddy's Transportation System, Inc. (2007)
 Telaids Industries (1996)
 Thayer's Marine (2004)
 Thomas Cadillac Jaguar (2002)
 Torrington Supply Company (2005)
 Trailer Depot, LLC, The (2004)
 Tri Town Foods, Inc. (1995)
 Turbine Controls, Inc. (2000)
 Ulbrich Stainless Steels and Special Metals, Inc. (1999)
 VA Construction Company, LLC (2000)
 Van Wilgen's Garden Center (1997)
 Vanilla Bean Café, The (1997)
 Vision Corner Optical Corporation (1996)
 Walter Stewart Company (1997)
 Wayside Furniture (1995)
 William B. Meyer, Inc. (2008)
 William Raveis Real Estate & Home Services, Inc. (2006)
 Willington Name Plate (2008)
 Wolff-Zackin & Associates, Inc. (1995)
 Wright Brothers Builders (1998)
 Yarde Metals, Inc. (1999)



2007 — Doris Christopher,
 Founder of The Pampered
 Chef



2008 — Kevin Bouley,
 CEO of Nerac, Inc.



2010 — Jim Ethier, 3rd
 generation and Chairman
 of Bush Bros. & Company
 (Bush's Baked Beans)

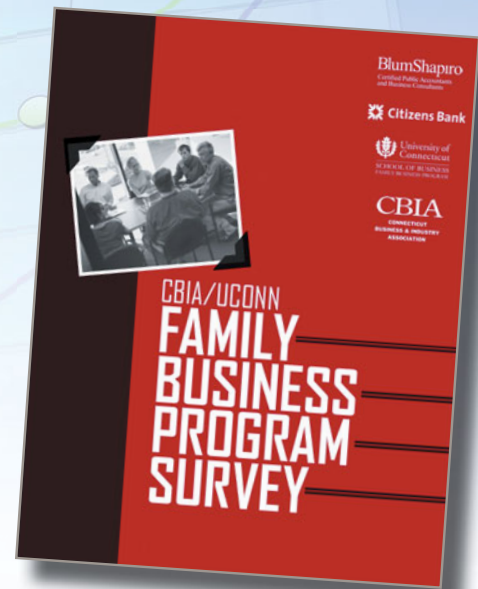
THE PURSUIT OF BEST PRACTICES

In 2007, the Family Business Program partnered with the Connecticut Business & Industry Association (CBIA) to develop Connecticut's inaugural Family Business Survey. The purpose of the survey was to evaluate major trends happening within the state's family business community — and to help identify their major challenges.

More than 625 participants responded to the initial survey and the results were telling. Coinciding with the release of the results from the 2007 American Family Business Survey, a broader base of responses could be compared to national averages. In fact, with data from the 2002 and 2007 American Family Business Surveys, the UConn Family Business Program and CBIA could now develop some meaningful

comparisons for future surveys.

The Connecticut Family Business Survey is now an annual survey that each year tells more and more about what Connecticut's family enterprises look like as multi-year data presents itself. As a result, practitioners can better consult with their family business clients, family firms can benchmark with other family enterprises, and organizations can better tailor programs that will speak to the direct challenges of family businesses. The UConn Family Business Program and CBIA hope that with focus put on family firms, education relative to family business needs will grow — addressing issues before they ever become sources of conflict or major challenges.



SURVEY ANALYSIS

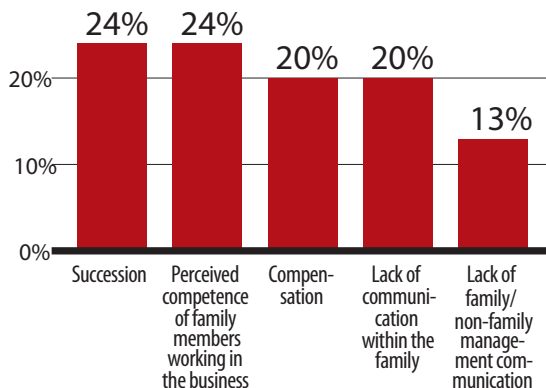
The Connecticut Family Business Survey

The Connecticut Family Business Survey is a joint initiative between the University of Connecticut Family Business Program and the Connecticut Business & Industry Association (CBIA). Begun in 2007, sponsored by firms such as Blum Shapiro, Citizens Bank, Farmington Bank, and UConn Family Business sponsor Kostin, Ruffkess & Co., the survey was the first statewide business survey to analyze the issues confronted specifically by family firms in Connecticut. The survey is an annual collaboration that has remained a statistically valid sample. Since its inception, over 500 businesses have responded to each survey. Taken in context and layered with national family business research, this multi-year data provides a rich analysis on major trends and needs for future educational programming.

2007 Key Findings:

Commonly cited sources of conflict:

Family businesses are subject to many sources of conflict that might not occur in other businesses.



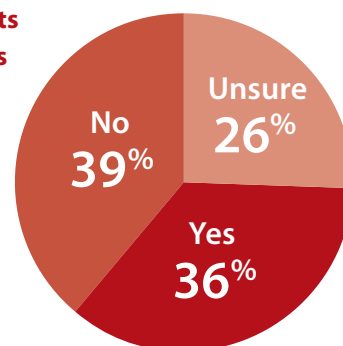
73% of family business CEOs are satisfied with the company's management structure

- 40% cite their business hierarchy as informal
- 19% cite their business hierarchy as rigid
- 13% of family firms have a formal family employment policy
- 37% have a written strategic plan

Succession Plans:

61% of respondents are without a succession plan of any sort

Percentage of respondents on whether their business will develop a business succession plan:



2008 Key Findings:

Revenue / Jobs / Economic Outlook:

- 48% expect increase in sales over next 12 months
- 37% expect increase in net profits over next 12 months
- 30% expect to add jobs over next 12 months
- 51% are optimistic about the company's profitability over next 12 months

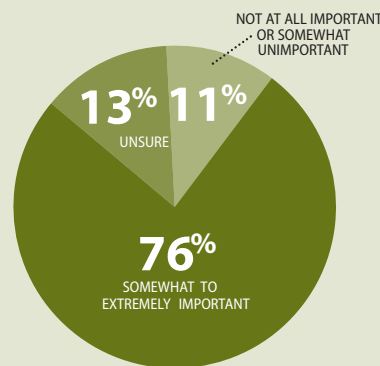
Contributions to business success:

91% cite "quality management" as a contribution

91% cite "high regard to ethics" as a contribution

72% of family businesses believe that their firm's family values give them a competitive advantage

Maintaining family control of business



2009 Key Findings:

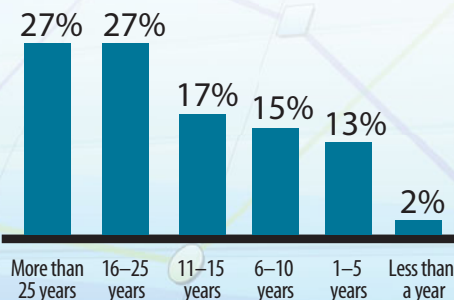
International Sales

- 35% of family firms generate international sales
- Of those firms that generate international sales, 46% are collecting 50% of revenue or more

63% think that it's important to remain family-owned

While only **32%** have chosen a successor for the business

Length of Time as CEO



Philanthropy

79% are dedicated to incorporating socially responsible business practices in their business

2010 Key Findings:

Average Tenure & Employment:

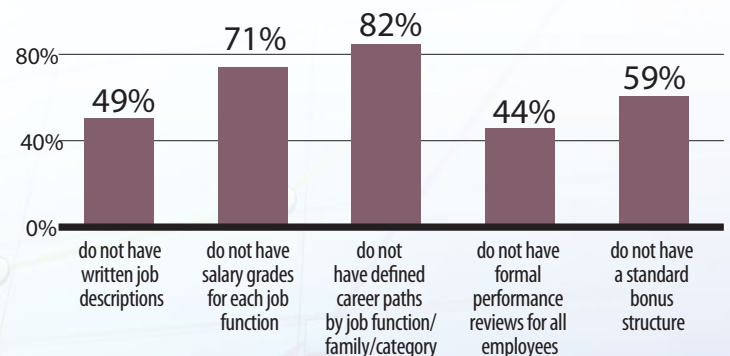
- 60% of family members have an average tenure of more than 16 years
- 62% of non-family members have an average tenure of 6 – 15 years
 - 1 in 10 businesses show that current economic conditions have prompted more family members to become active in the business
- 58% do not use outside resources to determine salaries
 - Most commonly used outside sources are CBIA compensation manuals (12%) and industry association reference materials (12%)

Employee Training:

63 – 64% of family businesses provide professional development and training opportunities to family and non-family employees

- On average, 64% set aside less than \$10,000 annually for employee training (generally equates to .5% to 1% of revenue on average given firm size data)

Human Resources:



Innovation / Research & Development/ Future Business Opportunities

70% say innovation is important to the future success of the family business

- 67% spend less than \$5,000 annually on R&D
- 12% spend more than \$50,000 annually on R&D

- Over the next five years, businesses will leverage referrals from current customers/feedback (27%), existing business partners/longstanding relationships (25%), and aggressive sales staff (21%) to grow and build future business opportunities.

Throughout the past 15 years, we at the UConn Family Business Program have been touched by the many businesses and individuals we have had the honor of working with.

Over several hundred programs, workshops and peer advisory groups have been held — and countless individuals have passed through our Program. And that's what everybody is — an individual — each with his/her own ideas, emotions, values, professional goals and personal dreams. We're so pleased to have played a small part in helping to achieve those goals and dreams our members have so coveted.

We've always maintained a simple but critical promise to our constituents — a dynamic educational experience rich in take-home value that will challenge you, enhance your business

“Family Businesses are aggregations of survivors by their nature. The very best way to feed and grow that culture of success and succession is with constant attendance and attention to all the academic programs available to family firms. UConn Family Business Program, Priscilla Cale and their whole staff deliver an outstanding product to fill that need.”

– John Santa,
Santa Energy &
John Santa Consulting



UConn Professor and interim Dean of the School of Business (2006-2008), Mohamed Hussein addresses attendees at a Family Business Program event.

knowledge, and prepare you to achieve success in your personal and professional endeavors. We've kept our promise — continually developing the meaningful and provocative programs that our members need, collaborating with a talented group of professionals dedicated to helping you accomplish your goals, and exposing you to strategies and ideals that serve to improve the overall well-being of your firm and prepare your organization for management

succession. We've remained committed to maximizing your firm's organizational health and stability.

So we ask you to continue to do the same. We ask you to continue to build the family brand — invest in your employees, invest in your sustainable business processes and invest in your future. Become aware of the threats that endanger businesses — and work to overcome them through education, collaboration, and an “all-in” investment in best practices. Your communities need you, your state needs you and your peers need you.

John Carmon, of Carmon Community Funeral Homes, a longtime friend and member of the UConn Family Business Program and winner in the 2000 Connecticut Family



The Schwartz family of S&S Worldwide at the 2003 Connecticut Family Business of the Year Awards ceremony.

Business of the Year Awards and 2000 National Family Business of the Year Awards said it best: "To be recognized for our family values, as a family business, and helping to set an example for other businesses helps us leverage what we do and enhance our mission."

At the UConn Family Business Program, we could not agree more. Success invites success and motivation stimulates motivation. We must continue to recognize, honor, and celebrate family firms if we ourselves want to flourish. We must continue our collective efforts to build family businesses and support what they do so that communities can grow and inspire.

From Connecticut to Kenya, research to outreach, from freshman to chairman and classroom to boardroom, we all send all a heartfelt thank you for allowing us to be a part of your story — and we look forward to the next chapter together.

***With Fondness,
Your Friends at the University of
Connecticut Family Business Program***

Where Are They Now?

Rachel Thayer

"Hello, my name is Rachel Thayer and I am 16 years old. My grandfather is Dick Thayer, the owner and founder of Thayer's Marine. I am filling out this application today as a surprise for my grandfather ..."



Rachel Thayer speaks at the 2004 Connecticut Family Business Awards ceremony.

...And with those words, she captured our hearts and the very soul of family business.

Standing at the podium for the 2004 Connecticut Family Business of the Year Awards — and presenting her grandfather with the 1st-place award in the small business category — Rachel Thayer's family sat in shock and admiration that such a young girl could so eloquently capture the meaning of family business. In fact, Rachel single-handedly wrote and submitted the application for Thayer's Marine

— phoning in after school or during breaks in the day to check on the status of the application and ultimately convincing her family to attend the awards ceremony by telling them that the UConn School of Business was having a banquet for family businesses in Connecticut and it was important to her that they all attended together.

So, where is Rachel Thayer now?



*Rachel Thayer,
2010.*

"Much has happened since we last spoke!" notes Rachel, now a 22-year old woman. "Right now I am working for my grandfather, managing our store and the marketing aspects of the business. I graduated from the University of Hartford's Barney School of Business with a BA in business management in May of 2010 (summa cum laude) and am working full time with my family — trying to grow our business, while pursuing aspirations of my own small business in design."

An entrepreneur herself, Rachel is focused on developing her own clothing and jewelry line — designing and fabricating garments and jewelry when not working at Thayer's Marine. She also just opened up a shop for a screen printing business with a number of machines and a potential storefront — hoping it will give her a push in the right direction.

"I am not sure what the future holds for me, but my goals are high, and perhaps one day my own business will be honored by your program," she said.





A LEGACY OF FAMILY BUSINESS: PROFILES

REYNOLDS' GARAGE & MARINE, INC.

Both an auto and marine dealership, Reynolds sells and services new and pre-owned Subarus while also operating a marina that offers Yamaha-authorized sales and service.

When 23-year-old Ephraim Otis Reynolds established his carriage factory in 1859, neither he nor his friends and family could have possibly imagined that the company he founded on a shoestring would through adaptation and change endure for over 150 years. Currently owned and operated by the fifth and sixth generations of

Reynolds, the company has continuously operated in the same location for over 150 years serving transportation needs for travel by land and by sea. Reynolds' Garage & Marine Inc. sells and services new and pre-owned Subarus and numerous boat lines, including Edgewater, Skeeter, Ranger, G3, Cobia and Yamaha outboards with a marina that offers both summer dockage and winter storage. The secret to their longevity and success might be in the fact that every generation has

purchased the business from the prior generation, while still embracing risk and change, apparent since the beginning.

After learning the carriage trade from his Uncle, Ephraim established his own shop in 1859 on Hamburg Cove in Lyme, CT. Every one of Ephraim's carriages received a hand-rubbed coat of varnish, leather-upholstered seats and cushions, and a black patent-leather dashboard; attention to detail was the key to his success. In addition to manufacturing the carriages, Ephraim operated a general store that included all the necessary items for those that lived and worked in Lyme. By 1890, Ephraim could not compete with companies who manufactured carriages in an assembly line production, but he saw opportunity and ventured into the repair business.

Before he retired to Essex, Ephraim sold the repair shop and the general store to one of his sons, Hayden.

The carriage was quickly becoming replaced by the automobile, and Hayden's son Donald became interested in automobile repair, so Hayden encouraged him to set up a workshop in a three-car garage located directly below the store. Hayden rented the space to Donald. Donald's business began to grow, and in 1923 he began to build a new service building to accommodate his growing business. Donald also began selling and servicing Model T-Fords, Studebakers, Chevrolet and others.

Economic times were difficult though, and when the depression hit in 1929, no one could afford to buy a new car, but everyone still needed transportation, so they had to keep their cars running. Service became the focus and Donald was able to keep his business going on repair work only. Employees rotated their work days and shifts so that no one lost their job completely.

In 1936 the first building was erected at the marina, as Donald was an avid boater looking to expand the business since his son Leland had joined him. The marina hauled, stored and repaired boats for many years. The first hauling engine for the marina, a 1908 Bridgeport automatic, was purchased from a junkyard for about \$100 and is still used today. Donald ran the marina, along with the auto service, until the early 1950s.

As with prior generations, in 1942, Leland purchased the business from his father Donald. In 1946 Leland acquired the first direct agency, Studebaker, so that Reynolds' could conduct business as an independent dealer. In 1955 Leland added on to the rear of the service building but since he didn't believe in borrowing money, and could not afford a cement floor, for many years, the building had a dirt floor. In 1964, Leland became a Land Rover dealer until 1974, when Land Rover went out of business. Fred Butterworth, a Land Rover salesman who



2004, fourth, fifth and sixth generations of the Reynolds family receive the National Automobile Dealers Association Century Award. L to R: bottom row - Kathryn, Leland and Hayden; top row - Gary and Thomas.

Year founded: 1859

Location: Lyme

Employees: 25

Product or Service: Auto and Marine Dealership

Web sites:

www.ReynoldsBoats.com

www.ReynoldsSubaru.com

had dealt with Leland, was out of a job and went to work for Peugeot. It was he who convinced Peugeot to offer Leland their franchise. Leland sold Peugeot from 1970-1991, when Peugeot stopped manufacturing in the USA.

In 1977, Gary purchased the business from his father Leland. Gary had first tried it in the corporate world, working for the Ford Motor Company in Detroit after graduating from Babson College. He quickly learned that he did not like the corporate culture and missed the traditions and integrity of a family-owned business. It was in 1991 that Gary acquired the Subaru franchise, a difficult decision that in hindsight was an excellent choice. Subaru was the only auto manufacturer with an increase in sales in 2008 and continues to gain in popularity with their exceptional all-wheel drive system and safety ratings.

Gary's three children all joined the dealership after their own endeavors elsewhere upon graduation of college. They all share one common goal, perpetuating the family business and leaving the opportunity for the next generation, just like generations past. Gary's oldest son, Thomas is an avid bass fisherman and ap-



July 2006 photo of Gary Reynolds in front of the company's Subaru building.

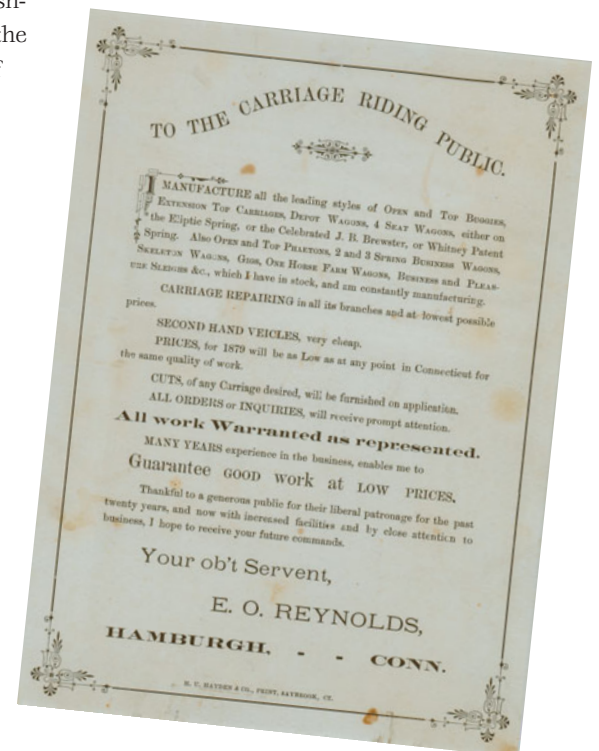
proached his father in 1995 to expand the business by adding tournament bass fishing boats. Gary knew the risk but saw the passion in his son. With the addition of Skeeter Boats, sales were slow initially but Reynolds' is now one of the largest bass boat dealers in New England.

Hard work, determination, friends and community have been mainstays of the Reynolds family since 1859.

Gary and his children, the sixth generation, Thomas, Hayden and Kathryn, continue to operate Reynolds' Garage & Marine with pride and commitment, into the next generation treating customers fairly and honestly. Strong family ties may well be one of the keys to the success of Reynolds' Garage & Marine Inc. As with past generations that were equally committed to customer service, Reynolds' will continue to be "Big Enough to Serve You and Small Enough to Know You."



2009, Fifth, sixth and seventh generations of the Reynolds family displaying a service award. L to R: Teddy Wayland, Hayden, Gary and Thomas Reynolds.



Ad written by Ephraim to the carriage riding public, circa 1879.

GUIDA'S MILK AND ICE CREAM

In 1929, Al Guida II delivered 13 quarts of milk every day in his personal pickup truck. Today, with a fleet of 200 trucks, Guida processes a million gallons every week.

In 1946, HD Hood bought the dairy in West Hartford where Al was a sub-dealer. When Hood decided to stop selling through sub-dealers, Al went looking for another dairy to sell for. He approached JH Seibert and asked if he could sell their milk. Instead of hiring him as a sub-dealer, Seibert offered to sell the business

Guida and Ashley Davis, as well as his nephews, David and Mark Zydanowicz, are all involved with the family business plan to carry the Guida legacy to the next generation. "One great thing about running this family business is that there's always a Guida at the plant when someone stops by or calls," Michael says. "We

all know what's going on. Everyone gets involved and we are able to rely on each other."

In addition to counting on family members, many of the dairy's employees have been with the company for extended periods of time and are treated like family. As Michael explains, "We have employees who have been with our company for more than 55 years. We give away trips to Hawaii to every employee who has been with the company for 25 years. We've given away more than 60 trips over the years!"

In 2010, Dairy Food magazine rated Guida as the 69th largest

dairy processing plant in the country and as one of the Top 25 family-owned, independent dairies. It is the last family-owned dairy in CT and one of only three in New England. The Guida family recognizes that there are both benefits and challenges that come with their size. "We're small enough to provide personalized service for every customer and we treat our employees like family, but we're large enough to comfortably handle the biggest accounts in the state as well."

Some of the challenges of being the little



Frank Guida, on left, and Bernie Guida, far right. The person in the middle is unknown.

to him and Guida Seibert was born.

Al and his brother Frank ran Guida Seibert and with their staff, delivered milk for almost 50 years. During that time, the business evolved away from home delivery and toward commercial delivery. The second generation of Guidas, including Bernie (now deceased), Michael (the current president), Al III and Jim (Frank's son), took over in the early 1990s and continued to grow the commercial side of the business.

Today, Michael's children, Jonathan Edward

guys have been exacerbated by the fact that the two largest fluid milk companies in the country are in Guida's backyard. "They are very stiff competitors because of their size. They have a lot of power and deep pockets." As Michael explains, milk is a commodity item and some people, especially in today's economy, believe that milk is milk; they don't think about the taste or where their milk has come from when they buy it.

But many Guida customers see things differently: they realize that price isn't the only factor worth considering. They realize that some milks taste better than others and that buying milk from a local dairy that buys from local farms has a positive impact on the local



PHOTO/FERECK PHOTOGRAPHY

Packaged milk ready to be shipped.

community. The entire Guida family realizes how important these customers are and the company invests heavily in research and a state-of-the-art plant to create exceptional products that customers will value. For example, they make sure that milk in a Guida bottle tastes better and is safer than other milks on the shelves. In fact, Guida was the first producer to use inner foil seals and is one of only two dairies in the country that continues to do so today to ensure freshness and safety.

Exceptional milk is their top priority; it always has been. But being a good employer and contributing positively to the local community are also very important goals for the Guida family. Guida was the first dairy in the country to include missing children on the side of their cartons and the dairy was recognized by President Reagan for including a "Say No to Drugs" side panel. They also support local high school sports programs and a number of other community groups.

"Our family emigrated from Poland, and I'm proud that with hard work and dedication, we have come so far. In today's economy of mergers and acquisitions, it's nice to be your own boss, to have your own company, and to compete with the big boys. Even though it's getting harder, we're survivors. Next year will be our 125th anniversary. We plan to make it to 200 by standing behind the Guida name. It's not just a company name, it's our family name."



PHOTO/FERECK PHOTOGRAPHY

A new 50,000-gallon raw milk storage silo, one of six silos at Guida Dairy.

Year founded: 1886

Location: *New Britain*

Employees: 250

Product or Service: *Independent Dairy*

Web site: *www.supercow.com*

ALBERT BROS., INC.

In 1891, Nathan and Lewis Albert came to Waterbury, CT, from their native country of Lithuania. Traveling by horse and wagon throughout the Connecticut countryside, Nathan and Lewis began their livelihood by selling tin goods and buying scrap metal.

In 1895, the Albert brothers began their own scrap yard. Like many immigrants before and since, they had the entrepreneurial spirit to seize newly presented opportunities.

In 1917 Albert Bros. moved to Judd Street in

older son Burt, entered the business and for the next three decades, Burt devoted his energy toward expanding the processing of industrial scrap. The company continued to grow, becoming one of the most well-respected companies in the region.

Spending 50+ years on Judd Street, Albert Bros. survived both the Great Depression, the 1955 flood, and many other setbacks, including the slow demise of the brass industry. Despite these challenges, the company continued to prosper and eventually outgrew the Judd Street location. Albert Bros. moved to its present location on East Aurora Street in 1971 which today comprises over 100,000 square feet and 21 acres of processing and storage areas.

The Fourth Generation

The 1980s brought the fourth generation of Alberts into the business. Eric, Burt's oldest son, joined the company in 1985 and Jonathan followed two years later. Today, Eric serves as President and Jonathan serves as Executive Vice President. Under their leadership, the company, along with one of the most experienced and professional group of employees in the industry, has grown and expanded with an ongoing commitment to invest in both its people and in ongoing capital improvements. This includes continuous training for all employees and the purchasing of state-of-the-art equipment such as shearing machines, balers, briquetters, cranes, material handlers, loaders and analyzers. As a result, the company has reached far beyond New England to serve manufacturers throughout the country and now provides high-quality scrap materials for recycling to customers around the world.

Since 1895, Albert Bros.' success can be attributed to these constants — thoughtful management; innovation; strategic expansion; a safe, welcoming workplace; business integrity; a demonstrated commitment to its customers, employees, and suppliers; and a long history of



From L to R: Eric, Burt and Jonathan Albert.

Year founded: 1895

Location: Waterbury

Employees: 70

Product or Service: Scrap Processing and Recycling

Web site: www.albertbros.com

downtown Waterbury to a 5,000-square-foot building on two acres. As Waterbury continued its industrialization and reputation as the "Brass Capital of the World," trucks and cranes with magnets replaced brute strength and horses. In 1919, 14-year-old Sidney, Nathan's oldest son, entered the family business. Ten years later he became President of the company at the passing of his father. During Sidney's era, the company was revitalized by his hard work and his long hours. As his father before him, he made integrity and customer service a hallmark of the business. In 1958, Sidney's

community and philanthropic involvement. On a national level, both Burt and Eric have served on the National Board of their Trade Association — The Institute of Scrap Recycling Industries (ISRI) and Eric also served as the President of its New England Chapter. In addition, Eric has just completed his term as President of the Smaller Manufacturers Association of Connecticut.

The family and its employees have also been very involved in many local charities including United Way, St. Mary's Hospital and the two soup kitchens in Waterbury. The company has been recognized by the Connecticut Community Foundation, the United Way and the Greater Waterbury Chamber of Commerce for all of its efforts. In fact, Burt was honored in 2009 by the Chamber with its highest award, The Malcom Baldrige Community Service Award.

Eric has stated many times, "Our success is totally attributable, not so much to our leadership, but rather, to each and every one of our employees who are out there every day doing everything they can to ensure that our suppliers and customers are receiving the best customer service and quality products in the industry — all done safely. That is how we have



Preparing structural steel beams.

built and will continue to build our company. The concept is simple: recycling made easy, but our people know the execution is much more difficult and that is where we shine!"

Many challenges lie ahead, including the loss of manufacturing in our region but Albert Bros. has positioned itself for the next generation by expanding the range of materials it handles and is able to process. Jonathan states, "For many years our company was able to grow along with the brass industry but that no longer exists. Through the years we have developed expertise in working alongside manufacturers to help them develop the most efficient scrap handling and recycling programs — something critical for their success. In addition,



Nathan and Lewis Albert, circa 1900.

we have successfully expanded into the recycling, processing and brokering of all metals including all steel grades, aluminums, coppers, brasses, stainless steels, aerospace alloys and precious metals along with paper and plastics."

Even amidst today's economic turmoil, Albert Bros. remains incredibly optimistic about its future. Recycling is here to stay and Albert Bros. is passionate about the role it can play in helping to conserve resources for future generations while making our community a better place to live and work.



Albert Bros. employee Gentian Duka delivering Thanksgiving turkeys for the United Way.

THE SIEMON COMPANY

Four generations of family leadership—with dreams, aspirations and sheer determination—have proven that American know-how and good, old-fashioned Connecticut ingenuity can work wonders.

In 1903, the world was ripe with innovation. In the Northeast corner of the United States, a transplanted mid-westerner with a flair for chemistry was mixing up his own version of 20th-century innovation and the American dream. Already an accomplished chemist with experience in the newly emerging field of plastics, Carl F. Siemon combined his unique formula with an equally ambitious \$2,500 invest-

a staple product for Western Electric (better known as AT&T).

During the war years, the company saw its first change in leadership. Taking over for his father, Carl M. Siemon steered the company through the Great Depression and into the economic growth of the post-war years. Carl M. relocated the company from Bridgeport to its current home in Watertown and consolidated operations with the Watertown Manufacturing Company, in which it already owned an interest.

The third Carl Siemon took over in 1957 and when telecommunications boomed in the 1960's, Siemon — a long-time supplier to Western Electric (AT&T) — negotiated a technology license with AT&T to make and sell the first Siemon brand communications product, its "66" connecting blocks. The "66" block quickly became the standard for installing new telephone systems and helped the company evolve from a contract manufacturer to a recognized industry brand. Customers wanted the best and began to ask for Siemon products by name.

In 1982, Carl Siemon turned the company over to his son, the current president, Carl N., who along with brothers John, CK and Hank Siemon, envisioned the company as the leading global supplier in the emerging network-cabling sector of telecommunications. The company began developing and producing innovative solutions for computer networks.

Today, Siemon is a global leader in specialized, high-performance network cabling solutions. The company has more than 400 patents specific to telecommunications and a local presence in nearly 40 countries. Siemon Labs invests heavily in research and development and leads the industry by introducing new categories of cabling to exceed industry standards.

"Innovation has been the key to our success," says Carl N. Siemon, current president and the fourth Carl Siemon to lead the company. "This company started with my great-grandfather's dream, and today we're still pursuing it. The



Siemon's Watertown, CT-based Global Headquarters and North American Manufacturing Facility.

Year founded: 1903

Location: Watertown

Employees: Undisclosed

Product or Service: Network Infrastructure

Web site: www.siemon.com

ment (equivalent to more than \$50,000 today), to create the Siemon Hard Rubber Company. The company created durable, imitation stag-horn knife handles that offered superior resistance to extreme temperatures.

Three years later, the company entered the fledgling telecommunications market with the 3-pole connecting block, a product that offered superior performance to the standard ceramic connecting block of the day, which had a tendency to crack and break. Fashioned out of a durable and moisture-resistant compound, Siemon's 3-pole connecting block soon became



Siemon family members and CT-based employees.

fifth generation of the Siemon family is even now joining us. Products and technology continue to change but the guiding principles are as strong now as they were in 1903. We build quality products, provide exceptional service, reinvest in technology and make a real effort to understand the needs of the market and our customers. Those goals, more than anything, have kept us at the forefront of the industry.”

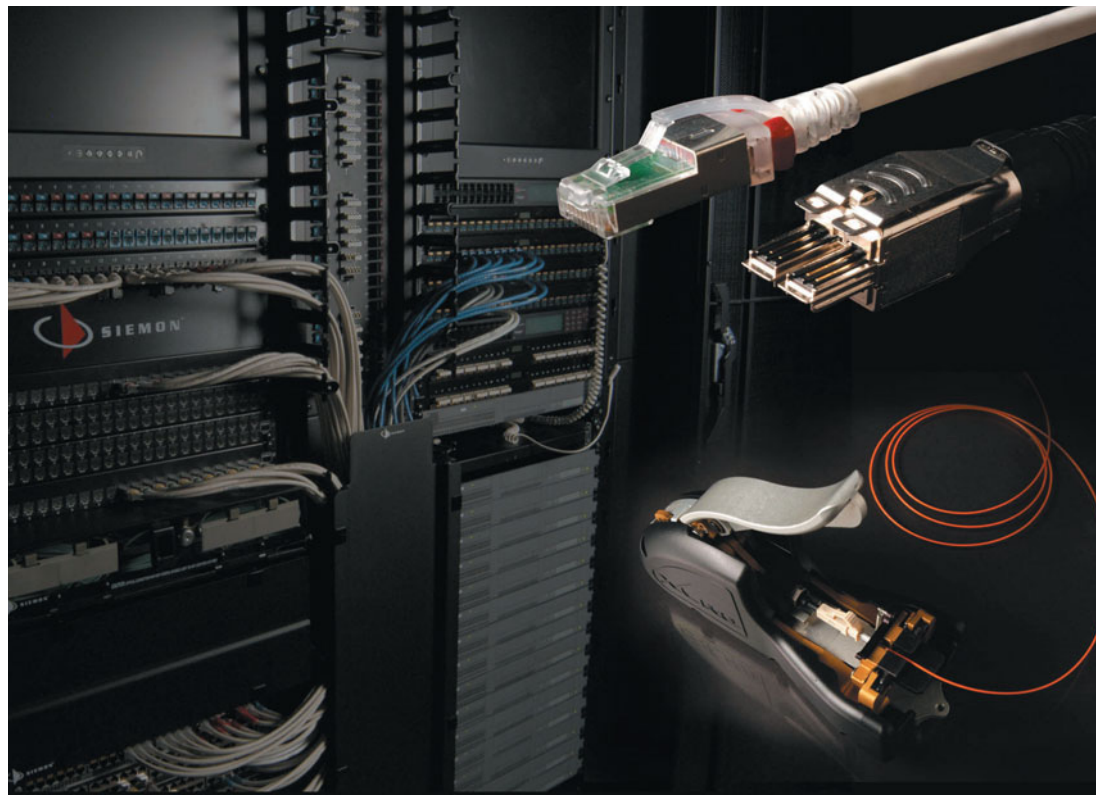
Environmental responsibility, sustainability and leadership have also set Siemon apart from competitors. In fact, the company was the first network-cabling manufacturer to achieve a negative carbon offset status. To do this, Siemon developed more energy-efficient and sustainable manufacturing processes, implemented zero-landfill recycling, increased its reliance on renewable energy sources (like solar power), and focused on conserving forestland. It also achieved ISO 14001, RoHS compliance.

In recognition of its green initiatives, the company has won four Green Circle awards. The award is given by Connecticut’s Department of Environmental Protection and is granted to companies and individuals for promoting pollution prevention, waste reduction, natural resources conservation, and environmental awareness.

“We didn’t set out to be carbon negative,” Carl N. Siemon explained. “For 50 years, we have made it a priority to be as efficient and environmentally responsible as possible. Becoming carbon negative was just a natural result of those efforts. Every enterprise — especially manufacturers — produce CO₂, but our success proves that there are economical ways to make a real difference.”

The Siemon Company is celebrating its past

and positioning itself for the future. With 20th-century values and 21st-century vision, The Siemon Company is living proof that hard work, dedication and a dream can take you far. As Carl N. Siemon says, “Nobody knows for sure what the future has in store, but we will continue to try to shape the future of our industry through innovation. By bringing value and benefits to our customers, channel partners and suppliers, we can create opportunities for our employees and future generations of the Siemon family.”



Siemon copper and fiber optic network cabling products.



This fourth-generation, family-owned company provides a wide range of business services all oriented towards one common goal: providing comfort and trust in the handling, storage, and relocation of customers' highly-valued assets.

In 1915, William B. Meyer started helping Bridgeport residents with local moves and large-item pickups with his horse-drawn wagon. In the following years, he purchased a truck chassis with two interchangeable bodies (one for freight and one for household items) and began delivering ice, transporting caskets for funerals, and delivering furniture and appliances for local department stores.

After World War II when people started moving across the country, William B. Meyer, Inc. began making long distance moves and the company became a founding agent of United Van Lines. Today, the company has greatly expanded its business services to include records storage, order fulfillment, logistics, IT asset management, and rigging, and continues to lead the way in residential, office, and library relocation.

This service evolution is due in part to Connecticut's moving away from a manufacturing and industrial environment. "To succeed through the many transitions our state has experienced in the past 95 years, our business has had to expand and modify its service offerings without changing the underlying principles," explains current President, Tom Gillon Sr.

The generational transitions at William B. Meyer, Inc. have been successful, according to Tom, because the family trusts each other and communicates openly. "Instead of brushing challenges under the rug, we talk about them honestly and address them proactively."

He also explains that the management team is extremely motivated and has always made

PHOTO: FERRECK PHOTOGRAPHY



Entering the 4th generation of family ownership, William B. Meyer, Inc.'s Tom Gillon, center, (President) is pictured with Tom Gillon Jr., left, (GM-Household Goods) and Mike Racette (GM-Storage and Logistics).

employee and client satisfaction top priorities. "You have to set aside any 'what's in it for me' attitude and focus on what's best for the business. When each employee is committed to providing exceptional service to every single client, transitions can go smoothly. We all have the same goals and the same vision, so we can focus on making clients happy instead of getting caught up in the minutiae of the transitions."

When thinking about the company's future, Tom talks about more growth and more changes. "Instead of sitting on the sidelines and waiting for the economy to recover, we are actively investing in our staff, our equipment, and our facilities. We believe the current economic down-turn is providing an opportunity to build and position ourselves to take full advantage once the market starts to improve."

Year founded: 1915

Location: Stratford

Employees: 300

Product or Service: Residential Moving, Office Moving, Library Relocation, Logistics, Records Management, Fulfillment, Rigging, IT Asset Management

Web site:
www.williamsbmeyer.com

ULBRICH STAINLESS STEELS & SPECIAL METALS, INC.

Ulbrich Stainless Steels' mission has remained the same since 1924: to provide a superior product on time and create value for its customers.

The silverware and scrap metal that Fred Ulbrich Sr. sold in the 1920s wasn't quite as high-tech as the advanced specialty parts his namesake produces today, but Fred Ulbrich Sr.'s

sumable end product; instead, it prepares stainless steel, nickel, titanium and other specialty metals for clients that are manufacturing high-tech products in very sensitive environ-

ments. For example, it creates metal for parts used in pacemakers, orthopedic implants, nuclear reactors, missiles and cars, among many industries and markets.

In order to protect itself from economic downturns, when purchases of stainless steel often tend to slow, Ulbrich has focused its growth in industries that can't afford to be put on hold, like medical devices and energy generation. New products are a key to the company's future.

The company has also expanded geographically to reach all parts of the globe. It has service centers, sales offices and manufacturing plants in Austria, Ireland, Mexico, Canada, China and Hong Kong as well as across the United States. Ulbrich follows its customers throughout the world and supports their changing needs.

For Ulbrich Stainless Steels, a major factor in making a superior product is hiring, training and maintaining a superior team. "At Ulbrich, employees are expected to

do their best. If they don't, they won't last. And that's not because of management pressure; it's because of peer pressure."

Even though this work environment may sound harsh, Fred explains that Ulbrich Stainless Steels is a very supportive place to work. "To us, successful management is having the right person in the right job. We are dedicated to making that happen and we invest in our teams to make it so." Every manager is expected to support their team, be understanding about employees' situations and commit to



Group representing Ulbrich's 700 employees: 279 years of experience serving customers' needs year after year.

Year founded: 1924

Location: North Haven

Employees: 700

Product or Service: Processor and Distributor of Stainless Steel and Special Metals

Web site: www.ulbrich.com,
www.pvribbon.com

strong work ethic and family-focused business have stuck around. Today, with 15 companies in six countries and 700 employees, traditional values are still part of every decision.

As Chairman Fred Ulbrich Jr. explains, "This business continues to be based on three principles: integrity, precision and old-fashioned standards. We supply the best product we can make, we charge a reasonable rate, and we address problems quickly when they come up."

Ulbrich Stainless Steels doesn't make a con-

doing what's right at every turn. Employees are encouraged to speak up and to grow into their fullest potential, even if that means moving up and on from Ulbrich. "Often when employees leave," Fred explains, "they end up sending business back to us, so we look at it as an opportunity, not a threat."

Fred and his son Chris, who now runs the day-to-day operations of the business, are proud to have been able to offer meaningful employment to so many people over the last 86 years. Fred's parents were always thinking about how they could help make their three sons' lives better and encouraged them to go to college and into the Army. As Fred Jr. says, "That mentality — always thinking about improving life for your kids — has always been a part of this company's management style. My father ran the business with that goal, my brothers and I ran it that way and now the third generation does the same. We are committed to helping our employees improve their lives so they can do the same for their children."

For the Ulbrich family, working together has been a positive experience. Fred explains that it's terrific to work with his family, even though it can create challenges. "We have diverse opinions. We have family squabbles just like other families, but we are able to put them aside and focus on the long term goals of the business. We also support each other when we make a decision as a team, even if we would have made a different decision individually."

Working with family also means that decisions can be made more quickly than in other large businesses, since there is no bureaucracy. As Chris explains, "The bottom line isn't our only motivating factor. We can pay attention to issues that public companies may not be able to address. We realize that we have to address the issues that affect us; we can't just stick our heads in the sand and hope they go away."

Chris Ulbrich explains, "In our future, the



PHOTO/ FIERECK PHOTOGRAPHY

Chris Ulbrich, third generation (left) and Fred Ulbrich (right), second generation with a sample of pre-rolling coil stock.

products that use our parts will probably evolve and we will work with new industries, but if we focus on being a pioneer and continue to lead the way in quality, utility and technology, as we have always done, we will be successful. Our company will continue into future generations, as the fourth is now involved in the business."



In 1945, when her interior design business started to slow, Ruth Campbell Bigelow turned her attention to tea. Today, her family produces some of the most recognizable teas in the country.

One in four boxes of tea sold in this country bears the Bigelow name. Their flagship brand, "Constant Comment"®, is still blended using the same recipe Ruth Bigelow created 65 years ago, by Ruth's son and his wife, and continues to be one of America's number one specialty tea flavors.

After running Bigelow Tea for ten years, Ruth passed the baton on to her son David Campbell Bigelow, who, along with his wife, Eunice, expanded the line of teas to include herbals, decafs and green teas. They ran the business until 2004, when their daughter, Cindi, took over day-to-day operations.

Sixty-five years of growth and three generations of leaders have led to many new flavors and ideas about running the Bigelow family business. It has even led to the acquisition and restoration of a 127-acre tea plantation in South Carolina, which is the only commercial tea garden in the country. But one thing has not changed. As Cindi explains it, "Under no circumstance will we ever compromise quality." Cindi's parents continue to participate in the testing of all recipes and purchasing of ingredients.

Some of the keys to success for this business are in the Bigelow family recipe box. Other factors are in Cindi's management style. "I'm proud of the fact that I took the time to learn the foundation of this business from my parents, but also that I have been able to put my mark on many different parts of the business over the last few years."



"Constant Comment"® Tea – still an American favorite.

PHOTO/PETER BAKER STUDIOS



Cindi Bigelow, President. Third generation Bigelow is steeped in the family tradition.

During her twenty-five years with Bigelow Tea, Cindi has had the opportunity to tell thousands of people her family's story. She used to lecture about the health benefits of tea and the history of the family business. Now she talks more about business issues like management, marketing and their continuing passion for the tea industry. "A family business is a jewel. I always tell people that we have a big job ahead of us; we can't take our eye off the ball, people are counting on us. We can't let a name influence who we are or we'll focus on the wrong things."

As she explains, "We have a responsibility to create a positive experience for our employees and for our customers. Our attention is focused on staying passionate, creative and committed. Our future looks bright."

Year founded: 1945

Location: Fairfield

Employees: 300

Product or Service: Specialty Teas

Web site: www.bigelowtea.com

BOZZUTO'S INC.

In New England and beyond, the Bozzuto family name stands for two things: groceries and philanthropy.

Grocery stores large and small from Maine to Maryland know that Bozzuto's Inc. can make their job of selling groceries and household products easier and more efficient. As a wholesaler, the company offers grocery, frozen,

Cheshire, CT, and with distribution centers in Connecticut and Pennsylvania, the company provides a customized range of services to more than 750 retailers.

The company is one of the most recognized wholesale grocery distributors in New England, but this second-generation family business, now run by Adam's son, Michael Bozzuto, has its sights set on more than just groceries. Providing support to the Special Olympics and other local community groups has been a top priority since the company's early days.

Since 1978, the company has raised over two and a half million dollars for local communities and charitable organizations with their annual Adam J. Bozzuto Memorial Charity Golf Classic. In August 2010, the company organized the 10th Annual Dream Ride, which gave car and motorcycle enthusiasts from eight states the opportunity to show their support for the Special Olympics, both financially and in spirit. More than 10,000 riders have helped the Dream Ride program raise more than a million dollars for the Special Olympics over the last decade.

Though much of the firm's philanthropic efforts are focused on local communities, efforts have been expanding geographically. For example, Bozzuto's raised more than a half a million dollars in relief after Hurricane Katrina and Bozzuto's Helping Hands for Haiti raised money for the relief efforts there. The company has been a strong supporter of Toys For Tots and the Make-A-Wish Foundation, has supported The Pajama Project, which provides much needed warm sleepwear for under privileged children, and has donated products to The Cookie Platoon, which sends care packages to our servicemen and women overseas. Bozzuto's has also been an avid supporter of the local DEA, donating equipment and facility space for training.

"I think we all have a responsibility to help those in need. We don't do it for publicity. We don't do it as a favor. We give back to



Brother and sister Jayne Bozzuto, Vice President and Michael Bozzuto, Chairman, President and CEO of Bozzuto's Inc.

dairy, specialty, produce, meat, seafood, deli, bakery, and non-foods to its retailers along with services such as ad design, marketing, retail accounting, payroll services, engineering, and retail technology, just to name a few. If there's a way to help independent grocers take advantage of a network of suppliers and services, Bozzuto's offers it.

In 1945, Adam Bozzuto's father owned a small grocery store. At the time, retailers bought products in bulk and re-packaged them for their shelves. Having worked in the store, Adam figured he could help other retailers by providing this service for them and Bozzuto's Inc. was born. Today, headquartered in

Year founded: 1945

Location: Cheshire

Employees: Over 1,300

Product or Service:
Wholesale Distribution Center

Web site: www.bozzutos.com

the communities in which we live and work because we all know someone who is ill, has fallen on hard times, or is challenged in one way or another. It makes me proud that the Bozzuto's family of associates and retailers all come together in support of the various programs we run or participate in. We care." says Michael Bozzuto.

Even though the Bozzuto family and staff members are indeed passionate about giving back to their communities, providing exceptional service to their retailers is always their top priority. Whether the retailers are small or well-known, large format regional chains, each retailer receives a customized package of services and customer service is top-notch. In efforts to provide exceptional customer service, the company recently expanded and updated its distribution centers and invested in leading edge technology in its transportation and ware-



Dream Ride riders prepare for departure at the annual event that raises funds for the Special Olympics.



Adam J. Bozzuto, Founder of Bozzuto's Inc.

house divisions.

The firm's goal is clear: to be the top wholesaler in the markets it serves. As a five-time winner of the IGA International President's Cup (the highest honor possible), the Bozzuto family is making that goal a reality.

If you ask Michael Bozzuto why people choose to do business with his company, he'll tell you about old-fashioned values. "Store owners choose to work with us, in part, because we are independently owned, not corporate. Many of our clients are family businesses, like we are, so we know how to help them; we understand their needs. In 1945, my father built this company based on strong values and meaningful relationships; we continue to do business the same way today. Our retailers appreciate that."

Meaningful relationships with employees are just as important. As Michael explains, "We are committed to developing and nurturing relationships with our employees. We empower each employee — from truck drivers to people with administrative duties — to make decisions that will help them do their jobs effectively. Just as our retailers trust us to make smart decisions, we trust our employees to do the same. It's a win-win-win situation."

CARMON COMMUNITY FUNERAL HOMES

In 1945, after spending two years fighting in World War II, Frank W. Carmon Jr., a highly decorated veteran, came home to his wife, Nan, and they purchased a brick house on Poquonock Avenue in Windsor.

They raised four children in their home on the second floor and ran a funeral home downstairs.

“My brothers and I have been in this business since we were 13,” their son and Vice President, Frank W. (Bill) Carmon III says. “In the beginning, we washed cars. That’s where we learned respect; funeral cars had to be immaculate. My dad taught us to take pride in our work and to show respect to families who were dealing with the loss of a loved one. That pride and respect, combined with passion, keeps our business moving forward today.”

For the Carmon family, “passion” isn’t just a buzzword. The entire staff is passionate about their community and committed to being there for friends and family.

“We are invited into peoples’ hearts at one of the worst times of their lives and we take that responsibility very seriously,” explains his brother, John C. Carmon, President of the company. “These are our friends and neighbors.”

“Even if we don’t know a particular family personally, we are certainly connected somehow,” adds John. “It is our responsibility to support people, even when it’s difficult. I always say: ‘The day you stop feeling your emotions is the day you have to retire.’”

“Our father was extremely well-respected in the community,” notes Bill. “He passed a strong sense of community responsibility to all of us and we’re proud to continue his work today.” John, Bill, and their brother, Rick (now retired), volunteer for many local organizations and their sister, Margie, who doesn’t work directly with the family business, serves her community as an employee of the Windsor schools.

Part of that civic responsibility is educating people about death, the grieving process, elder services, and logistics surrounding funerals. They offer support groups for young widows and widowers, educational seminars for hospice nurses and religious groups, and school children take field trips to the funeral homes. In 1996, they founded Mary’s Place — a Center for Grieving Children and Families in Windsor. In 2010, New Day Counseling Center opened in Avon to offer additional support. “We want the community to know we support them at any time, not just when someone passes away,” John explains.

Another part of that responsibility is recognizing veterans for their sacrifices. Frank W. Carmon Jr. received three Purple Hearts and the Distinguished Service Cross, among other decorations, during World War II, and four



PHOTO: FIERECK PHOTOGRAPHY

Founder Nan Carmon with Front (left to right): Frank W. (Bill) III and John C. Carmon; Rear: Frank W. IV, John (Jay) Jr., and Mattheu.

members of the immediate Carmon families currently serve in the U.S. Military, so respect for veterans comes naturally. They have coordinated bus trips to Washington, D.C. so veterans could see the World War II Memorial with their own eyes, and were instrumental in bringing the largest travelling replica of the Vietnam Wall to the Northeast for the first time.

When a loved one does pass away, the entire staff stands by the family, offering guidance, support and highly personalized funerals to celebrate the life of the deceased. The Family Center at their Avon location has been transformed into a log cabin scene to celebrate the life of an avid camper, housed a bocce court, and welcomed a Harley Davidson. Funerals can be broadcast live on line so people anywhere in the world can participate, and ethnic traditions and cultural expectations related to death are incorporated into ceremonies wherever possible. For decades, the family also has organized annual community remembrance services to give families a formal way to remember loved ones.

Today, because of their reputation for passion and personalized attention, the family owns eight funeral homes and a crematory,



Sen. Chris Dodd greeted U.S. veterans on Carmon-hosted bus trips to Washington's WWII Memorial.

and a third generation of Carmons are funeral directors in the firm: Frank W. IV; John (Jay) Jr.; and Matthew. Over the years, when owners of nearby family-run funeral homes decided to retire, many approached the Carmons and asked them to purchase their business. "We never went out looking to buy, that's not our style," Bill explains. "But if another family decides to sell and asks us to take care of their families, that is the ultimate compliment."

Nan, now 86 years old and still managing the company's books, is very proud of the work her family does. She has kept every one of the thousands of thank-you letters she received from clients over the years and speaks fondly of them: "The gratitude expressed in each one truly touches my heart."

"This work, if done well, positively impacts people's healing," John concludes. "If we can help families and individuals develop better coping skills, we can help them deal better with other life crises. There are few occupations where people have an opportunity to touch and help so many lives."

PHOTO/L. FIERECK PHOTOGRAPHY



The Carmons own eight funeral homes and a crematory.

Year founded: 1946

Locations: Windsor, Granby, Suffield, South Windsor, Rockville/Vernon, Avon

Employees: 70

Product or Service: Funeral and Cremation Services, Death Education, Bereavement Support

Web site:
www.carmonfuneralhome.com

HORST ENGINEERING & MANUFACTURING CO.

Jewel-like quality has been a hallmark of Horst Engineering & Manufacturing Co. since its founding in 1946.

The fierce determination, integrity, and passion that goes into making precision machined components for aerospace, medical, and other high technology industries; is attributed

machine tool, and aircraft industries.

After four years working from the second story of a barn, Harry built his dream plant in 1950. Located at the time in what was a new East Hartford industrial area, he thought he had all the space that he would ever need. The company is still headquartered in the same neighborhood, but its boundaries have been expanded globally.

Harry and his spouse, Sylvia, had three sons. Stanley, Steven, and Bert Livingston have all worked in the business, but it was Stanley and Steven, with support from Stanley's spouse, Lynn, who grew the business during the second generation of ownership. Bert forged a career in insurance and estate planning, serving many other family businesses. Over the years, many other family members have worked in the business.

Stanley and Steven turned the company's focus to contract manufacturing. In the 1980's and 1990's, commercial and military aerospace became the core markets for Horst Engineering's products as the company invested in state-of-the-art machining technologies. Swiss screw machining, turning, milling, roll threading, centerless grinding, and assembly are the primary processes that the company uses to manufacture close tolerance metal and polymer parts for critical applications. The company specializes in low-volume work and is known for producing a wide variety of parts that are made from difficult materials. The company's parts can be found on different types of aircraft around the globe.

Over the years, the main plant has grown, new plants have been added and acquisitions have been made. In 1995, Thread Rolling Inc. was established following the acquisition of Egan Machine, a Bristol-based manufacturer, to provide expanded threading and grinding services to other manufacturers.

President and CEO Scott Livingston, is Stanley and Lynn's son. He joined the company in 1995 and became president in 2001. Scott has built a professional management team to



PHOTO/ ALAN GRANT, DIGITAL CREATIONS, LLC

L to R: Stanley, Scott, Lynn, and Steven Livingston comprise the Family Management Team.

to the values of this enduring family enterprise.

In October 1938, Horst Rolf Liebenstein, brought his heritage, ingenuity, and entrepreneurial spirit to Ellis Island, but left everything else behind in Germany. He was alone in a new world and from that point forward he was known as Harry Livingston. His family life was forever changed. He left many loved ones and traditions behind, but he began a new legacy that continues today with the success of Horst Engineering.

Horst Engineering has evolved to keep pace with the changing manufacturing economy. Harry Livingston started the business in Hartford, Connecticut, with a focus on engineering services, and tool and die work. The company designed and manufactured custom tools, parts, machines, and solutions for customers in the typewriter, firearms, hardware,

Year founded: 1946

Location: East Hartford

Employees: 77

Product or Service:
Manufacturer

Web site:
www.horstengineering.com

help guide the company's future growth. He has spearheaded the progressive family business model that has inspired many other business-owning families to look at their succession plans differently. Horst Engineering's management team supports a group of talented employees who are committed to manufacturing excellence.

In 2006, Horst Engineering de Mexico was launched in Sonora, Mexico. The maquiladora, located in the city of Guaymas, produces aerospace and industrial components for customers in Mexico, the United States and Europe. The strong manufacturing heritage in Connecticut is mirrored by a similar heritage in Sonora.

Horst Engineering and the Livingston family have supported many community, social and environmental organizations. Thread Rolling Inc. is a member of 1% for the Planet. The companies are known for their environmental stewardship which includes support for not-for-profit organizations in the outdoor education, recreation, and conservation areas. The Appalachian Mountain Club, Connecticut Forest & Park Association, Green Mountain Club, Riverfront Recapture, and the Sonoran Institute have all benefited from the company's support.



PHOTO/HORST ENGINEERING ARCHIVES

Horst Liebenstein (Harry Livingston) immigrated via Ellis Island in October 1938.



PHOTO/ALAN GRANT, DIGITAL CREATIONS, LLC

Horst Engineering manufactures precision machined components for high-technology industries.

In 2008, following the acquisition of Crystal Precision, an Acton, MA based firm; the company renovated its 41 Cedar St. plant in East Hartford to make room for a new research and development cell. The Horst Medical business unit was launched with a focus on surgical instruments, and orthopaedic and dental implants. A 39kW solar PV electric power system with 128 rooftop panels provides power for 60 percent of the building's electricity needs.

Many people know of Horst Engineering because of the brightly colored orange and black jerseys worn by members of the company sponsored cycling team. Since 1997, Team Horst Sports has excelled in amateur endurance sports, garnering tremendous results. Current and alumni members of the team have competed all over the globe in road cycling, mountain biking, cyclo-cross, trail running, road running, triathlon, adventure racing and other challenging disciplines.

Horst Engineering's 2020 plan is geared toward more growth. The company has accelerated its lean enterprise journey and remains steadfast in its drive to retain a manufacturing skill base in Connecticut. Lean enterprise is a customer centric growth strategy that helps organizations create new capacities and skills by eliminating waste while maintaining respect for people. Tradition and innovation are balanced at Horst Engineering as seasoned employees mentor the new generation of workers. Company leadership often refers back to the days when much of its business was derived from the typewriter manufacturing industry. The point is that the company will continue to evolve, just as it has done for more than 65 years.

PHOTO/HORST ENGINEERING ARCHIVES



Team Horst Sports is one of many community and non-profit organizations that the company supports.

MOTORLEASE CORPORATION

The last few years haven't been easy for the auto industry, but Motorlease Corp has proven that with the right products and an effective management style, success is still possible.

"A third of the cars sold in this country are sold as part of a commercial fleet, but unless you're a user, you've probably never heard of us or our competitors," explains current Motorlease Corp. President, Jack Leary.

take it back. By 1980, the Leary family had acquired sole ownership of the business and has managed the company ever since.

Today, Motorlease works with companies across the country that are big enough to need a fleet of cars (ranging in size from 15-250 cars), but not so big that they have an internal department to take care of their automotive lease needs.

"We cater to a very specific niche," Jack explains.

"Companies that need one or two cars would be better served by a local car dealer, and huge companies with thousands of cars typically can take care of this internally. We know our niche and don't try to pretend that we can be everything to everybody." That focus has served them well.

In addition to a targeted marketing plan, the team-structured work environment has also contributed to their success. When Jack and his sister, Beth, took over the company, they took a long hard look at where the company was and how it got there. To better serve their clients and to eliminate inefficiencies, they decided to eliminate the one-person-one-job work style and implemented a team approach instead. They also

put a profit-sharing plan in place.

Although some employees were frustrated by the changes, the promise that no one would ever be terminated as a result of the team becoming more efficient resulted in a team that works hard to achieve one common goal: exceptional service for each client.



PHOTO/ARTISTIC IMAGES OF CANTON, MARIANNE HEBENSTEIT

L to R: Dan Leary, Jr., Beth Kandrysawtz and Jack Leary.

In 1946, three bankers, including Jack's grandfather, Daniel Leary Sr., approached a car dealer in Torrington and offered him the financing that would one day fund Motorlease Corporation. He accepted their offer, but when he passed away, his wife, who wanted nothing to do with the business, asked the bankers to

As the auto industry has struggled over the last few years, the success at Motorlease gives Jack and Beth confidence that the changes they put into place were the right ones. “We had a team of smart people helping us make those decisions. Plus, the bottom line is that profit sharing works. Our employees are successful when this business is successful. That is a strong motivator.”

Today, Motorlease prides itself on being the “gold standard” in the industry. The company offers full maintenance on its cars so clients don’t have to pay out of their own pockets for service. It also offers group insurance policies to reduce costs and administrative tasks. Motorlease authorizes, tracks and pays for repairs, monitors warranties, works directly with repair shops, and tracks registrations so clients can focus on their business, not their cars. “Some people won’t want to pay for the gold standard, but we’ll never lose a bid for the quality of our service,” Jack explains.

This is a group of people who are committed to consistent process improvements. Jack and Beth know that if they aren’t paying attention to the market and always working to become smarter and faster, their competitors will be. “We want to be the ones developing innovative products, not just reacting to the market and lagging behind people who are smarter than we are,” Jack explains.

But, on the other hand, “this doesn’t have to be drudgery or awful, boring work,” he says. “We want work to be fun for our employees.” The company schedules monthly activities that are designed to get employees away from

PHOTOGRAPHY



Company founders, L to R: Philip O'Neill, Horace Corbin and Daniel Leary, Sr.

their desk for an hour or so and put a smile on their faces.

Jack and Beth started running the company in the 1980s and because of their different perspectives and work styles — she likes to be in the office and he’s on the road most of the time — they work very well together. Their father, who ran the company from 1960 until they took over, still contributes as a member of the Board.

“Being a family-run business is absolutely a benefit for us. It creates an extra layer of trust and confidence that you just don’t have anywhere else.”

Year founded: 1946

Location: Farmington

Employees: 30

Product or Service:
Automobile Fleet Leasing

Web site:
www.motorleasecorp.com



PETER PAUL ELECTRONICS CO., INC.

If the story of Peter Paul Electronics in New Britain were only about its products state-of-the-art solenoid valves that have wide applications in a host of commercial, industrial, and consumer products, it would be a good story in itself.

It would begin as the Peter Paul Coil Company, which became Peter Paul Electronics in New Britain and a parallel company, Peter Paul Electric, in Fajardo, Puerto Rico. It would be about manufacturing innovation, technical advances, and engineering expertise.

But the Peter Paul story is a family story, an entrepreneurial story, an American story. It's about three generations of the Mangiafico family whose patriarch, Paul 'NuNu' Mangiafico, emigrated to the U.S. from Sicily, worked as a beautician, and then applied his business acumen, his passion for technology, and innovative ideas about manufacturing in creating Peter Paul Coil Company, which later became Peter Paul Electronics.

NuNu shared both his love of technology and his business skills with his two sons, Paul and Michael. When the opportunity arose to establish a manufacturing facility in



Michael Mangiafico

Puerto Rico, Michael, his wife Ginny and daughter Shelly moved there in 1972, and for 37 years he was President of Peter Paul Electric, Inc. which assured that it not only kept pace with but led the industry in manufacturing and technological innovation, including the production of coils, the plastics and metal stampings used in the company's solenoid valves.

With NuNu's passing in 1979, Michael became Executive Vice President of Peter Paul Electronics in New Britain, and he continued his father's habit of engaging other family members and blending their various skills, interests, and personalities into a truly multi-generational, multi-family company. Michael led major expansions of both the New Britain and Puerto Rico facilities in the 1980s; led the

purchase and renovation of the facility on John Downey Drive; collaborated with family members, Peter Paul employees whom he always considered part of the family, and outside experts on product engineering improvements; devoted significant resources to sales and marketing; and understood and led the implementation of new, efficient lean practices and technologies that will keep Peter Paul Electronics at the top of its industry for years to come.

With Michael's passing on July 14, 2010, an enormous hole has been left alongside his brother and business partner Paul S. Mangiafico, the President. Michael's sons Michael II and Kevin are taking on larger leadership roles at Peter Paul Electronics in New Britain, CT and Peter Paul Electric, Inc. in Puerto Rico. Michael was proud of the family joining the business. His wife Ginny, daughters Shelly and Lisa, Paul's wife Sandra, Paul's sons Mark and Gary and sister Lucy have been important teammates and leaders in the business.

Peter Paul solenoid valves are electromagnetically actuated, direct operating, plunger-type valves with soft seals and are capable of operating at less than rated voltage when full pressure is applied. They are built to Underwriters' Laboratory (U.L.) standards, and most valves are U.L. and C.S.A. listed for media up to 105 degrees Fahrenheit and ambient temperatures of 77 Fahrenheit and they're available in multiple combinations.

For more information about the companies and the family visit www.peterpaul.com.



Front Row left to right: Ginny Mangiafico (on arm of couch), Michael Mangiafico, Sr., Lucy Devin, Paul S. Mangiafico, Lisa Mangiafico (on arm of couch); Back Row left to right: Shelly Mangiafico Cyr, Sean Cyr, Jennifer Mangiafico, Gary Mangiafico holding Cole Mangiafico, Kevin Mangiafico, Michael Mangiafico II, Arelis Mangiafico, Mark Mangiafico, and Serafina Mangiafico.

Year founded: 1947

Location: New Britain

Employees: 125

Product or Service: Solenoid Valves, Operators, Electrical Coils, Manifolds, Gas Management and Fluid Power Systems

Web site: www.peterpaul.com

ALLIED PRINTING SERVICES, INC.

Three generations of the Sommers family, including one of the founders, are now involved in the day-to-day operations of Allied Printing Services, Inc.

In 1949, John F. Sommers and his wife Betina, got a bank loan with just a handshake. In their 150-square-foot garage, John put his entrepreneurial attitude to work and Allied Printing was born. In the beginning, John's

The company prints jobs of all sizes for large and small companies in the Northeast and across the country. Allied offers digital printing for short runs, sheet-fed printing services for medium runs, web offset printing for larger jobs, and provides fulfillment and mailing services as well. "We print pizza menus for the guys down the street and marketing collateral packages for large corporations with locations across the country. No job is too big or too small."

In addition to doing the printing, binding and finishing aspects of each job, the company also proofreads every item it prints, color corrects graphics, helps clients acquire mailing lists and mails directly from the US Post Office satellite office in its Manchester, CT headquarters. Clients can also log in to a web-based portal to print projects on demand and check inventory.

"We primarily do one job: we put ink on paper. But we do it well, and we provide all the ancillary services that go along with it. Sometimes that means being the watchful eye for clients that are overworked and overwhelmed; we make sure nothing falls through the cracks. Other times, it means educating people about conversion rates for direct mail advertising."

Allied's mission has been the same since the beginning, but its approach has changed significantly. As John Jr., VP of marketing and communications, explains, "We make it a priority to stay at the forefront of new technology and offer clients the latest and greatest in equipment, software, and automation processes. Today, we are processing more orders, but smaller runs and more targeted marketing. Changes in technology have made that possible."

Changes in technology have also meant a slew of options for clients. As John Jr. explains, marketing options have exploded but print is a traditional media. It has been a priority for Allied to remain relevant in the current media



Allied's plant in 1963 (between the humble beginnings in a garage and today's 262,000 square foot state-of-the-art facility).

goal was to provide a good life for his family. Today the one-time mom-and-pop printing shop is the largest family-owned commercial printer in New England and one of the top 100 printers in the country.

Allied now operates from three locations (including a 262,000 square-foot, custom-built facility in Manchester, CT) and is run by John's son, John G. Sommers, who has been in the family business since he was 14 years old, working his way through each department. Graduating college in 1978, John ran the shop and became president in the early 80s. As he explains, "My dad had the vision. Today, I'm making it happen."

Year founded: 1949

Location: Manchester

Employees: Undisclosed

Product or Service: Printing and Fulfillment

Web site: www.alliedprinting.com

mix, and as he explains, "Print is one of the most reliable, affordable, targeted forms of advertising there is today. We help clients take advantage of that."

With the "Allied Advantage," clients get better service and more options at a competitive price. Communication happens easily, workflow is streamlined, schedules are flexible, turnaround is fast, and employees hold themselves and each other accountable.

"As a family-owned business, we've grown by creating long-term relationships with customers and look out for their best interest," John Jr. explains. "We stay true to our values and don't cut corners so customers trust us. We don't see ourselves as a printing 'vendor,' we're a value-added partner."

Allied's long-term goal is to be one of the largest, most innovative commercial printers on the East Coast. To accomplish that, they are leading the way in Green Earth printing. In the past four years, the company has recycled more than 20,000 tons of paper and 150 tons of aluminum and other scrap metals. With education and administrative controls, it has been able to reduce consumption of natural resources and become more energy efficient.



Allied's sheetfed pressroom today.

John Sr. is proud that his family's company has been able to keep marching forward. "As a family business, we have focused on one target and worked toward steady growth. We recognize that if business is going well, it will be good for our family and for our employees' families."

The Sommers family often says, "At Allied, we do it all." As they explain, their facility rivals any plant in the country, they're always on the cutting edge of technology, and they care about the environment. But most of all, they care about clients. "Regardless of their size, each one is important to us and we make their priorities our priorities. We print and deliver a top-quality product, on time, at a competitive price. Our commitment to exceptional customer service means that our clients can relax, because Allied doesn't."



Three generations of the Sommers family. L to R: John Sommers, Sr., Betina Sommers, and John Sommers, Jr.



With 15 trucks delivering oil and servicing homes and businesses in Northern Fairfield County, Shane Casey, president of Casey Fuel, is acutely aware of how important the family name is.

"Our name is on every truck. I take a lot of pride in that," he explains. "If a customer has a question or concern, he can dial us up and talk directly to me, the president of the company."

For three generations, customers have depended on Casey Fuel for all their heating and cooling needs. The company, started in 1949 by Shane's grandfather, Bill Casey, installs, repairs and replaces boilers, furnaces, oil tanks and humidifiers. It also delivers competitively priced heating oil and propane.

As Shane Casey describes, many companies deliver fuel oil, but what his customers appreciate most is the staff's dedication to customer service. "We know every customer by name and we work hard for them 24 hours a day, 365 days a year. We're there whenever they need us."

But being a small, family-owned company doesn't mean that Casey Fuel can't keep up with bigger companies. To stay competitive, Casey Fuel has embraced new technologies

and software programs to reduce expenses and improve the customer experience. The company uses advanced routing software in its high-tech vehicle computers to reduce travel times and increase productivity on the road and has invested heavily in its web site to give customers access to their accounts and allow them to track transaction history, make payments and schedule service calls and oil deliveries.

"We can't just continue to do the same things our grandfather did and expect to be successful," Shane explains. "We don't want just to deliver more oil to more customers. We want to be the one place customers turn to for home comfort. For example, we're offering home energy audits and other conservation techniques."

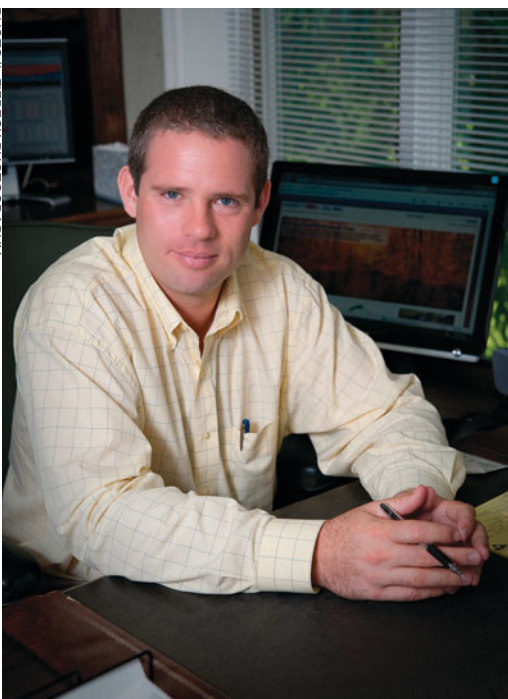
Casey Fuel sees a bright future for their business, even as the world shifts away from oil as a primary energy source. As "green" energy becomes more of a reality, recent state legislation has ensured that heating oil will contain a small but significant portion of renewable, domestically produced "biofuel," as well as a 300 percent reduction in sulfur content. Casey Fuel thinks this will keep the heating oil business relevant for generations to come. "Some sort of fuel has to keep all these homes warm, and whatever fuel that is, we will provide it!"

PHOTO/ FIERECK PHOTOGRAPHY



The Casey Fuel office staff, including customer favorite Jackson (the dog).

PHOTO/ FIERECK PHOTOGRAPHY



President Shane Casey.

Year founded: 1949

Location: Ridgfield

Employees: 25

Product or Service: Full Service Heating And Cooling Contractors

Web site: www.caseyfuel.com

BARKER SPECIALTY COMPANY

Barker Specialty Company was founded over 50 years ago when clients began asking Herb and Gloria Barker to customize souvenirs and other products.

Today, with offices across the country and plans for international expansion, the company offers over a million products to many of the world's most recognizable companies.

Gerry, the current president. "A business was a source of pride, not an asset to buy or sell. My parents were always thinking about the future and our family name. Today, my brother and sisters and I — and really all of our employees — do business with the same mentality. We make decisions we'll be proud of for generations."

Herb and Gloria turned over the day-to-day business affairs to their children in the mid-1980s and then turned their love of collecting animation art cells into a new vocation. Today, the Barker Animation Art Gallery is the largest in the country. In addition, their private collection of memorabilia is now housed in their own museum called The Barker Character, Comic and Cartoon Museum, which opened in 1997 and is now a well-recognized tourist attraction in Cheshire, CT. This collection consists of more than 80,000 pieces.

"My parents have always worked very hard. The museum is a way for them to re-live parts of their childhood, but their passion for the museum goes deeper than that. Mom and Dad both love researching and collecting and they both want to share their passions with the public," Gerry says. In appreciation of the impact the museum has had on the community, Briarwood College awarded Herb Barker an honorary doctorate of humanity for his contribution to the enhancement of life.

"We've always been a creative company. The museum was a natural progression for Mom and Dad. They are passionate about growing, learning and sharing their knowledge."

Even though Herb and Gloria are in their 80's, they are as busy as ever; they're in the process of opening a new gallery at the Village at Gulfstream Park in Hallandale Beach, Florida, and they both still retain an active interest in Barker Specialty Company.

"We're very lucky that we all get along and respect each other", Steven Barker, EVP, explains. "Being a family business has always been a positive experience for us and it's important to each of us, even employees not di-



PHOTO: FIERECK PHOTOGRAPHY

Barker Specialty Company Corporate Headquarters.

Year founded: 1951

Location: Cheshire

Employees: 110

Product or Service:
Promotional Marketing Services

Web site:
www.barkerspecialty.com

What started as a distributor of ashtrays and salt-and-pepper shakers has become one of the USA's leading companies in designing, creating, producing and marketing an unbelievable array of useful advertising products to answer a multitude of business needs. While the products have evolved over the years, the principles that influence business decisions have remained the same since day one.

"In the 1950s, when my parents began this business, people considered their businesses a legacy to pass through the family," explains

rectly related to our family, to carry on my parents' legacy. Mom and Dad were always very focused on their concern for our employees, their insistence on treating vendors with care, and on their genuine love and concern for all our clients. Today, these areas remain our top priorities."

The success of Barker Specialty Company has been possible because of the family's ability to communicate openly and with humility. Sisters Adrienne and Amy both share these sentiments: "Mom and Dad worked hard for many years and raised us to be grateful and to treat others with the same respect and concern with which we would want to be treated. In addition, they always reminded us to be grateful for the blessing of living in the USA."

As one of the largest promotional marketing firms in the country, the company has great buying power to ensure competitive pricing, and has innovated by hiring a full-time staff of artists, graphic designers and web developers. They pride themselves on many new concepts which have become industry standards, such as their showroom (the largest in the USA), their development of virtual stores, and their development of in-house manufacturing. Indeed, a long-time motto of Barker Specialty has been "We Originate — Others Imitate!" This year Barker Specialty opened Barker Specialty Canada, and is working on other international offices to serve their multinational clients. In addition, Barker Specialty has prepared for the future with multi-channel marketing plans in-

PHOTO: FIERECK PHOTOGRAPHY



Barker Character, Comic & Cartoon Museum.

cluding social media, public relations and mobile marketing.

Barker Specialty Company is aware of the many challenges ahead and has been proactive in dealing with concerns such as health and safety issues, social auditing and environmental responsibility. However, the unknown is what makes the future so exciting and there is a third generation who just might be entering the family business. Whether the future leadership will be some of the current employees or some of Herb and Gloria's grandchildren and great-grandchildren (Alivia, Max, Harrison, Sophia, Alex, Sam, Rudy, Alanna and Makiela), you can be assured that the ideals of Herb and Gloria will be carried on through the years.

THE WOLFF COMPANIES

Working with family businesses and high net worth individuals to help them reach their short-term and long-term financial goals.

Wolff-Zackin and Associates was founded in 1954 by Thomas Wolff and was one of the largest insurance agencies in Connecticut, providing all types of insurance. In 2001, Wolff-Zackin's property/casualty and group health business were

accounts. The planning that The Wolff Companies offers is directly connected to the long-term financial success of their clients.

They feel that being a family-run business enables them to be better advisors to other family businesses. The Wolffs can relate to their clients' problems and understand what it is like to work with siblings and children. Being able to relate on a personal level makes a difference in helping clients achieve their goals and objectives.

Ninety percent of their clients are closely-held and family-owned businesses. The Wolffs often have meetings with the entire family to help them identify their goals and any potential challenges that may arise. They then help "quarterback" the planning process in working with the client's other advisors (i.e. attorney, accountant) to be sure that everyone stays on track and the planning objectives are achieved. The clients appreciate the fact that their interests are the Wolffs' top priority and that they are not just interested in selling products.

Greg, Gary and Keith have almost 80 years of combined experience in the financial planning and life insurance field. They work with more than 5,000 clients. Their top priority is the relationship with the client, to be a trusted advisor and to assist the client in every way possible. Greg, Gary and Keith are committed to making sure that "Service Beyond The Contract" is not just a family motto, but a reality that impacts every client.

The Wolff family is one of the most well-known families in the financial planning and insurance industries. Tom created two selling systems Financial Need Analysis (FNA) and Capital Need Analysis (CNA) that companies and financial planners use to help clients with their planning. The systems were created in the 1970s and were different than anything that had been used before. Both of these selling systems are still being used today. Greg and Gary helped Tom in those early years with schools that they ran where financial planners came to



Tom and Bette Wolff.

sold to Webster Bank, but Greg, Gary and Keith Wolff, all experienced financial planners and insurance advisors, kept their boutique financial planning and life practices.

They subsequently formed The Wolff Companies along with Debi (Wolff) Davis as office manager, and eight support staff. Their practice focuses on business and estate planning, specifically helping clients with wealth accumulation and preservation, business succession, exit strategies, retirement planning and income and estate tax savings. The firm helps clients with purchasing life insurance, disability insurance and long-term care insurance and manages 401(k) and other types of retirement plans as well as individual investment

Year founded: 1954

Location: Manchester

Employees: 12

Product or Service:
Insurance & Financial Planning



L to R, back row: Gary and Greg. Front row: Keith and Debi.

Connecticut from all over the country to implement FNA and CNA into their practices. Since then, Greg, Gary and Keith have spoken throughout the United States to show financial planners how they use the FNA and CNA systems. There are more than 100 companies that have used these selling systems to train their brokers and advisors.

Founder Thomas Wolff, who passed away in October of 2008, and his wife, Bette, were not only successful in business, but they were successful with their family. Greg, Gary, Debi and Keith all feel blessed to have had such loving, caring parents (grandparents). They respect and work well with each other. Tom and Bette taught everyone from a young age, that family comes first and Bette continues to be a guiding influence of their close-knit family.

The Wolff family also feels strongly about giving back to the community. Greg, Gary and Keith have been very involved in their

communities by serving on a variety of charitable organizations and community boards. Tom, Greg and Debi attended the school and the other Wolff family members have adopted UConn and made the school one of their top charitable endeavors. Tom and Bette have donated well in excess of \$2 million to the University of Connecticut and established the Thomas and Bette Wolff Entrepreneurship Program in 1998, which has given \$10,000 each year to the brightest entrepreneurs. Today, Greg, Gary and Debi sit on that program's board.

The family also sponsors four athletic scholarships and the UConn swim team's pool is named after their company, Wolff-Zackin (Greg was a swimmer and team co-captain at UConn, 1970-74). The Wolff family truly feels that giving back is essential and that in doing so they get back much more than they give.

To the owners of the West Hartford accounting firm, *Filomeno & Company P.C.*, their business is about people and relationships, not numbers and balance sheets.

When you think about accounting, “fun” is probably not the word that comes to mind. For Joseph and Thomas Filomeno, the founder and current president of Filomeno & Company in West Hartford, “fun” is precisely the word they use to describe their business. “This business is

Joseph and Thomas don't see their business as a typical accounting firm. “Our mission, since the beginning has always been serving our clients, the community and our team. For us, it's important that we do more than just crunch numbers; we want to be a trusted advisor for our clients, we want our employees to love working here, and we want the community to value our contributions.”

With its local commitment and its national association with the RSM McGladrey Network — it was selected to be a part of the network in 2004 — clients have access to the resources, experience, and professional knowledge base of a national organization but benefit from the small size of the firm and its local roots.

In the early days, the firm was focused mainly on bookkeeping and compliance issues. Today, it's focusing on the bigger picture and providing wealth management, business audits, estate planning and advisory services. As current President Thomas Filomeno explains, “The advisory work we do today is more interesting and more valuable for clients. A business can always buy an off-the-shelf piece of software for taxes, but in today's confusing financial world, what people need is guidance. That's where we come in. That's what differentiates us from other accountants.”

As Thomas explains, the firm's strong reputation in the Hartford area is a result of the high ethical standards of the team. “Accounting isn't a black and white practice; a lot of judgment goes into it and, as a group, we always commit to doing the right thing. The community knows this and has confidence in us.” Thomas and his father are very proud of the relationships the firm has built with clients. “We're honest people and we deliver good results. The trust our clients have in us is humbling,” Joseph says.

In order to keep clients happy, the firm works hard to make sure that everyone is working toward the same goal and that they enjoy what they're doing. “We want each employee to



PHOTO/ FERECK PHOTOGRAPHY

Brainstorming session lead by Founder Joseph Filomeno.

Year founded: 1966

Location: West Hartford

Employees: 32

Product or Service:

*Certified Public Accountants,
Business Advisors*

Web site: www.filomeno.com

about people. It's about relationships. Numbers are just the language we use to share information. Getting to know our clients and their businesses, and helping to solve their important problems: that's the fun part.”

Filomeno & Company provides a full range of financial services to businesses and high net-worth individuals in Connecticut. While Joseph maintains close tabs on what's happening at the firm, it is currently owned and managed by Thomas and his four partners — Michael Tedone, James Russell, George Thomson and Judith Saunders.



Standing Left to Right: James Russell, Thomas Filomeno, Michael Tedone, George Thomson; Seated: Joseph Filomeno, Judith Saunders.

feel like they are an owner. We want them to feel proud to work here," Thomas explains.

To accomplish those goals, financials of the firm are shared with the employees every month and bonuses are given based on company profits. The firm also embraces non-traditional work arrangements and allows employees to work from home. "When we give team members extra flexibility, they work when it's convenient and they get more done. We think it's important that our employees find a good balance between work and family time and because of our flexibility, we've been able to hire some great people who don't fit the 9-to-5 mold. It's a win-win situation."

Those are some of the changes that Thomas implemented after he took over as president of the company in 1999. As Thomas explains, "The transition ensured the continuation of the business and helped to re-energize us."

It also gave the team insight that would

prove helpful for clients. "We have clients who are in the same position — transitioning their business to a new generation — and since we've been through it, we can share some of the lessons we learned. In some instances, the relationship used to be between my father and the father in another business and now it's between the son or daughter in that business and me or one of my partners. We're very proud that our client relationships grow to be strong and long lasting."

When Joseph and four employees opened Filomeno & Company on April 1, 1966, his first goal was to make it through tax season. Today, the company's goals are bigger and more exciting and the Filomeno family is proud of how far they've come. The services have changed, but the mentality and employee culture at Filomeno & Company has not: it continues to be based on the firm's cause: "It isn't our job, it's our passion."

OEM CONTROLS, INC.

Construction companies all over the world rely on the rugged electro-hydraulic controls designed and built by OEM Controls in Shelton, Connecticut.

This second-generation business, started by Brian Simons in 1966 and now run by sons Sam and Keith, employs 200 people in the southern part of the state. The company de-

paving equipment and garbage trucks," notes Keith Simons, Director of Sales and Marketing. "Controllers for these heavy machines need to be rugged, impervious to rain and dirt, and highly specialized. With more than twenty types of joystick controllers, more than 10 grip handles and a multitude of mechanical options and electronic modules, we are able to mass-produce customized products for our customers." OEM Controls has been the go-to manufacturer of these parts for almost 45 years and continues to enhance its product line today.

In addition to providing tools to physically control construction equipment (i.e. with joysticks and foot pedals), OEM Controls has recently started to offer its clients an additional level of control: the capability to monitor machines from afar with remote data tracking options. OEM Data Delivery, a division of OEM Controls, provides detailed data about machine usage (fuel levels, hours of use, location, etc.) either via radio frequency or cellular communication to managers, who can then use the data to make better decisions.

Unlike software companies that offer this type of service, OEM Data Delivery is able to combine its knowledge of how the machines work with an understanding of the potentially grueling conditions under which they are used, to create a better product. Its product is rugged. It works in the rain. It gives construction managers data from halfway across the country and it does so reliably.

Sam Simons, Director of Operations, describes one of the company's core capabilities as being a designer and manufacturer of rugged, custom electronics for off-highway markets. "We have always developed new products based on our customers' ideas and requests. We thoroughly understand their equipment and make recommendations on how to best address their application. Whether it's adding a special electronic or mechanical feature to a controller or creating a wireless data logger,



OEM Headquarters and manufacturing facility at 10 Controls Drive, Shelton, Connecticut.

Year founded: 1966

Locations: Shelton

Employees: 200

Product or Service: Design and Production of Specialized Construction-control Equipment

Web site: www.oemcontrols.com

signs and manufactures specialized control systems — including joystick controllers, multi-grip handles, rotary and foot-pedal controllers, electronic control modules, and complete control-panel systems — for heavy-duty construction machines across the globe.

"We have always focused on products for very specific niche markets," explains Founder, Brian Simons. "Our products work together to meet one need: a high-quality but rugged and affordable control system."

"You might find OEM Controls' joystick controllers on cranes, aerial work platforms,

we listen to our customers and apply our knowledge and capabilities to develop the best solution.”

The ability to anticipate clients’ needs, the willingness to evolve with them, and a can-do attitude, have been important ingredients of OEM Controls’ success, according to founder Brian Simons. “When things don’t work out the way we expect them to, we just find another way to make things work. When we commit to doing something, we make it happen.”

One side effect of this philosophy is a constant commitment to improvement by all employees. In running the business, Brian, Sam and Keith are always thinking about ways to improve efficiency and provide more for clients and employees. The employees, 60 percent of whom have been with the company for ten years or longer, are encouraged to speak up if they have suggestions or ideas about how things are run.

The Simons family is proud of the atmosphere they have created at OEM Controls and they attribute that atmosphere in part to the fact that they have never had any investors. Because the business has always been run without any outside control, the family has made it a priority to provide employees with a great place to work.

The State of Connecticut and the UConn Family Business Program have also helped. As business slowed in recent years, Connecticut offered assistance so the company could avoid substantial layoffs. The UConn program has provided guidance over the last 10 years to help facilitate the family’s vision and has provided student interns and recommendations for business consultants to act as a resource.

“The UConn Family Business Program has really helped with the evolution of this company as a family business,” explains Sam Simons. “It has been a tremendous resource for us.”

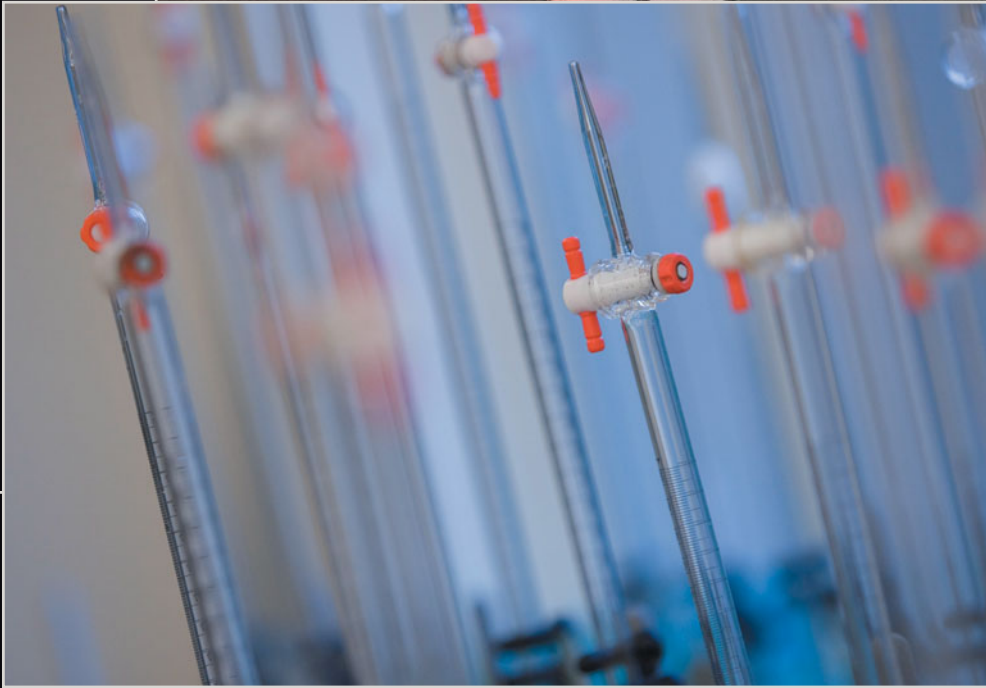
If you ask Brian Simons why his company

PHOTO/HEBECK PHOTOGRAPHY



L to R: Samuel R.N Simons, Keith T. Simons and S. Brian Simons.

has been successful, he’ll tell you about the importance of finding a niche market where you can make a real difference without tackling any bigger, already-established companies. As a 29-year-old in 1966, he had a feeling that electro-hydraulics would be the technology of the future, and even though it took 20 years longer than he expected to catch on, mastering that niche market has made OEM Controls a true industry leader in the 21st century.



In 1967, Italian immigrant Riccardo Pugielli founded a one-man tool-and-die shop. Today, with his son in charge, the business employs 57 people and occupies 43,000 square feet of manufacturing space.

In 1999, nine years after joining the company's managerial team, Rick took over for his father as the president of Promold Plastics. He spent those nine years working his way up and learning the business; he introduced technology to the manufacturing process and managed the company's ISO 9002 Certification. Since then, he has moved the business to a larger manufacturing plant, has worked hard to build an exceptional management team, and has won a "40 Under 40" award for his work with the company.

"My dad was proud to provide for his family. Maybe he was planning ahead when he encouraged me to get an engineering degree and encouraged Lorella [Rick's sister] to go to law school." Rick explains. "Our educations really did prepare us to run this company."

The plastics manufacturer, now headquartered in Portland, CT, supplies precision injection molds and molded components for medical devices, electronics, and industrial applications, and because the business is smaller than most of its competitors, it makes sure that every client relationship is a meaningful one. "A good customer is one who wants to be involved. We want to know our clients, understand their business needs, and provide exceptional service."

But being a small business does have its challenges. Today there are many more laws



World-class manufacturing facility in Portland, CT.

and regulations affecting businesses than when the company was started in 1967. "As a small business, we have to comply with many of the same laws and regulations as the large companies, but we don't have the same resources. That adds a challenge," Rick explains.

Being small also means that Rick and his team always have to be looking for the next big opportunity. "We don't want to find ourselves in a position where we are relying too much on just a few clients, so we're always exploring new markets." As he explains, the challenge is finding the balance between looking for new opportunities and keeping things running smoothly back at the office.

Rick quotes his father when he talks about finding that balance: "My dad always said: Don't over-leverage yourself, personally or in business." That advice, combined with a management style based on collaboration and good communication, continues to be a formula for success for Promold Plastics.



Original family business — Blacksmith in Abruzzi, Italy.



Family business today — Custom injection molding in Portland, CT.

Year founded: 1967

Location: Portland

Employees: 57

Product or Service: Custom injection Molding and Mold Making

Web site:
www.promoldplastics.com

ACME WIRE PRODUCTS COMPANY, INC.

“A *wire fabricating boutique — not a wire WalMart,”*
is how the owners of Acme Wire Products Co., Inc.
describe their company.

While they can't be everything to everyone, Acme Wire Products promises its carefully chosen clients personalized service, meaningful relationships and exceptional products.

premier wire fabricator in the United States. The current family members continue to carry on that vision and goal. They strive to live up to the phrase “Wire fabrications — from simple to sophisticated.”

The three siblings, who are part of a larger family group of seven children, each joined Acme Wire Products after working and developing competencies in other companies and industries. Mary, Michael and Edward function as a management team who, while having separate skills and responsibilities, work together to form a company that is strengthened by their shared purpose.

Based in Mystic, CT, the company focuses mainly on industrial applications, but also produces recognizable items such as wire grids, wire baskets, lacrosse masks and backpack frames used by firefighters.

“We offer a specialized service,” explains co-owner Ed Planeta. “Sometimes our clients need a service that we could provide, but which isn't part of our specific expertise. When that happens, we refer those people to our competitors or other companies in the metal fabrication industry. We don't worry about referring business to others because when the tables are turned, we get recommendations from those companies.”

In fact, Edward and Michael explain that helping potential clients identify the right wire or metal fabricator to fit their unique needs is one of the company's strengths, even if it means not getting a job right away.

“We're good at what we do, but we're not the best at everything. We focus on what we're the best at and we have the courage to turn down business when a better option is available for potential clients,” explains Edward.

What the company excels at is producing customized, three-dimensional, high-tolerance wire or metal parts. Family members work closely with clients to ensure that designs will fit their needs; they produce parts with superior weld integrity and dimensional accuracy;



PHOTO: FIERECK PHOTOGRAPHY

Wire products can be produced in a variety of colors and finishes.

Year founded: 1970

Location: Mystic

Employees: 45

Product or Service:
*Custom Wire and Metal
Components*

Web site: *www.acmewire.com*

Acme Wire Products, a second-generation family business founded by Edward Planeta Sr., and now owned and managed by the sibling team of Mary Planeta Fitzgerald and her brothers Edward and Michael Planeta, offers three-dimensional, precision wire components and metal fabrications.

Ed Planeta Sr., who founded Acme Wire Products, developed his fabrication expertise working for Artistic Wire Products, his father's wire fabrication business, and for Associated Spring Company. When he founded Acme Wire Products in 1970, his goal was to become the

and they test to guarantee that parts are strong and secure. Some clients need a one-time production run of 50 parts while others need one or more skids of parts produced every month. Either way, working with Acme Wire Products means every client gets top-quality products and service every time.

As Edward explains, the courage to focus on their strengths and turn down business that doesn't fit their niche allows Acme Wire Products to develop strong, meaningful relationships with the right clients.

"Because we are honest with ourselves and our clients, and are selective about who we work with, we truly value every client. We listen carefully to their goals and we design a process and a product that will meet their short- and long-term needs. Sometimes that means our company has to make investments upfront — either in equipment or technology or in our staff — in order to give clients what they need. That's just part of how we provide exceptional customer service," explains Michael.

Company president, Mary Fitzgerald, credits the UConn Family Business Program with why Acme Wire Products has been successful. The program motivated the siblings to implement an outside advisory board in 1999. This gave them a fresh outlook on the business, and also helped manage the transition when Mary and her brothers purchased the business from their father in 2000.

"We have gotten a lot of benefit from our relationship with the UConn Family Business Program. We have developed great contacts and have really appreciated the professional advice," she explains.

PHOTO: FIERECK PHOTOGRAPHY



Acme Wire Products' management team during a recent 40th Anniversary celebration. L to R: Michael Planeta, Edward Planeta, Sr., Mary Planeta Fitzgerald, Edward Planeta, Jr.

Mary and her brothers also talk about the firm's ability to evolve with their clients as a factor that contributes to their success. By carefully managing growth, keeping their overhead low, and recognizing the need for flexibility, they have been able to adapt as markets and technologies have changed, and they have invested in new capabilities to stay competitive.

"I'm proud of the fact that we do as much as we possibly can for our customers," Edward remarks. As he explains, the word "Acme" means the highest point and Acme Wire Products has been established as the standard for high-tolerance engineered wireforms for the last 40 years. "Staying true to our niche and staying honest with ourselves and our clients is what makes our success possible."

DYMAX CORPORATION

With offices throughout the world, Torrington-based DYMAX has proven itself a global leader in the adhesives industry.

Thirty years ago, Andrew Bachmann developed a series of environmentally friendly industrial adhesives, and mortgaged the family farm to start the DYMAX Corporation.

Today, with more than 30 patents to its name, DYMAX is a world-leading manufacturer

our home and the employees and their families are important to us," he explains.

DYMAX also appreciates the proximity to The University of Connecticut. "We have developed a mutually beneficial relationship with the School. The Family Business Program has been extremely helpful to our founders, who successfully implemented a management transition to the second Bachmann generation. As part of the School's Management and Engineering for Manufacturing Program, we have worked with very bright interns and have hired very talented graduates." DYMAX also works closely with the chemistry department for its talent and analytical capabilities as well as the School of Business for its MBA talent development.

"UConn makes a point to integrate itself in the business community. They know our business and in turn, we know their students, who can become employees one day. It's a win-win situation," Terrence explains.

For this 150-employee company, competition comes in the shape of multi-billion dollar companies with deep roots in the market. In DYMAX's early days, Andrew had to show potential customers that his products and methods would work, but also that his company would be around for years to come.

"We had to prove to people that we could solve their problems on a long-term basis. We did this by asking lots of good questions, digging deep to understand their needs, and by personalizing the solutions. Since our adhesives and coatings become a part of our customers' final products, they have to last. There was a lot of risk, but by building relationships and customizing solutions, we earned our customers' trust and respect," Terrence explains.

Today, with adhesive products and tools that lead the market, and service that continues to focus on individual customer needs, DYMAX has found its niche. The company offers highly unique adhesive products (like an adhesive that changes color when cured to save inspection time on the production line and en-



Jonathan Galaska (Management & Engineering for Manufacturing '03) interned with DYMAX Applications Engineering and is now Electronics Program Manager.

Year founded: 1980

Location: Torrington

Employees: 150

Product or Service: Adhesives, Light Curing Systems and Dispensing Systems

Web site: www.DYMAX.com

of advanced light-curable adhesives, coatings, sealants, application equipment and specialized lighting systems to cure the adhesives. The company serves medical, electronic, military, automotive and industrial markets across the globe, but still calls Torrington, CT home.

"We're proud to do business in Connecticut," explains Chief Growth Officer, Terrence Woldorf. "There are many skilled professionals in the state, and while other companies focus on the lowest cost manufacturing sites, we choose to manage costs without any chance of sacrificing the quality of our products. This is

sure reliability) while also providing application and curing equipment to meet the entire range of customer needs.

The company also offers consulting services to help customers stay competitive by improving their manufacturing efficiencies. The DYMAX Edge, as this full range of products and services is called, is what truly sets the company apart from its competitors. "Our competitors will compete with one aspect of the production process, and then may outsource other parts of their operation. We produce everything here. The whole process has to work or we won't have a customer," explains Greg Bachmann, President.

As manufacturing moved overseas in the last several decades, DYMAX responded by developing application laboratories and technical sales staff in all major manufacturing areas of the world. The company has offices in Germany, Hong Kong, Korea and China and expects to open additional offices in the future. In recognition of its innovation and export activity, the U.S. Department of Commerce awarded DYMAX a Commerce Export Achievement Certificate earlier this year.

Despite its international success, the company is proud of its roots and grateful for the dedication and support of the local community and employees, which have allowed DYMAX to keep its corporate headquarters and manufacturing plant in Connecticut.

If you ask Terrence why the employees and local communities are committed to DYMAX, he'll tell you it's because DYMAX is committed to them. Greg Bachmann, the President, knows every employee. The company makes it a priority to provide a safe and challenging work environment for employees, and they are trained and coached — often with the help of the UConn Family Business Program — for growth within the company.

Over the last 30 years, this family-owned, local business has developed an innovative line of products and is now providing service on a

PHOTO/ FIERECK PHOTOGRAPHY



Margo Martin (Management & Engineering for Manufacturing '06) interned with DYMAX Applications Engineering and recently relocated to Northern California as a Sales Engineer.

global scale. "Regardless of how far away our offices might be," explains Greg, "we treat every employee like family, and every client like they are our only one. That's just part of the DYMAX Edge."

CNC SOFTWARE, INC.

When Mark Summers and his brother Jack created their first version of their CAD/CAM software in 1983, no one imagined a future that included a 50,000-square-foot office building and the most widely used NC software package in the world.

But 27 years later, as president of his family-owned company, CNC Software, that's exactly where Mark Summers has found himself. Now running the company with his brother Brian, Mark describes their growth as slow and

from simple to highly complex. It was originally created to provide an inexpensive PC-based CAM system at a time when most other systems were expensive and hard to use on main-frame computers. CNC Software was one of the first companies to introduce affordable CAD/CAM software designed for the machinist and the engineer and provide practical solutions for both.

Today, the company's customers range from one-person sites to Fortune-100 manufacturers. The same software used by large companies is also affordable for the smaller shops and gives everyone access to top-quality programming options.

Mastercam is sold through a worldwide reseller channel and is used in more than 50 countries across the globe. Despite a global presence, however, the company's Connecticut-based customer service department offers personalized attention for resellers and customers regardless of size or location.

Over the years, CNC Software has continued to meet its customers' needs,

both large and small, but its innovative and user-focused software is not the only thing that sets it apart from the crowd. The company is also committed at every level of its operations to doing what's best for the environment and for its employees. If you visit the company's Tolland, CT headquarters, you'll see proof of this commitment all around you.

The building was built 11 years ago on a farm and as you drive past the original red barn, the thousand tomato plants, and employee garden plots, you start to realize that CNC



PHOTO/JEROMEK PHOTOGRAPHY

Mark and Brian Summers in front of corporate headquarters in Tolland.

Year founded: 1983

Location: Tolland

Employees: 125

Product or Service: CAD/CAM Software Developers

Web site: www.mastercam.com

steady. He says, "We were always so focused on keeping our customers happy that we didn't really have a long-term plan. We just listened to what our customers needed and continued to improve the software."

And the plan is working. They're on track to reach \$25M in sales this year, and have been recognized by an independent research firm as the top NC software package for 16 years in a row.

Their software, Mastercam, offers CAD/CAM programming tools for a variety of needs,

Software really “walks the walk.” The bike shop in the building’s basement, with storage and tools to fix bikes for employees who ride together on their lunch breaks, the well-stocked employee gym which is open seven days a week, and the walking path around the perimeter of the gorgeous green property make it obvious that “employee satisfaction” isn’t just a toss-away buzz word for the Summers family.

“Turnover is expensive, so we make reasonable efforts to minimize it,” Mark says.

But as impressive as the employee perks are, the efforts to reduce the company’s carbon footprint are equally impressive. A monstrous 72kw solar array beside the parking lot provides up to one-third of the building’s electrical needs and 46 underground wells feed geothermal heat pumps to heat and cool the building, all without the direct use of fossil fuels.

“People don’t realize how efficient these two systems in concert can be.” Mark is happy to share his story to help others do the same: when energy prices were at their highest, he was giving two to three tours a week to help other businesses understand some of the energy options available.

When possible, the company sells its excess electricity back to CL&P, but Mark isn’t motivated to create green energy because of its impact on his bottom line. As he puts it, “We just want to do what makes good sense because we are able to. But of course, it doesn’t hurt that people like to work with businesses that do things that are logical and support society when possible.”

In 1983, two brothers, eventually three, built a piece of software that would make it possible for machinists in every industry to produce complex parts in less time at an affordable price. Because CNC Software has focused exclusively on that program, changes in technology and the evolution of user needs have become welcome opportunities for growth for the company. As the market evolves, so too does Mastercam.

PHOTO: FIERECK PHOTOGRAPHY



Brian and Mark in the CNC Software applications testing shop.

PITA GROUP

For Kim and Paul Pita of Pita Group, “seeing things differently” isn’t just their tagline: it’s the way they run their business and a philosophy that separates them from competitors.

When they started Pita Communications LLC 14 years ago, their goal was to provide creative and innovative marketing and public relations solutions that had measurable results. From the beginning, they saw their business as unique and haven’t wanted it any other way. As Paul

Pita Group, with three distinct divisions to make it easier for clients to understand how the business functioned.

The three divisions — Pita Marketing, Pita Interactive, and Pita Productions — now work collaboratively and provide a full spectrum of services to meet clients’ needs in advertising, branding, public relations, marketing, digital media, web sites, video production, and social media marketing.

“The transition to Pita Group marries our deep history in strategic and creative marketing with the latest interactive and broadcast production technologies. We have to be as forward thinking as possible. Our clients expect and deserve the most innovative solutions to reach their audiences. They depend on us for this,” said Kim.

Innovation and evolution at Pita excites and energizes the staff. “This is a pretty great place to be. I always say if I didn’t own this place, I’d want to work here. We get to learn, explore and share new marketing and technology trends,” said Paul. “We expect nothing but excellence from our team and in return we provide a great place to be every day.”

Many companies say they treat employees like family, but at Pita Group, Kim and Paul make it a priority. For example, Kim makes sure that every birthday and employee anniversary is recognized and celebrated. They also often write notes of appreciation to thank employees for their hard work and recognize team members for contributions to successful campaigns or web site launches.

“Human resources studies show that most people just want to feel appreciated at work. Happiness extends way beyond the paycheck. We make it a priority to recognize the dedication of every one.” Pita also plans special outings, like tours of Connecticut’s wine trail and corn mazes, to build moments where, as Paul describes, “we can remove ourselves from the day-to-day routine and nurture our relationships.”



PHOTO/J. FIERECK PHOTOGRAPHY

We are family at Pita Group with members of the marketing, interactive and production divisions.

Year founded: 1996

Location: Rocky Hill

Employees: 22

Product or Service: Full-service Strategic Marketing, Interactive and Production Agency

Web site: www.thepitagroup.com

Pita explains, “We’re not a ‘status quo’ agency.”

Over the years, as communication and technology have changed, Kim and Paul have had to make conscious decisions about how to evolve their business. To stay relevant and competitive, in 2007, they acquired Vrroomedia LLC, a developer of streaming video, video on demand, animation, 3D experiences, virtual tours, and interactive education. They built a 10,000-square-foot creative and video studio and moved the business to Rocky Hill.

In 2010, they reorganized and re-named the business. Instead of keeping Vrroomedia as a separate entity, they formed one company,

Along with company outings, Pita Group supports many causes and non-profit organizations. Both Kim and Paul serve on high profile boards of directors in the community, and they encourage their staff to be active volunteers, too.

Passion, innovation, creativity, and integrity have been guiding principles for Pita Group from the beginning. The team assembled over the years is a big part of that. “The best way to be a great company is to bring on great people and let them be great. We don’t micromanage, but we do expect employees to excel and grow while they’re here. We help them to do this by providing opportunities for professional development and continuous learning,” said Paul.

Part of their bi-annual employee review process includes conversations about accomplishments, goals, respect, innovation, and initiatives. “We want our team to feel empowered to innovate and take initiative. We all need to grow and evolve as people and professionals. It’s what enables us to be the best we can be and deliver on our promises to our clients,” said Kim.

Over the years, the Pitass have taken on the critical challenge to find exceptional employees, who align with the culture they have cultivated.

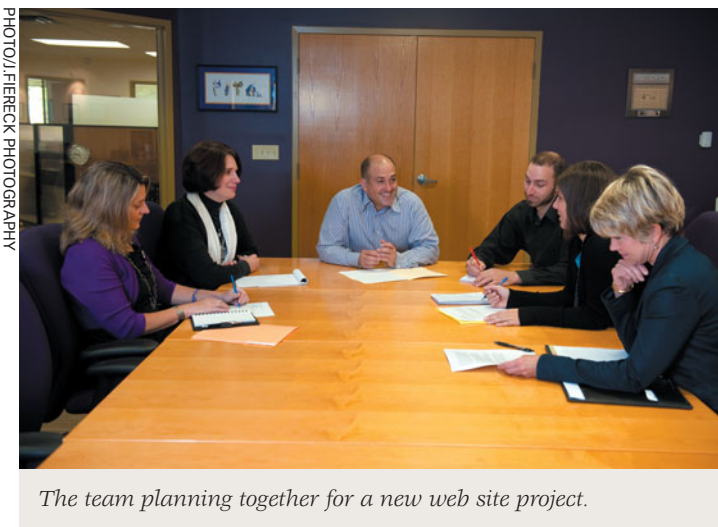


It’s not uncommon to see Kim and Paul collaborate on how to bring innovation to their clients.

“Our employees have to feel passionate about what we do; they can’t just say they feel it; it has to be part of their core being,” said Paul.

One reason the two partners in business and in life are dedicated to building the best team is because, as they say, the unique energy and synergy of the team is an important indication of the type of relationship a client can expect from Pita.

“Clients tell us they like partnering with us because of the exceptional results we bring. We make the process feel more like fun than work. This is a special company that does see things differently,” said Paul. “When our clients are successful, we are successful.”



The team planning together for a new web site project.



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Page 3: Photo by Peter Morenus. A view of the atrium in the new School of Business building at the UConn Storrs Campus.

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